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TOWN OF
VICTORIA PARK



Meeting Procedures Local Law 2019

Town of Victoria Park



WE'RE OPEN
VIC PARK

The following is the *Meeting Procedures Local Law 2019* made by the Council of the Town of Victoria Park under section 3.12 of the *Local Government Act 1995* and all other acts and powers enabling it.

The Common Seal of the)
 Town of Victoria Park was)
 affixed by the authority of a)
 resolution of the Council in)
 the presence of)

_____ Trevor Vaughan, Mayor

_____ Anthony Vuleta, Chief Executive Officer

On the _____ day of _____ 20____

Revision History:

Version	Made, Amended, Revoked	Date	Council Resolution Number	Effective	Key Changes/Notes
1	Made				Adopted by Council.

TOWN OF VICTORIA PARK

MEETING PROCEDURES LOCAL LAW 2019

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LOCAL GOVERNMENT ACT 1995

TOWN OF VICTORIA PARK MEETING PROCEDURES LOCAL LAW 2019

Under the powers of the *Local Government Act 1995* and all other powers and acts enabling it, the Council of the Town of Victoria Park resolved on 18 June 2019 to make the following local law.

Part 1 – Preliminary

1 Citation

This local law may be cited as the *Town of Victoria Park Meeting Procedures Local Law 2019*.

2 Commencement

This local comes into operation:

- (a) on 1 August 2019; or
 - (b) 14 days after the date of its publication in the *Government Gazette*;
- whichever is the later.

3 Purpose and Effect

- (1) The purpose of this local law is to provide rules and a set of procedures to apply to the conduct of meetings of the council, its committees and to any meeting of electors.
- (2) The intended effect of this local law is –
 - (a) better decision-making by the council and its committees;
 - (b) the orderly conduct of meetings dealing with council business;
 - (c) better understanding of the process of conducting meetings; and
 - (d) the more efficient and effective use of time at meetings.

4 Application

All meetings of the council, committees and the electors are to be conducted in accordance with the Act, the Regulations and this local law.

5 Terms used in this local law

- (1) In this local law unless the contrary intention appears –

Act means the *Local Government Act 1995*;

amendment in relation to a motion, means an amendment motion which does not alter the basic intent of the primary motion to which the amendment applies;

CEO means the Chief Executive Officer of the local government;

committee means a committee of the council established under section 5.8 of the Act;

committee meeting means a meeting of a committee;

council means the council of the local government;

district means the district of the local government;

local government means the Town of Victoria Park;

mayor means the mayor of the local government or other presiding member at a council meeting under section 5.6 of the Act;

meeting means a meeting of the council or a committee, as the context requires;

presiding member means—

- (a) in respect of the council, the person presiding under section 5.6 of the Act; and
- (b) in respect of a committee, the person presiding under sections 5.12, 5.13, and 5.14 of the Act;

Regulations means the *Local Government (Administration) Regulations 1996*;

simple majority means more than 50% of the members present and voting;

substantive motion means an original motion or an original motion as amended, but does not include an amendment or a procedural motion.

6 Interpretation

Unless otherwise defined in this local law, the terms and expressions used in this local law are to have the meaning given to them in the Act and Regulations.

7 Repeal

The *Town of Victoria Park Standing Orders Local Law 2011* published in the Government Gazette on 23 January 2012 is repealed.

Part 2 – Calling and Convening Meetings

8 Ordinary and special council meetings

- (1) Ordinary and special meetings of the council are dealt with in the Act.
- (2) An ordinary meeting of the council held on a monthly basis, or otherwise as determined by the council, is for the purpose of considering and dealing with ordinary business of the council.
- (3) A special meeting of the council is held for the purpose of considering and dealing with council business that is urgent, complex in nature or for any other special purpose.

9 Calling meetings

The calling of meetings of the council is dealt with in the Act.

10 Convening meetings

- (1) The convening of meetings of the council is dealt with in the Act.
- (2) Subject to subclause (3), the CEO is to give at least 72 hours' notice, for the purposes of section 5.5 of the Act, in convening a special meeting of the council.
- (3) Where, in the opinion of the mayor or at least one-third of the members, there is a need to meet urgently, the CEO may give a lesser period of notice of a special council meeting.

11 Calling committee meetings

The CEO is to call a meeting of any committee when requested by the mayor, the presiding member of a committee or any two members of that committee.

12 Public notice of meetings

Public notice of meetings is dealt with in the Regulations.

Part 3 – Presiding Member and Quorum

13 Who presides

Who presides at a council meeting is dealt with in the Act.

14 When the deputy mayor can act

When the deputy mayor can act is dealt with in the Act.

15 Who acts if no mayor

Who acts if there is no mayor is dealt with in the Act.

16 Election of presiding members of committees

The election of presiding members of committees and their deputies is dealt with in the Act.

17 Election of deputy presiding members of committees

The election of deputy presiding members of committees is dealt with in the Act.

18 Functions of deputy presiding members

The functions of deputy presiding members are dealt with in the Act.

19 Who acts if no presiding member

Who acts if there is no presiding member is dealt with in the Act.

20 Names to be recorded

At any meeting—

(a) at which there is not a quorum present; or

(b) which is adjourned for want of a quorum,

the names of the members then present are to be recorded in the minutes.

Part 4 – Business of a meeting

21 Business to be specified

(1) No business is to be transacted at any ordinary meeting of the council or a committee other than that specified in the agenda, without the approval of the presiding member or the council or committee.

(2) No business is to be transacted at a special meeting of the council or a committee other than that given in the notice as the purpose of the meeting.

(3) Subject to subclause (4), no business is to be transacted at an adjourned meeting of the council other than that—

(a) specified in the notice of the meeting which had been adjourned; and

(b) which remains unresolved.

(4) Where a meeting is adjourned to the next ordinary meeting of the council then, unless the council decides otherwise, the business unresolved at the adjourned meeting is to be dealt with before considering reports at that ordinary meeting.

22 Order of business

(1) Unless otherwise decided by the council the order of business at any ordinary meeting of the council is to be as follows –

(a) declaration of opening

(b) announcements from the presiding member

- (c) attendance—
 - (i) apologies
 - (ii) approved leave of absence
- (d) declaration of interest
- (e) public question time—
 - (i) response to previous public questions taken on notice
 - (ii) public question time
- (f) public statement time
- (g) confirmation of minutes and receipt of notes from any agenda briefing forum
- (h) presentations—
 - (i) petitions
 - (ii) presentations
 - (iii) deputations
- (i) method of dealing with agenda business
- (j) reports
- (k) applications for leave of absence
- (l) motions of which previous notice has been given
- (m) questions from members without notice
- (n) new business of an urgent nature introduced by decision of the meeting
- (o) public question time
- (p) public statement time
- (q) meeting closed to public—
 - (i) matters for which the meeting may be closed
 - (ii) public reading of resolutions that may be made public

- (r) closure
- (2) Unless otherwise decided by the council, the order of business at any special meeting of the council is to be the order in which that business stands in the agenda of the meeting.
- (3) In determining the order of business for any meeting of the council, the provisions of the Act and Regulations relating to the time at which public question time is to be held are to be observed.

23 Motions of which previous notice has been given

- (1) Unless the Act, Regulations or this local law otherwise provide, a member may raise at a meeting such business as they consider appropriate, in the form of a motion, of which notice has been given in writing to the CEO and which has been included on the agenda.
- (2) A notice of motion under subclause (1) is to be given at least three and a half (3½) clear working days before the meeting day at which the motion is moved.
- (3) A notice of motion is to relate to the good governance of the district.
- (4) The CEO—
 - (a) with the concurrence of the mayor, may exclude from the agenda paper any notice of motion considered to be, or likely to involve, a breach of any of the provision of this local law or any other written law;
 - (b) is to inform members on each occasion that a notice has been excluded and the reasons for that exclusion;
 - (c) may, after consultation with the member where this is practicable, make such amendments to the form but not the substance as will bring the notice of motion into due form; and
 - (d) may provide to the council relevant and material facts and circumstances pertaining to the notice of motion on such matters as policy, budget and law.
- (5) A motion of which notice has been given is to lapse unless—
 - (a) the member who gave notice of it, or some other member authorised by the originating member in writing, moves 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.
- (6) If a notice of motion is given and lapses under subclause (5), notice of a motion in the same terms or to the same effect is not to be given again for at least 3 months from the date of the lapse.

24 New business of an urgent nature

(1) In this clause—

cases of extreme urgency or other special circumstances means matters that have arisen after the preparation of the agenda that are considered by the presiding member to be of such importance and urgency that they are unable to be dealt with administratively by the local government and must be considered and dealt with by the council before the next meeting.

(2) In cases of extreme urgency or other special circumstances, matters may, on a motion by the presiding member that is carried by the meeting, be raised without notice and decided by the meeting.

25 Adoption by exception resolution

(1) In this clause—

adoption by exception resolution means a resolution of the council that has the effect of adopting, for a number of specifically identified reports, the employee recommendation as the council resolution.

(2) Subject to subclause (3), the council may pass an adoption by exception resolution.

(3) An adoption by exception resolution may not be used for a matter—

- (a) that requires an absolute majority;
- (b) in which an interest has been disclosed;
- (c) that has been the subject of a petition or deputation;
- (d) that is a matter on which a member wishes to make a statement; or
- (e) that is a matter on which a member wishes to move a motion that is different to the recommendation.

Part 5 – Public Participation

26 Meetings generally open to the public

Meetings being generally open to the public is dealt with in the Act.

27 Meetings not open to the public

(1) The CEO may, at any time, recommend that a meeting or part of a meeting be closed to members of the public.

(2) The council or a committee, in one or more of the circumstances dealt with in the Act, may at any time, by resolution, decide to close a meeting or part of a meeting.

(3) If a resolution under subclause (2) is carried—

- (a) the presiding member is to direct everyone to leave the meeting except—
 - (i) the members;
 - (ii) the CEO; and
 - (iii) any employee specified by the presiding member; and
 - (b) the meeting is to be closed to the public until, at the conclusion of the matter justifying the closure of the meeting to the public, the council decides otherwise.
- (4) A person who fails to comply with a direction under subclause (3)(a) may, by order of the presiding member, be removed from the meeting.
 - (5) While the decision under subclause (2) remains in force, the operation of clause 50 is to be suspended until the council by resolution, decides otherwise.
 - (6) A resolution under this clause may be made without notice.
 - (7) Unless the council decides otherwise, once the meeting is reopened to members of the public, the presiding member is to ensure that any resolution of the council made while the meeting was closed is to be read out including a vote of a member to be included in the minutes.

28 Question time for the public

Question time for the public is dealt with in the Act.

29 Question time for the public at certain meetings

Question time for the public at certain meetings is dealt with in the Regulations.

30 Minimum question time for the public

Minimum question time for the public is dealt with in the Regulations.

31 Procedures for question time for the public

- (1) Procedures for question time for the public are dealt with in the Regulations and in this clause.
- (2) Unless determined otherwise under the Regulations, the procedure for the asking of and responding to questions raised by members of the public at a meeting shall be as follows –
 - (a) members of the public are to be encouraged to submit questions in writing prior to the meeting before the questions are asked orally;
 - (b) a member of the public who raises a question during question time, shall be required to state their name and suburb;

- (c) questions are to be answered by the member or employee nominated by the presiding member;
 - (d) questions may be taken on notice, at the determination of the presiding member, and the presiding member may determine that any complex question requiring research be answered only in writing;
 - (e) no discussion of a question or answer is to take place; and
 - (f) when a question is taken on notice under subclause (d) a response is to be given to the member of the public in writing, and a copy is to be included in the agenda of the next meeting of the council or committee as the case requires.
- (3) The presiding member may reject any question that the presiding member considers to be offensive towards, or adversely reflect, upon the character and/or any actions, of any member of the council or employee of the local government, **provided that the presiding member has taken all reasonable steps to have the member of the public phrase the question in a manner that is not offensive or defamatory.**
- (4) When a question is taken on notice the CEO is to ensure that:
- (a) a response is given to the member of the public in writing; and
 - (b) a summary of the response is included in the agenda of the next meeting of the Council.
- (5) Where a question relating to a matter in which a relevant person has an interest is directed to the relevant person, the relevant person is to –
- (a) declare that they have an interest in the matter; and
 - (b) allow another person as determined by the presiding member to respond to the question.
- (6) The council, by resolution, may agree to extend public question time.
- (7) Where an answer to a question is given at a meeting, a summary of the question and the answer is to be included in the minutes.

32 Public statement time

- (1) The presiding member is responsible for the conduct of public statement time in accordance with this clause.
- (2) The procedure for the making of statements by members of the public may be determined by resolution of the council.

- (3) A member of the public wanting to make a public statement must first state their name and suburb.
- (4) Public statements made by the public at a special meeting are to relate to the business for which the meeting has been called.
- (5) Notwithstanding subclause (1), there is no public statement time in meetings of committees other than a committee to which the local government has delegated a power or duty.

33 Distinguished visitors

If a distinguished visitor is present at a meeting of the council, the presiding member may acknowledge the presence of the distinguished visitor at an appropriate time during the meeting, and the presence of that visitor shall be recorded in the minutes.

34 Deputations

- (1) A person or group who completes and submits, with at least 24 hours' notice, an application form provided by the local government may be received as a deputation—
 - (a) at an agenda briefing forum;
 - (b) meeting of a committee; or
 - (c) if the council determines, at a council meeting.
- (2) The CEO may either—
 - (a) approve the request and invite the deputation to attend an agenda briefing forum under clause 133, or a meeting of a committee; or
 - (b) refer the request to the council to decide by simple majority whether or not to receive the deputation and, if so, the meeting at which it is to be received.
- (3) Unless the council resolves otherwise, a deputation invited to attend a council meeting, an informal briefing forum under clause 133 or a committee meeting—
 - (a) is not to exceed 5 persons, only 2 of whom may address the council or committee, although others may respond to specific questions from members;
 - (b) is not to address the council or committee for a period exceeding 10 minutes without the agreement of the council or committee; and
 - (c) additional members of the deputation may be allowed to speak with the leave of the presiding member.
- (4) Any matter which is the subject of a deputation to the council or committee is not to be decided by the council or committee until the deputation has completed its presentation.

35 Petitions

- (1) A petition is to—
 - (a) be addressed to the mayor;
 - (b) be made by electors of the district;
 - (c) state the request on each page of the petition;
 - (d) contain the name, address and signature of each elector making the request, and the date each elector signed;
 - (e) contain a summary of the reasons for the request; and
 - (f) state the name of the person to whom, and an address at which, notice to the petitioners can be given.
- (2) Subject to subclause (3), upon receiving a petition, the local government is to submit the petition to the relevant employee to be included in their deliberations and report on the matter that is the subject of the petition.
- (3) At any meeting, the council is not to vote on any matter that is the subject of a petition presented to that meeting, unless—
 - (a) the matter is the subject of a report included in the agenda; and
 - (b) the council has considered the issues raised in the petition.

36 Presentations

- (1) In this clause—

presentation means the acceptance of a gift or an award by the council on behalf of the local government or the community.
- (2) A presentation may be made to the council at a meeting only with the prior approval of the CEO.

37 Participation at committee meetings

- (1) In this clause a reference to a person is to a person who—
 - (a) is entitled to attend a committee meeting;
 - (b) attends a committee meeting; and
 - (c) is not a member of that committee.
- (2) Without the consent of the presiding member, no person is to address a committee meeting.

- (3) The presiding member of a committee may allow a person to make an oral submission to the committee for up to 3 minutes.
- (4) A person addressing the committee with the consent of the presiding member is to cease that address immediately after being directed to do so by the presiding member.
- (5) A person who fails to comply with a direction of the presiding member under subclause (4) may, by order of the presiding member, be removed from the committee room.
- (6) The council may make a policy dealing with the circumstances in which a person may be given consent to address a committee meeting.

38 Confidentiality of information withheld

- (1) Information withheld by the CEO from the public under regulation 14(2) of the Regulations is to be—
 - (a) identified in the agenda of a council meeting under the item “matters for which meeting may be closed”;
 - (b) marked “Confidential” in the agenda; and
 - (c) kept confidential by employees and members until the council resolves otherwise.
- (2) A member or an employee who has—
 - (a) confidential information under subclause (1); or
 - (b) information that is provided or disclosed for the purposes of or during a meeting, or part of a meeting, that is closed to the public, anddiscloses any of that information to any person other than another member or an employee to the extent necessary for the purpose of carrying out their duties, commits an offence.
- (3) Subclause (2) does not prevent a member or employee from disclosing information—
 - (a) at a closed meeting;
 - (b) to the extent specified by the council and subject to such other conditions as the council determines;
 - (c) that is already in the public domain;
 - (d) to an officer of the Department;
 - (e) to the Minister;
 - (f) to a legal practitioner for the purpose of obtaining legal advice; or

(g) if the disclosure is required or permitted by law.

39 Recording of proceedings

- (1) A person who uses any electronic, visual or audio recording device or instrument to record the proceedings of the council, without the permission of the presiding member, commits an offence.
- (2) If the presiding member gives permission under subclause (1), the presiding member is to advise the meeting, immediately before the recording is commenced, that such permission has been given and the nature and extent of that permission.

40 Prevention of disturbance

- (1) A reference in this clause to a person is to a person other than a member.
- (2) A person addressing the council or a committee shall extend due courtesy and respect to the council or the committee and the processes under which it operates and shall comply with any direction by the presiding member.
- (3) A person present at or observing a meeting shall not 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.
- (4) A person shall ensure that their mobile telephone or audible pager is not switched on or used during any meeting of the council or a committee.
- (5) The presiding member may warn a person who fails to comply with this clause.
- (6) If—
 - (a) after being warned, the person again acts contrary to this clause; or
 - (b) a person refuses or fails to comply with a direction by the presiding member, the presiding member may expel the person from the meeting by ordering them to leave the meeting room.
- (7) A person who is ordered to leave the meeting room and fails to do so may, by order of the presiding member, be removed from the meeting room and, if the presiding member orders, from the premises.

Part 6 – Conduct of Members

41 Members to be in their proper places

- (1) At the first meeting held after each election day, the CEO is to allot by random draw, a position at the council table to each member.
- (2) Each member is to occupy their allotted position at each council meeting until such time as there is a call by a majority of members for a re-allotment of positions.

42 Respect to the presiding member

After the business of a council has been commenced, a member is not to enter or leave the meeting without first paying due respect to the presiding member.

43 Titles to be used

A speaker, when referring to the mayor, deputy mayor or presiding member, or a member or employee, is to use the title of that person's office.

44 Advice of entry or departure

During the course of a meeting of the council, a member is not 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.

45 Members to indicate their intention to speak

A member of the council who wishes to speak is to indicate their intention to speak by raising their hand or by another method agreed by the council.

46 Priority of speaking

- (1) Where 2 or more members indicate, at the same time, their intention to speak, the presiding member is to decide which member is entitled to be heard first.
- (2) A decision of the presiding member under subclause (1) is not open to discussion or dissent.
- (3) A member is to cease speaking immediately after being asked to do so by the presiding member.

47 Questions

- (1) Members may ask questions relating to an item on the notice paper or on matters related to the good government of persons in the district.
- (2) A member requesting general information from an employee at a council meeting may ask a question without notice and with the consent of the presiding member, may ask one or more further questions of that employee or another employee present at the meeting.
- (3) Where possible the employee shall endeavour to answer the question to the best of their knowledge and ability, however, if the information is unavailable or the answer requires research or investigation, the employee may ask that—
 - (a) the question be placed on notice for the next meeting of council; and
 - (b) the answer to the question be given to the member who asked it within 14 days.
- (4) Every question and answer—

- (a) is to be brief and concise; and
 - (b) is not to be accompanied by argument, expression of opinion or statement of facts, except to the extent necessary to explain the question or answer.
- (5) In answering any question, an employee may qualify their answer and may at a later time in the meeting or at a subsequent meeting alter, correct, add to or otherwise amend the original answer.

48 Presiding member may take part in debates

The presiding member may take part in a discussion of any matter before the council, subject to compliance with this local law.

49 Relevance

- (1) A member is to restrict their remarks to the motion or amendment under discussion, or to a personal explanation or point of order.
- (2) The presiding member, at any time, may—
- (a) call the attention of the meeting to—
 - (i) any irrelevant, repetitious, offensive or insulting language by a member; or
 - (ii) any breach of order or decorum by a member; and
 - (b) direct that member, if speaking, to discontinue their speech.
- (3) A member is to comply with the direction of the presiding member under subclause (2) by immediately ceasing to speak.

50 Speaking twice

A member is not to address the council more than once on any motion or amendment except—

- (a) as the mover of a substantive motion, to exercise a right of reply;
- (b) to raise a point of order; or
- (c) to make a personal explanation.

51 Duration of speeches

- (1) A member is not to speak on any matter for more than 5 minutes without the consent of the council which, if given, is to be given without debate.
- (2) An extension under this clause cannot be given to allow a member's total speaking time to exceed 10 minutes.

52 No speaking after conclusion of debate

A member is not to speak on any motion or amendment—

- (a) after the mover has replied; or
- (b) after the motion has been put.

53 No interruption

A member is not to interrupt another member who is 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 54; or
- (d) to move a procedural motion that the member be no longer heard.

54 Personal explanations

- (1) A member who wishes to make a personal explanation relating to a matter referred to by another member who is then speaking is to indicate to the presiding member their intention to make a personal explanation.
- (2) The presiding member is to determine whether the personal explanation is to be heard immediately or at the conclusion of the speech by the other member.
- (3) A member making a personal explanation is to confine their observations to a succinct statement relating to a specific part of the speech at which they may have been misunderstood.

55 No re-opening of discussion

A member is not to re-open discussion on any decision of the council, except to move that the decision be revoked or changed.

56 Adverse reflection

- (1) A member is not to reflect adversely on a decision of the council except on a motion that the decision be revoked or changed **unless the meeting resolves, without debate, that the matter before the meeting cannot otherwise be adequately considered.**
- (2) A member is not—
 - (a) to reflect adversely on the character or actions of another member or employee; or
 - (b) to impute any motive to a member or employee,

unless the meeting resolves, without debate, that the question then before the meeting cannot otherwise be adequately considered.

- (3) A member is not to use offensive or objectionable expressions in reference to any member, employee or other person.
- (4) If a member specifically requests, immediately after their use, that any particular words used by a member be recorded in the minutes—
 - (a) the presiding member is to cause the words used to be taken down and read to the meeting for verification; and
 - (b) the council may, by resolution, decide to record those words in the minutes.

57 Withdrawal of offensive language

- (1) A member who, in the opinion of the presiding member, uses an expression which—
 - (a) in the absence of a resolution under clause 6.16—
 - (i) reflects adversely on the character or actions of another member or employee; or
 - (ii) imputes any motive to a member or employee; or
 - (b) is offensive or insulting,must, when directed by the presiding member, withdraw the expression and make a satisfactory apology.
- (2) If a member fails to comply with a direction of the presiding member under subclause (1), the presiding member may refuse to hear the member further on the matter then under discussion and call on the next speaker.

58 Suspension of the limitations on speaking

The council may suspend the operation of clauses 50 and 51 during debate on a motion.

59 Disclosure of interests

Disclosure of interests is dealt with in the Act.

Part 7 – Preserving Order

60 Presiding member to preserve order

- (1) The presiding member is to preserve order, and, whenever they consider necessary, may call any member to order.
- (2) When the presiding member speaks during a debate, any member then speaking, or indicating that they wish to speak, is immediately to be silent and every member present is to preserve strict silence so that the presiding member may be heard without interruption.

- (3) Subclause (2) is not to be used by the presiding member to exercise the right provided in clause 48, but to preserve order.

61 Point of order

- (1) A member may object, by way of a point of order, only to a breach of—
 - (a) any of the provisions of this local law; or
 - (b) any other written law.
- (2) Despite any other provision of this local law to the contrary, a point of order—
 - (a) takes precedence over any discussion; and
 - (b) until determined, suspends the consideration or discussion of any other matter.

62 Procedures on a point of order

- (1) A member who is addressing the presiding member is not to be interrupted except on a point of order.
- (2) A member raising a point of order is to specify the breach of this local law or any other written law alleged before speaking further on the matter.
- (3) A member interrupted on a point of order is to immediately stop speaking until—
 - (a) the member raising the point of order has been heard; and
 - (b) the presiding member has ruled on the point of order,and, if permitted, the member who has been interrupted may then proceed.

63 Calling attention to breach

A member may, at any time, draw the attention of the presiding member to any breach of the provisions of this local law.

64 Ruling by the presiding member

- (1) The presiding member is to rule on any point of order which is raised by either upholding or rejecting the point of order.
- (2) A ruling by the presiding member on a point of order is to be final unless the majority of members then present and voting, on a motion moved immediately after the ruling, dissent from the ruling.
- (3) Subject to a motion of dissent being carried under subclause (2), if the presiding member rules that—

- (a) any motion, amendment or other matter before the meeting is out of order, it is not to be considered further; and
- (b) a statement made or act done by a member is out of order, the presiding member may require the member to make an explanation, retraction or apology.

65 Continued breach of order

If a member—

- (a) persists in any conduct that the presiding member had ruled is out of order; or
- (b) refuses to make an explanation, retraction or apology required by the presiding member under clause 64(3),

the presiding member may direct the member to refrain from taking any further part in the debate of that item, other than by voting, and the member is to comply with that direction.

66 Right of presiding member to adjourn

- (1) For the purpose of preserving or regaining order, the presiding member may adjourn the meeting for a period of up to 15 minutes.
- (2) On resumption, the debate is to continue at the point at which the meeting was adjourned.
- (3) If, at any one meeting, the presiding member adjourns the meeting more than once for the purpose of preserving or regaining order, the second or subsequent adjournment may be to a later time on the same day or to another day.

Part 8 – Debate of substantive motions

67 Motions to be stated and in writing

Any member who wishes to move a substantive motion or an amendment to a substantive motion—

- (a) is to state the substance of the motion before speaking to it; and
- (b) if required by the presiding member, is to put the motion or amendment in writing.

68 Motions to be supported

- (1) A substantive motion or an amendment to a substantive motion is not open to debate until it has been seconded.
- (2) A motion to revoke or change a decision made at a meeting is not open to debate unless the motion has the support required under regulation 10 of the Regulations.

69 Unopposed business

- (1) Immediately after a substantive motion has been moved and seconded, the presiding member may ask the meeting if any member opposes it.
- (2) If no member opposes the motion, the presiding member may declare it carried without debate and without taking a vote.
- (3) A motion declared carried under this clause is to be recorded in the minutes as a unanimous decision of the council.
- (4) If a member opposes a motion, the motion is to be dealt with under this Part.
- (5) This clause does not apply to a motion to revoke or change a decision which has been made at a meeting.

70 Only one substantive motion at a time

- (1) When a substantive motion is under debate at a meeting of the council, no further substantive motion is to be accepted.
- (2) The council is not to consider more than one substantive motion at any time.

71 Order of call in debate

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) the seconder to speak to the motion;
- (e) a speaker against the motion;
- (f) a speaker for the motion;
- (g) other speakers against and for the motion, alternating where possible; and
- (h) mover takes right of reply which closes debate.

72 Limit of debate

The presiding member may offer the right of reply and put a substantive motion to the vote if they believe that sufficient discussion has taken place even though all members may not have spoken.

73 Member may require question to be read

A member may require the question or matter under discussion to be read at any time during a debate, but not so as to interrupt any other member who is speaking.

74 Consent of seconder required for alteration

The mover of a substantive motion may not alter the wording of the motion without the consent of the seconder.

75 Order of amendments

Any number of amendments may be proposed to a substantive 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, carried or lost.

76 Form of an amendment

An amendment must add, delete, or substitute words to the substantive motion.

77 Amendment must not negate original motion

An amendment to a substantive motion cannot negate the original motion or the intent of the original motion.

78 Relevance of amendments

Each amendment is to be relevant to the motion in respect of which it is moved.

79 Mover of motion may speak on amendment

Any member may speak during debate on an amendment.

80 Effect of an amendment

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.

81 Withdrawal of motion or amendment

(1) Subject to subclause (2), the council may, without debate, grant leave to withdraw a motion or amendment on the request of the mover of the motion or amendment and with the approval of the seconder.

(2) 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.

82 Right of reply

(1) The mover of a substantive motion has the right of reply.

- (2) The mover of any amendment to a substantive motion has a right of reply.
- (3) The right of the reply may only be exercised—
 - (a) where no amendment is moved to the substantive motion, at the conclusion of the discussion on the motion; or
 - (b) where one or more amendments have been moved to the substantive motion, at the conclusion of the discussion on the substantive motion and any amendments.
- (4) After the mover of the substantive motion has commenced the reply—
 - (a) no other member is to speak on the question; and
 - (b) there is to be no further discussion on, or any further amendment to, the motion.
- (5) The right of the reply is to be confined to rebutting arguments raised by previous speakers and no new matter is to be introduced.
- (6) At the conclusion of the right of reply, the substantive motion, or the substantive motion as amended, is immediately to be put to the vote.

Part 9 – Procedural Motions

83 Permissible procedural motions

In addition to the right to move an amendment to a substantive motion, a member may move the following procedural motions—

- (a) that the motion be deferred;
- (b) that the motion now be put;
- (c) that the item be referred back to a committee or the CEO;
- (d) that the meeting proceed to the next item of business;
- (e) that the debate be adjourned;
- (f) that the meeting now adjourn;
- (g) that the member be no longer heard;
- (h) that the ruling of the presiding member be disagreed with; or
- (i) that the meeting be closed to the public.

84 No debate

- (1) The mover of a motion specified in paragraph (a), (c), (d), (e), (f), (g) or (h) of clause 9.1 may speak to the motion for not more than 5 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 specified in paragraph (b) or (g) of clause 9.1 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.

85 Who may move

No person who has moved, seconded, or spoken for or against the substantive motion, or any amendment to the substantive motion, may move any procedural motion which, if carried, would close the debate on the substantive motion or amendment.

86 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.

87 Motion to be deferred

- (1) If a motion “that the motion be deferred” is carried, then all debate on the primary motion and any amendment is to cease and the motion or amendment is to be resubmitted for consideration at a time and date specified in the motion.
- (2) A motion that the motion be deferred is not to be moved in respect of the election of presiding person or the mayor (if elected by the council) or the deputy mayor.
- (3) A motion that the motion be deferred, if carried, must be accompanied by a reason for the motion to be included within the meeting’s minutes.

88 Motion now be put

- (1) If a motion “that the motion now be put”, is carried during debate on a substantive motion without amendment, the presiding member is to offer the right of reply and then put the motion to the vote without further debate.
- (2) If the motion “that the motion now be put” is carried during debate of an amendment, the presiding member is to put the amendment to the vote without further debate.
- (3) If the motion “that the motion now be put”, is lost, debate is to continue.

89 Motion to refer

- (1) Motion that item be referred back to a committee or the CEO If a motion “that the item be referred back to a committee or the CEO” is carried, debate on the primary motion and any

amendment is to cease and the primary motion, excluding any amendment, is to be referred back to the appropriate committee or the CEO for further consideration.

- (2) If the motion in subclause (1) is lost, debate on the primary motion or amendment is to continue.
- (3) A motion that an item be referred back to a committee or the CEO, if carried, must be accompanied by a reason for the motion to be included within the meeting's minutes.

90 Motion to proceed to the next item of business

The motion "that the meeting proceed to the next item of business", if carried, has the effect that—

- (a) the debate on the substantive motion or amendment ceases immediately;
- (b) no decision is made on the substantive motion or amendment;
- (c) the council moves to the next item of business; and
- (d) there is no requirement for the matter to be raised again for consideration.

91 Debate to be adjourned

A motion "that the debate be adjourned"—

- (a) is to state the time to which the debate is to be adjourned; and
- (b) if carried, has the effect that all debate on the substantive motion or amendment ceases immediately, but continues at the time stated in the motion.

92 Meeting now adjourn

- (1) A member is not to move or second more than one motion of adjournment during the same sitting of the council.
- (2) Before putting the motion for the adjournment of the council, the presiding member may seek leave of the council to deal first with matters that may be the subject of an adoption by exception resolution.
- (3) A motion "that the meeting now adjourn"—
 - (a) is to state the time and date to which the meeting is to be adjourned; and
 - (b) if carried, has the effect that the meeting is adjourned to the time and date specified in the motion.
- (4) A meeting adjourned under subclause (3) is to continue from the point at which it was adjourned, unless the presiding member or the council determines otherwise.

93 Question to be put

- (1) If the motion “that the question be now put”, is carried during debate on a substantive motion without amendment, the presiding member is to offer the right of reply and then put the motion to the vote without further debate.
- (2) If the motion “that the question be now put” is carried during discussion of an amendment, the presiding member is to put the amendment to the vote without further debate.
- (3) This motion, if lost, causes debate to continue.

94 Member to be no longer heard

If the motion “that the member be no longer heard”, is carried, the speaker against whom the motion has been moved cannot speak further on the current substantive motion, or any amendment relating to it, except to exercise the right of reply if they are the mover of the substantive motion.

95 Ruling of the presiding member to be disagreed with

If the motion “that the ruling of the presiding member be disagreed with”, is carried, that ruling is to have no effect and the meeting is to proceed accordingly.

96 The meeting be closed to members of the public

If a motion “that the meeting be closed to members of the public” is carried then the presiding member is to close the meeting in accordance with clause 27.

Part 10 – Voting

96 Motion—when put

- (1) Immediately after the debate on any motion is concluded and the right of reply has been exercised, the presiding member—
 - (a) is to put the motion to the meeting; and
 - (b) if requested by any member, is to again state the terms of the motion.
- (2) A member is not to leave the meeting when the presiding member is putting any motion.

97 Voting

Voting is dealt with in the Act and the Regulations.

98 Majorities required for decisions

The majorities required for decisions of the council and committees are dealt with in the Act.

99 Method of taking vote

In taking the vote on any motion or amendment the presiding member—is to put the motion:

- (a) first in the affirmative, and then in the negative;
 - (b) may put the motion in this way as often as may be necessary to enable him or her to determine whether the affirmative or the negative has the majority of votes;
 - (c) is to count and determine the votes of members in any way (such as electronically or by a show of hands) that enables a record to be taken of each member's vote; and
 - (d) subject to this clause, is to declare the result.
- (2) The CEO is ensure that the minutes record—
- (a) the name of each member who voted; and
 - (b) whether they voted in the affirmative or negative.

Part 11 – Minutes of Meetings

100 Keeping of minutes

The keeping and confirmation of minutes are dealt with in the Act.

101 Content of minutes

- (1) The content of minutes is dealt with in the Regulations.
- (2) In addition to the matters required by the Regulations, the minutes of a meeting are to include –
- (a) where an application for approval is refused or the authorisation of a licence, permit or certificate is withheld or cancelled, the reasons for the decision; and
 - (b) the names of members voting in the affirmative and the names of the members voting in the negative.

102 Public inspection of unconfirmed minutes

The public inspection of unconfirmed minutes is dealt with in the Regulations.

103 Confirmation of minutes

- (1) When minutes of a meeting of the council, or committee, are distributed for consideration prior to their confirmation at the next meeting, if a member is dissatisfied with the accuracy of the minutes, the member may provide the CEO with a written copy of the alternative wording to amend the minutes no later than 3 ½ clear working days before the next meeting of the council or committee.
- (2) At the next meeting of the council or committee, the member who provided the alternative wording must, at the time for confirmation of minutes—
- (a) state the item or items with which they are dissatisfied; and

- (b) propose a motion clearly outlining the alternative wording to amend the minutes.
- (3) Members must not discuss items of business contained in the minutes, other than discussion as to their accuracy as a record of the proceedings.

Part 12 – Adjournment of Meeting

104 Meeting may be adjourned

The council may adjourn any meeting—

- (a) to a later time on the same day; or
- (b) to any other time on any other day, including a time which coincides with the conclusion of another meeting or event.

105 Effect of adjournment

Where any matter, motion, debate or meeting is adjourned under this local law—

- (a) the names of members who have spoken on the matter prior to the adjournment are to be recorded in the minutes;
- (b) debate is to be resumed at the next meeting at the point where it was interrupted; and
- (c) the provisions of clause 50 apply when the debate is resumed.

Part 13 – Revoking or Changing Decisions

106 Requirements to revoke or change decisions

The requirements to revoke or change a decision made at a meeting are dealt with in the Regulations.

107 Limitations on powers to revoke or change decisions

- (1) Subject to subclause (2), the council is not to consider a motion to revoke or change a decision—
 - (a) where, at the time the motion is moved or notice is given, any action has been taken under clause 13.3 to implement the decision; or
 - (b) where the decision is procedural in its form or effect.
- (2) The council may consider a motion to revoke or change a decision of the kind described in subclause (1)(a) if the motion is accompanied by a written statement of the legal and financial consequences of carrying the motion.

108 Implementing a decision

- (1) In this clause—
 - (a) **authorisation** means a licence, permit, approval or other means of authorising a person to do anything;
 - (b) **implement**, in relation to a decision, includes—
 - (i) communicate notice of the decision to a person affected by, or with an interest in, the decision; and
 - (ii) take any other action to give effect to the decision; and
 - (c) **valid notice of revocation motion** means a notice of motion to revoke or change a decision that complies with the requirements of the Act, Regulations and this local law and may be considered, but has not yet been considered, by the council.
- (2) Subject to subclause (4), and unless a resolution is made under subclause (3), a decision made at a meeting is not to be implemented by the CEO or any other person until the afternoon of the first business day after the commencement of the meeting at which the decision was made.
- (3) The council may, by resolution carried at the same meeting at which a decision was made, direct the CEO or another person to take immediate action to implement the decision.
- (4) A decision made at a meeting is not to be implemented by the CEO or any other person—
 - (a) if, before commencing any implementation action, the CEO or that person is given a valid notice of revocation motion; and
 - (b) unless and until the valid notice of revocation motion has been determined by the council as the case may be.
- (5) The CEO is to ensure that members of the public attending the meeting are informed by an appropriate notice that a decision to grant an authorisation—
 - (a) is to take effect only in accordance with this clause; and
 - (b) cannot be acted upon by the person who has been granted the authorisation unless and until the decision has been implemented in accordance with this clause.

109 Revocation motions

- (1) In this clause—
 - (a) relevant meeting, where used in relation to a revocation motion, means—
 - (i) the ordinary or special meeting specified in the notice of revocation motion;
or

- (ii) if that meeting is adjourned before the motion is announced by the presiding person, then at the resumption of the adjourned meeting; or
 - (iii) if that meeting is closed before the motion is announced by the presiding person, then at the next ordinary meeting or a special meeting convened to consider those matters not considered prior to the closure of the meeting, or
 - (iv) if the motion is deferred by the council to another meeting of the council, then at that other meeting,

as the case may be;
 - (b) revocation motion means a motion to revoke or change a decision made at a meeting.
- (2) This clause does not apply to the change of a decision unless the effect of the change would be that the decision would be revoked or would become substantially different.
- (3) A member wishing to move a revocation motion at a meeting of the council must give to the CEO notice of the revocation motion, which is to—
- (a) be in writing;
 - (b) specify the decision proposed to be revoked or changed;
 - (c) include a reason or reasons for the revocation motion;
 - (d) be signed by the number of members required by law to support the motion to revoke or change the decision referred to in the revocation motion;
 - (e) specify the date of the ordinary or special meeting of the council, as the case may be, which next follows the expiry of 7 clear days after the notice is given to the CEO; and
 - (f) be given to the CEO not less than 7 clear days prior to the date of the ordinary or special meeting specified in the notice.
- (4) If –
- (a) at the relevant meeting, the member who gave the notice of the revocation motion is present, then the presiding person is to call on that member to move the revocation motion.
 - (b) If that member is not present or, being present, does not move the revocation motion when called upon to do so by the presiding person, then any member of the council may move the revocation motion.

- (5) Where notice of a revocation motion is given in accordance with the requirements of this clause, then the CEO must not implement or continue to implement, the decision the subject of the revocation motion until—
- (a) the revocation motion is not supported by the number of members of the council required by law to support the motion;
 - (b) no member of the council moves the revocation motion;
 - (c) the motion is moved but not seconded; or
 - (d) the motion is moved and seconded but is not made by the kind of majority required by law, at the relevant meeting.
- (6) A notice of revocation motion given in accordance with the requirements of this clause is to lapse when—
- (a) the revocation motion is not supported by the number of members of the council required by law to support the motion;
 - (b) no member of the council moves the revocation motion;
 - (c) the motion is moved but not seconded; or
 - (d) the motion is moved and seconded but is not made by the kind of majority required by law, at the relevant meeting.
- (7) Subclauses (1), (2), (5) and (6) of clause 23 do not apply where the motion is a revocation motion.
- (8) For the avoidance of doubt, subclauses (3) and (4) of clause 4.3 are to apply where the motion is a revocation motion.
- (9) A motion that a revocation motion be deferred is only to be carried by the decision of an absolute majority.

Part 14 - Miscellaneous

110 Where this local law makes no provision

- (1) Where there is no provision or insufficient provision is made in this local law, the presiding member is to determine the procedure to be observed.
- (2) The decision of the presiding member under subclause (1) is final, except where a motion is moved and carried under clause 95.

111 Penalty for breach

A person who breaches a provision of this local law commits an offence. Penalty: \$1,000.00 and a daily penalty of \$100.00.

112 Who can prosecute

Who can prosecute is dealt with in the Act.

Part 15 – Establishment and Membership of Committees

113 Establishment of committees

(1) The establishment of committees is dealt with in the Act.

(2) A decision to establish a committee under section 5.8 of the Act is to include—

- (a) the terms of reference of the committee;
- (b) the number of council members, employees and other persons to be appointed to the committee;
- (c) the names or titles of the council members and employees to be appointed to the committee;
- (d) the names of other persons to be appointed to the committee or an explanation of the procedure to be followed to determine the appointments; and
- (e) details of the delegation of any powers or duties to the committee under section 5.16 of the Act.

(3) The provisions of this local law are to apply to the conduct of a meeting of a committee.

114 Types of committees

The types of committees are dealt with in the Act.

115 Delegation of some powers and duties to certain committees

The delegation of some powers and duties to certain committees is dealt with in the Act.

116 Limits on delegation of powers and duties to certain committees

The limits on the delegation of powers and duties to certain committees are dealt with in the Act.

117 Appointment of committee members

The appointment of committee members is dealt with in the Act.

118 Tenure of committee membership

Tenure of committee membership is dealt with in the Act.

119 Resignation of committee members

The resignation of committee members is dealt with in the Regulations.

120 Register of delegations to committees

The register of delegations to committees is dealt with in the Act.

121 Committees to report

A committee—

- (a) is answerable to the council; and
- (b) is to report on its activities when, and to the extent, required by the council.

Part 16 – Meeting of Electors

122 Electors' general meetings

Electors' general meetings are dealt with in the Act.

123 Matters for discussion at electors' general meetings

The matters to be discussed at electors' general meetings are dealt with in the Regulations.

124 Electors' special meetings

Electors' special meetings are dealt with in the Act.

125 Requests for electors' special meetings

Requests for electors' special meetings are dealt with in the Regulations.

126 Convening electors' meetings

Convening electors' meetings is dealt with in the Act.

127 Who presides at electors' meetings

Who presides at electors' meetings is dealt with in the Act.

128 Procedure for electors' meetings

- (1) The procedure for electors' meetings is dealt with in the Act and the Regulations.
- (2) In exercising their discretion to determine the procedure to be followed at an electors' meeting, the presiding member is to have regard to the provisions of this local law.

129 Participation of non-electors

A person who is not an elector of the Town must not take part in any discussion at an electors' meeting unless the meeting, by resolution, permits the person do so.

130 Voting at electors' meetings

Voting at electors' meetings is dealt with in the Regulations.

131 Minutes of electors' meetings

Minutes of electors' meetings are dealt with in the Act.

132 Decisions made at electors' meetings

Decisions made at electors' meetings are dealt with in the Act.

Part 17 – Briefings and Other Informal Forums

133 Briefings and other informal forums

- (1) The council may conduct briefings, workshops and other informal forums.
- (2) Where the council conducts briefings, workshops and other informal forums, the CEO is to—
 - (a) advise all members of the time, date and place of the forum; and
 - (b) in respect of a council agenda briefing or major development briefing which is open to the public, advise a person who has made an application that is listed on the agenda for the forum, of the time, date and place of the forum.
- (3) The council is not to make a formal resolution at any forum other than at a meeting or at a meeting of a committee which has delegated authority to do so.

134 Restriction on meeting

The council is not to meet except at—

- (a) a council or committee meeting; or
- (b) a briefing, workshop or informal forum under this clause.

10.1 Meeting Procedures Local Law 2019 – Public submission summary

No.	Submission received	Officer's response	Amended – Y/N
1	I support the proposal, I support removal of the prayer at the beginning of Council meetings. This practice has no place in a secular democratise system.	Noted.	N.
2	I support the proposal but have some concerns, It wouls seem that the residents of the electorate have even less opportunity to hold their elected members to account.	Noted.	N.



TOWN OF
VICTORIA PARK



Meeting Procedures Local Law 2019

Town of Victoria Park



WE'RE OPEN
VIC PARK

The following is the *Meeting Procedures Local Law 2019* made by the Council of the Town of Victoria Park under section 3.12 of the *Local Government Act 1995* and all other acts and powers enabling it.

The Common Seal of the)
 Town of Victoria Park was)
 affixed by the authority of a)
 resolution of the Council in)
 the presence of)

_____ Trevor Vaughan, Mayor

_____ Anthony Vuleta, Chief Executive Officer

On the _____ day of _____ 20____

Revision History:

Version	Made, Amended, Revoked	Date	Council Resolution Number	Effective	Key Changes/Notes
1	Made	18/06/2019			

TOWN OF VICTORIA PARK

MEETING PROCEDURES LOCAL LAW 2019

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LOCAL GOVERNMENT ACT 1995

TOWN OF VICTORIA PARK MEETING PROCEDURES LOCAL LAW 2019

Under the powers of the *Local Government Act 1995* and all other powers and acts enabling it, the Council of the Town of Victoria Park resolved on 18 June 2019 to make the following local law.

Part 1 – Preliminary

1 Citation

This local law may be cited as the *Town of Victoria Park Meeting Procedures Local Law 2019*.

2 Commencement

This local comes into operation:

(a) on 1 August 2019; or

(a)(b) 14 days after the date of its publication in the *Government Gazette*;

whichever is the later.

3 Purpose and Effect

(1) The purpose of this local law is to provide rules and a set of procedures to apply to the conduct of meetings of the council, its committees and to any meeting of electors.

(2) The intended effect of this local law is –

(a) better decision-making by the council and its committees;

(b) the orderly conduct of meetings dealing with council business;

(c) better understanding of the process of conducting meetings; and

(d) the more efficient and effective use of time at meetings.

4 Application

All meetings of the council, committees and the electors are to be conducted in accordance with the Act, the Regulations and this local law.

5 Terms used in this local law

(1) In this local law unless the contrary intention appears –

~~**absolute majority** has the meaning given to it in the Act;~~

Act means the *Local Government Act 1995*;

amendment in relation to a motion, means an amendment motion which does not alter the basic intent of the primary motion to which the amendment applies;

CEO means the Chief Executive Officer of the local government;

committee means a committee of the council established under section 5.8 of the Act;

committee meeting means a meeting of a committee;

council means the council of the local government;

district means the district of the local government;

~~**employee** has the meaning being given to it in the Act;~~

local government means the Town of Victoria Park;

mayor means the mayor of the local government or other presiding member at a council meeting under section 5.6 of the Act;

meeting means a meeting of the council or a committee, as the context requires;

~~**member** has the meaning given to it in the Act;~~

presiding member means—

- (a) in respect of the council, the person presiding under section 5.6 of the Act; and
- (b) in respect of a committee, the person presiding under sections 5.12, 5.13, and 5.14 of the Act;

Regulations means the *Local Government (Administration) Regulations 1996*;

simple majority means more than 50% of the members present and voting;

substantive motion means an original motion or an original motion as amended, but does not include an amendment or a procedural motion.

6 Interpretation

Unless otherwise defined in this local law, the terms and expressions used in this local law are to have the meaning given to them in the Act and Regulations.

7 Repeal

The *Town of Victoria Park Standing Orders Local Law 2011* published in the Government Gazette on 23 January 2012 is repealed.

Part 2 – Calling and Convening Meetings

8 Ordinary and special council meetings

- (1) Ordinary and special meetings of the council are dealt with in the Act.
- (2) An ordinary meeting of the council held on a monthly basis, or otherwise as determined by the council, is for the purpose of considering and dealing with ordinary business of the council.
- (3) A special meeting of the council is held for the purpose of considering and dealing with council business that is urgent, complex in nature or for any other special purpose.

9 Calling meetings

The calling of meetings of the council is dealt with in the Act.

10 Convening meetings

- (1) The convening of meetings of the council is dealt with in the Act.
- (2) Subject to subclause (3), the CEO is to give at least 72 hours' notice, for the purposes of section 5.5 of the Act, in convening a special meeting of the council.
- (3) Where, in the opinion of the mayor or at least one-third of the members, there is a need to meet urgently, the CEO may give a lesser period of notice of a special council meeting.

11 Calling committee meetings

The CEO is to call a meeting of any committee when requested by the mayor, the presiding member of a committee or any two members of that committee.

12 Public notice of meetings

Public notice of meetings is dealt with in the Regulations.

Part 3 – Presiding Member and Quorum

~~Division 1—Presiding Member~~

13 Who presides

Who presides at a council meeting is dealt with in the Act.

14 When the deputy mayor can act

When the deputy mayor can act is dealt with in the Act.

15 Who acts if no mayor

Who acts if there is no mayor is dealt with in the Act.

16 Election of presiding members of committees

The election of presiding members of committees and their deputies is dealt with in the Act.

17 Election of deputy presiding members of committees

The election of deputy presiding members of committees is dealt with in the Act.

18 Functions of deputy presiding members

The functions of deputy presiding members are dealt with in the Act.

19 Who acts if no presiding member

Who acts if there is no presiding member is dealt with in the Act.

20 Names to be recorded

At any meeting—

(a) at which there is not a quorum present; or

(b) which is adjourned for want of a quorum,

the names of the members then present are to be recorded in the minutes.

Part 4 – Business of a meeting

21 Business to be specified

(1) No business is to be transacted at any ordinary meeting of the council or a committee other than that specified in the agenda, without the approval of the presiding member or the council or committee.

(2) No business is to be transacted at a special meeting of the council or a committee other than that given in the notice as the purpose of the meeting.

(3) Subject to subclause (4), no business is to be transacted at an adjourned meeting of the council other than that—

(a) specified in the notice of the meeting which had been adjourned; and

(b) which remains unresolved.

(4) Where a meeting is adjourned to the next ordinary meeting of the council then, unless the council decides otherwise, the business unresolved at the adjourned meeting is to be dealt with before considering reports at that ordinary meeting.

22 Order of business

- (1) Unless otherwise decided by the council the order of business at any ordinary meeting of the council is to be as follows –
 - (a) declaration of opening
 - (b) announcements from the presiding member
 - (c) attendance—
 - (i) apologies
 - (ii) approved leave of absence
 - (d) declaration of interest
 - (e) public question time—
 - (i) response to previous public questions taken on notice
 - (ii) public question time
 - (f) public statement time
 - (g) confirmation of minutes and receipt of notes from any agenda briefing forum
 - (h) presentations—
 - (i) petitions
 - (ii) presentations
 - (iii) deputations
 - (i) method of dealing with agenda business
 - (j) reports
 - (k) applications for leave of absence
 - (l) motions of which previous notice has been given
 - (m) questions from members without notice
 - (n) new business of an urgent nature introduced by decision of the meeting
 - (o) public question time

- (p) public statement time
 - (q) meeting closed to public—
 - (i) matters for which the meeting may be closed
 - (ii) public reading of resolutions that may be made public
 - (r) closure
- (2) Unless otherwise decided by the council, the order of business at any special meeting of the council is to be the order in which that business stands in the agenda of the meeting.
- (3) In determining the order of business for any meeting of the council, the provisions of the Act and Regulations relating to the time at which public question time is to be held are to be observed.

23 Motions of which previous notice has been given

- (1) Unless the Act, Regulations or this local law otherwise provide, a member may raise at a meeting such business as ~~he or she~~they considers appropriate, in the form of a motion, of which notice has been given in writing to the CEO and which has been included on the agenda.
- (2) A notice of motion under subclause (1) is to be given at least three and a half (3½) clear working days before the meeting day at which the motion is moved.
- (3) A notice of motion is to relate to the good governance of the district.
- (4) The CEO—
- (a) with the concurrence of the mayor, may exclude from the agenda paper any notice of motion considered to be, or likely to involve, a breach of any of the provision of this local law or any other written law;
 - (b) is to inform members on each occasion that a notice has been excluded and the reasons for that exclusion;
 - (c) may, after consultation with the member where this is practicable, make such amendments to the form but not the substance as will bring the notice of motion into due form; and
 - (d) may provide to the council relevant and material facts and circumstances pertaining to the notice of motion on such matters as policy, budget and law.
- (5) A motion of which notice has been given is to lapse unless—
- (a) the member who gave notice of it, or some other member authorised by the originating member in writing, moves 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.
- (6) If a notice of motion is given and lapses under subclause (5), notice of a motion in the same terms or to the same effect is not to be given again for at least 3 months from the date of the lapse.

24 New business of an urgent nature

- (1) In this clause—

cases of extreme urgency or other special circumstances means matters that have arisen after the preparation of the agenda that are considered by the presiding member to be of such importance and urgency that they are unable to be dealt with administratively by the local government and must be considered and dealt with by the council before the next meeting.

- (2) In cases of extreme urgency or other special circumstances, matters may, on a motion by the presiding member that is carried by the meeting, be raised without notice and decided by the meeting.

25 Adoption by exception resolution

- (1) In this clause—

adoption by exception resolution means a resolution of the council that has the effect of adopting, for a number of specifically identified reports, the employee recommendation as the council resolution.

- (2) Subject to subclause (3), the council may pass an adoption by exception resolution.
- (3) An adoption by exception resolution may not be used for a matter—
 - (a) that requires an absolute majority;
 - (b) in which an interest has been disclosed;
 - (c) that has been the subject of a petition or deputation;
 - (d) that is a matter on which a member wishes to make a statement; or
 - (e) that is a matter on which a member wishes to move a motion that is different to the recommendation.

Part 5 – Public Participation

26 Meetings generally open to the public

Meetings being generally open to the public is dealt with in the Act.

27 Meetings not open to the public

- (1) The CEO may, at any time, recommend that a meeting or part of a meeting be closed to members of the public.
- (2) The council or a committee, in one or more of the circumstances dealt with in the Act, may at any time, by resolution, decide to close a meeting or part of a meeting.
- (3) If a resolution under subclause (2) is carried—
 - (a) the presiding member is to direct everyone to leave the meeting except—
 - (i) the members;
 - (ii) the CEO; and
 - (iii) any employee specified by the presiding member; and
 - (b) the meeting is to be closed to the public until, at the conclusion of the matter justifying the closure of the meeting to the public, the council decides otherwise.
- (4) A person who fails to comply with a direction under subclause (3)(a) may, by order of the presiding member, be removed from the meeting.
- (5) While the decision under subclause (2) remains in force, the operation of clause 50 is to be suspended until the council by resolution, decides otherwise.
- (6) A resolution under this clause may be made without notice.
- (7) Unless the council decides otherwise, once the meeting is reopened to members of the public, the presiding member is to ensure that any resolution of the council made while the meeting was closed is to be read out including a vote of a member to be included in the minutes.

28 Question time for the public

Question time for the public is dealt with in the Act.

29 Question time for the public at certain meetings

Question time for the public at certain meetings is dealt with in the Regulations.

30 Minimum question time for the public

Minimum question time for the public is dealt with in the Regulations.

31 Procedures for question time for the public

- (1) Procedures for question time for the public are dealt with in the Regulations and in this clause 31.

~~(1)~~(2) Unless determined otherwise under the Regulations, the procedure for the asking of and responding to questions raised by members of the public at a meeting shall be as follows –

- (a) members of the public are to be encouraged to submit questions in writing prior to the meeting before the questions are asked orally;
- (b) a member of the public who raises a question during question time, shall be required to state ~~his or her~~their name and suburb;
- (c) questions are to be answered by the member or employee nominated by the presiding member;
- (d) questions may be taken on notice, at the determination of the presiding member, and the presiding member may determine that any complex question requiring research be answered only in writing;
- (e) no discussion of a question or answer is to take place; and
- (f) when a question is taken on notice under subclause (d) a response is to be given to the member of the public in writing, and a copy is to be included in the agenda of the next meeting of the council or committee as the case requires.

~~(2)~~(3) The presiding member may reject any question that the presiding member considers to be offensive towards, or adversely reflect, upon the character and/or any actions, of any member of the council or employee of the local government, provided that the presiding member has taken all reasonable steps to have the member of the public phrase the question in a manner that is not offensive or defamatory.

~~(3)~~(4) When a question is taken on notice the CEO is to ensure that:

- (a) a response is given to the member of the public in writing; and
- (b) a summary of the response is included in the agenda of the next meeting of the Council.

~~(4)~~(5) Where a question relating to a matter in which a relevant person has an interest is directed to the relevant person, the relevant person is to –

- (a) declare that ~~he or she~~they has-have an interest in the matter; and
- (b) allow another person as determined by the presiding member to respond to the question.

~~(5)~~(6) The council, by resolution, may agree to extend public question time.

~~(6)~~(7) Where an answer to a question is given at a meeting, a summary of the question and the answer is to be included in the minutes.

32 Public statement time

- (1) The presiding member is responsible for the conduct of public statement time in accordance with this clause ~~32~~.
- (2) The procedure for the making of statements by members of the public may be determined by resolution of the council.
- (3) A member of the public wanting to make a public statement must first state their name and suburb.
- (4) Public statements made by the public at a special meeting are to relate to the business for which the meeting has been called.
- (5) Notwithstanding subclause (1), there is no public statement time in meetings of committees other than a committee to which the local government has delegated a power or duty.

33 Distinguished visitors

If a distinguished visitor is present at a meeting of the council, the presiding member may acknowledge the presence of the distinguished visitor at an appropriate time during the meeting, and the presence of that visitor shall be recorded in the minutes.

34 Deputations

- (1) A person or group who completes and submits, with at least 24 hours' notice, an application form provided by the local government may be received as a deputation—
 - (a) at an agenda briefing forum;
 - (b) meeting of a committee; or
 - (c) if the council determines, at a council meeting.
- (2) The CEO may either—
 - (a) approve the request and invite the deputation to attend an agenda briefing forum under clause 133, or a meeting of a committee; or
 - (b) refer the request to the council to decide by simple majority whether or not to receive the deputation and, if so, the meeting at which it is to be received.
- (3) Unless the council resolves otherwise, a deputation invited to attend a council meeting, an informal briefing forum under clause 133 or a committee meeting—
 - (a) is not to exceed 5 persons, only 2 of whom may address the council or committee, although others may respond to specific questions from members;

- (b) is not to address the council or committee for a period exceeding 10 minutes without the agreement of the council or committee; and
 - (c) additional members of the deputation may be allowed to speak with the leave of the presiding member.
- (4) Any matter which is the subject of a deputation to the council or committee is not to be decided by the council or committee until the deputation has completed its presentation.

35 Petitions

- (1) A petition is to—
- (a) be addressed to the mayor;
 - (b) be made by electors of the district;
 - (c) state the request on each page of the petition;
 - (d) contain the name, address and signature of each elector making the request, and the date each elector signed;
 - (e) contain a summary of the reasons for the request; and
 - (f) state the name of the person to whom, and an address at which, notice to the petitioners can be given.
- (2) Subject to subclause (3), upon receiving a petition, the local government is to submit the petition to the relevant employee to be included in ~~his or her~~their deliberations and report on the matter that is the subject of the petition.
- (3) At any meeting, the council is not to vote on any matter that is the subject of a petition presented to that meeting, unless—
- (a) the matter is the subject of a report included in the agenda; and
 - (b) the council has considered the issues raised in the petition.

36 Presentations

- (1) In this clause—
- presentation** means the acceptance of a gift or an award by the council on behalf of the local government or the community.
- (2) A presentation may be made to the council at a meeting only with the prior approval of the CEO.

37 Participation at committee meetings

- (1) In this clause a reference to a person is to a person who—
 - (a) is entitled to attend a committee meeting;
 - (b) attends a committee meeting; and
 - (c) is not a member of that committee.
- (2) Without the consent of the presiding member, no person is to address a committee meeting.
- (3) The presiding member of a committee may allow a person to make an oral submission to the committee for up to 3 minutes.
- (4) A person addressing the committee with the consent of the presiding member is to cease that address immediately after being directed to do so by the presiding member.
- (5) A person who fails to comply with a direction of the presiding member under subclause (4) may, by order of the presiding member, be removed from the committee room.
- (6) The council may make a policy dealing with the circumstances in which a person may be given consent to address a committee meeting.

38 Confidentiality of information withheld

- (1) Information withheld by the CEO from the public under regulation 14(2) of the Regulations is to be—
 - (a) identified in the agenda of a council meeting under the item “matters for which meeting may be closed”;
 - (b) marked “Confidential” in the agenda; and
 - (c) kept confidential by employees and members until the council resolves otherwise.
- (2) A member or an employee who has—
 - (a) confidential information under subclause (1); or
 - (b) information that is provided or disclosed for the purposes of or during a meeting, or part of a meeting, that is closed to the public, and

discloses any of that information to any person other than another member or an employee to the extent necessary for the purpose of carrying out ~~his or her~~their duties, commits an offence.
- (3) Subclause (2) does not prevent a member or employee from disclosing information—
 - (a) at a closed meeting;

- (b) to the extent specified by the council and subject to such other conditions as the council determines;
- (c) that is already in the public domain;
- (d) to an officer of the Department;
- (e) to the Minister;
- (f) to a legal practitioner for the purpose of obtaining legal advice; or
- (g) if the disclosure is required or permitted by law.

39 Recording of proceedings

- (1) A person who uses any electronic, visual or audio recording device or instrument to record the proceedings of the council, without the permission of the presiding member, commits an offence.
- (2) If the presiding member gives permission under subclause (1), the presiding member is to advise the meeting, immediately before the recording is commenced, that such permission has been given and the nature and extent of that permission.

40 Prevention of disturbance

- (1) A reference in this clause to a person is to a person other than a member.
- (2) A person addressing the council or a committee shall extend due courtesy and respect to the council or the committee and the processes under which it operates and shall comply with any direction by the presiding member.
- (3) A person present at or observing a meeting shall not 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.
- (4) A person shall ensure that ~~his or her~~their mobile telephone or audible pager is not switched on or used during any meeting of the council or a committee.
- (5) The presiding member may warn a person who fails to comply with this clause.
- (6) If—
 - (a) after being warned, the person again acts contrary to this clause; or
 - (b) a person refuses or fails to comply with a direction by the presiding member, the presiding member may expel the person from the meeting by ordering ~~him or her~~them to leave the meeting room.

- (7) A person who is ordered to leave the meeting room and fails to do so may, by order of the presiding member, be removed from the meeting room and, if the presiding member orders, from the premises.

Part 6 – Conduct of Members

41 Members to be in their proper places

- (1) At the first meeting held after each election day, the CEO is to allot by random draw, a position at the council table to each member.
- (2) Each member is to occupy ~~his or her~~their allotted position at each council meeting until such time as there is a call by a majority of members for a re-allotment of positions.

42 Respect to the presiding member

After the business of a council has been commenced, a member is not to enter or leave the meeting without first paying due respect to the presiding member.

43 Titles to be used

A speaker, when referring to the mayor, deputy mayor or presiding member, or a member or employee, is to use the title of that person's office.

44 Advice of entry or departure

During the course of a meeting of the council, a member is not 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.

45 Members to indicate their intention to speak

A member of the council who wishes to speak is to indicate ~~his or her~~their intention to speak by raising ~~his or her~~their hand or by another method agreed by the council.

46 Priority of speaking

- (1) Where 2 or more members indicate, at the same time, their intention to speak, the presiding member is to decide which member is entitled to be heard first.
- (2) A decision of the presiding member under subclause (1) is not open to discussion or dissent.
- (3) A member is to cease speaking immediately after being asked to do so by the presiding member.

47 Questions

- (1) Members may ask questions relating to an item on the notice paper or on matters related to the good government of persons in the district.

- (2) A member requesting general information from an employee at a council meeting may ask a question without notice and with the consent of the presiding member, may ask one or more further questions of that employee or another employee present at the meeting.
- (3) Where possible the employee shall endeavour to answer the question to the best of ~~his or her~~their knowledge and ability, however, if the information is unavailable or the answer requires research or investigation, the employee may ask that—
 - (a) the question be placed on notice for the next meeting of council; and
 - (b) the answer to the question be given to the member who asked it within 14 days.
- (4) Every question and answer—
 - (a) is to be brief and concise; and
 - (b) is not to be accompanied by argument, expression of opinion or statement of facts, except to the extent necessary to explain the question or answer.
- (5) In answering any question, an employee may qualify ~~his or her~~their answer and may at a later time in the meeting or at a subsequent meeting alter, correct, add to or otherwise amend the original answer.

48 Presiding member may take part in debates

The presiding member may take part in a discussion of any matter before the council, subject to compliance with this local law.

49 Relevance

- (1) A member is to restrict ~~his or her~~their remarks to the motion or amendment under discussion, or to a personal explanation or point of order.
- (2) The presiding member, at any time, may—
 - (a) call the attention of the meeting to—
 - (i) any irrelevant, repetitious, offensive or insulting language by a member; or
 - (ii) any breach of order or decorum by a member; and
 - (b) direct that member, if speaking, to discontinue ~~his or her~~their speech.
- (3) A member is to comply with the direction of the presiding member under subclause (2) by immediately ceasing to speak.

50 Speaking twice

A member is not to address the council more than once on any motion or amendment except—

- (a) as the mover of a substantive motion, to exercise a right of reply;
- (b) to raise a point of order; or
- (c) to make a personal explanation.

51 Duration of speeches

- (1) A member is not to speak on any matter for more than 5 minutes without the consent of the council which, if given, is to be given without debate.
- (2) An extension under this clause cannot be given to allow a member's total speaking time to exceed 10 minutes.

52 No speaking after conclusion of debate

A member is not to speak on any motion or amendment—

- (a) after the mover has replied; or
- (b) after the motion has been put.

53 No interruption

A member is not to interrupt another member who is 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 54; or
- (d) to move a procedural motion that the member be no longer heard.

54 Personal explanations

- (1) A member who wishes to make a personal explanation relating to a matter referred to by another member who is then speaking is to indicate to the presiding member ~~his or her~~their intention to make a personal explanation.
- (2) The presiding member is to determine whether the personal explanation is to be heard immediately or at the conclusion of the speech by the other member.
- (3) A member making a personal explanation is to confine ~~his or her~~their observations to a succinct statement relating to a specific part of the speech at which ~~he or she~~they may have been misunderstood.

55 No re-opening of discussion

A member is not to re-open discussion on any decision of the council, except to move that the decision be revoked or changed.

56 Adverse reflection

- (1) A member is not to reflect adversely on a decision of the council except on a motion that the decision be revoked or changed unless the meeting resolves, without debate, that the matter before the meeting cannot otherwise be adequately considered.
- (2) A member is not—
 - (a) to reflect adversely on the character or actions of another member or employee; or
 - (b) to impute any motive to a member or employee,
unless the meeting resolves, without debate, that the question then before the meeting cannot otherwise be adequately considered.
- (3) A member is not to use offensive or objectionable expressions in reference to any member, employee or other person.
- (4) If a member specifically requests, immediately after their use, that any particular words used by a member be recorded in the minutes—
 - (a) the presiding member is to cause the words used to be taken down and read to the meeting for verification; and
 - (b) the council may, by resolution, decide to record those words in the minutes.

57 Withdrawal of offensive language

- (1) A member who, in the opinion of the presiding member, uses an expression which—
 - (a) in the absence of a resolution under clause 6.16—
 - (i) reflects adversely on the character or actions of another member or employee; or
 - (ii) imputes any motive to a member or employee; or
 - (b) is offensive or insulting,
must, when directed by the presiding member, withdraw the expression and make a satisfactory apology.
- (2) If a member fails to comply with a direction of the presiding member under subclause (1), the presiding member may refuse to hear the member further on the matter then under discussion and call on the next speaker.

58 Suspension of the limitations on speaking

The council may suspend the operation of clauses 50 and 51 during debate on a motion.

59 Disclosure of interests

Disclosure of interests is dealt with in the Act.

Part 7 – Preserving Order

60 Presiding member to preserve order

- (1) The presiding member is to preserve order, and, whenever ~~he or she~~they considers necessary, may call any member to order.
- (2) When the presiding member speaks during a debate, any member then speaking, or indicating that ~~he or she~~they wishes to speak, is immediately to be silent and every member present is to preserve strict silence so that the presiding member may be heard without interruption.
- (3) Subclause (2) is not to be used by the presiding member to exercise the right provided in clause 48, but to preserve order.

61 Point of order

- (1) A member may object, by way of a point of order, only to a breach of—
 - (a) any of the provisions of this local law; or
 - (b) any other written law.
- (2) Despite any other provision of this local law to the contrary, a point of order—
 - (a) takes precedence over any discussion; and
 - (b) until determined, suspends the consideration or discussion of any other matter.

62 Procedures on a point of order

- (1) A member who is addressing the presiding member is not to be interrupted except on a point of order.
- (2) A member raising a point of order is to specify the breach of this local law or any other written law alleged before speaking further on the matter.
- (3) A member interrupted on a point of order is to immediately stop speaking until—
 - (a) the member raising the point of order has been heard; and
 - (b) the presiding member has ruled on the point of order,and, if permitted, the member who has been interrupted may then proceed.

63 Calling attention to breach

A member may, at any time, draw the attention of the presiding member to any breach of the provisions of this local law.

64 Ruling by the presiding member

(1) The presiding member is to rule on any point of order which is raised by either upholding or rejecting the point of order.

~~(2)~~—A ruling by the presiding member on a point of order—

~~(a)~~—is not to be the subject of debate or comment; and

~~(b)~~(2) is to be final unless the majority of members then present and voting, on a motion moved immediately after the ruling, dissent from the ruling.

(3) Subject to a motion of dissent being carried under subclause (2), if the presiding member rules that—

(a) any motion, amendment or other matter before the meeting is out of order, it is not to be considered further; and

(b) a statement made or act done by a member is out of order, the presiding member may require the member to make an explanation, retraction or apology.

65 Continued breach of order

If a member—

(a) persists in any conduct that the presiding member had ruled is out of order; or

(b) refuses to make an explanation, retraction or apology required by the presiding member under clause 64(3),

the presiding member may direct the member to refrain from taking any further part in the debate of that item, other than by voting, and the member is to comply with that direction.

66 Right of presiding member to adjourn

(1) For the purpose of preserving or regaining order, the presiding member may adjourn the meeting for a period of up to 15 minutes.

(2) On resumption, the debate is to continue at the point at which the meeting was adjourned.

(3) If, at any one meeting, the presiding member adjourns the meeting more than once for the purpose of preserving or regaining order, the second or subsequent adjournment may be to a later time on the same day or to another day.

Part 8 – Debate of substantive motions

67 Motions to be stated and in writing

Any member who wishes to move a substantive motion or an amendment to a substantive motion—

- (a) is to state the substance of the motion before speaking to it; and
- (b) if required by the presiding member, is to put the motion or amendment in writing.

68 Motions to be supported

- (1) A substantive motion or an amendment to a substantive motion is not open to debate until it has been seconded.
- (2) A motion to revoke or change a decision made at a meeting is not open to debate unless the motion has the support required under regulation 10 of the Regulations.

69 Unopposed business

- (1) Immediately after a substantive motion has been moved and seconded, the presiding member may ask the meeting if any member opposes it.
- (2) If no member opposes the motion, the presiding member may declare it carried without debate and without taking a vote.
- (3) A motion declared carried under this clause is to be recorded in the minutes as a unanimous decision of the council.
- (4) If a member opposes a motion, the motion is to be dealt with under this Part.
- (5) This clause does not apply to a motion to revoke or change a decision which has been made at a meeting.

70 Only one substantive motion at a time

- (1) When a substantive motion is under debate at a meeting of the council, no further substantive motion is to be accepted.
- (2) The council is not to consider more than one substantive motion at any time.

71 Order of call in debate

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) the seconder to speak to the motion;
- (e) a speaker against the motion;
- (f) a speaker for the motion;
- (g) other speakers against and for the motion, alternating where possible; and
- (h) mover takes right of reply which closes debate.

72 Limit of debate

The presiding member may offer the right of reply and put a substantive motion to the vote if ~~he or she~~they believes that sufficient discussion has taken place even though all members may not have spoken.

73 Member may require question to be read

A member may require the question or matter under discussion to be read at any time during a debate, but not so as to interrupt any other member who is speaking.

74 Consent of seconder required for alteration

The mover of a substantive motion may not alter the wording of the motion without the consent of the seconder.

75 Order of amendments

Any number of amendments may be proposed to a substantive 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, carried or lost.

76 Form of an amendment

An amendment must add, delete, or substitute words to the substantive motion.

77 Amendment must not negate original motion

An amendment to a substantive motion cannot negate the original motion or the intent of the original motion.

78 Relevance of amendments

Each amendment is to be relevant to the motion in respect of which it is moved.

79 Mover of motion may speak on amendment

Any member may speak during debate on an amendment.

80 Effect of an amendment

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.

81 Withdrawal of motion or amendment

- (1) Subject to subclause (2), the council may, without debate, grant leave to withdraw a motion or amendment on the request of the mover of the motion or amendment and with the approval of the seconder.
- (2) 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.

82 Right of reply

- (1) The mover of a substantive motion has the right of reply.
- (2) The mover of any amendment to a substantive motion has a right of reply.
- (3) The right of the reply may only be exercised—
 - (a) where no amendment is moved to the substantive motion, at the conclusion of the discussion on the motion; or
 - (b) where one or more amendments have been moved to the substantive motion, at the conclusion of the discussion on the substantive motion and any amendments.
- (4) After the mover of the substantive motion has commenced the reply—
 - (a) no other member is to speak on the question; and
 - (b) there is to be no further discussion on, or any further amendment to, the motion.
- (5) The right of the reply is to be confined to rebutting arguments raised by previous speakers and no new matter is to be introduced.
- (6) At the conclusion of the right of reply, the substantive motion, or the substantive motion as amended, is immediately to be put to the vote.

Part 9 – Procedural Motions

83 Permissible procedural motions

In addition to the right to move an amendment to a substantive motion, a member may move the following procedural motions—

- (a) that the motion be deferred;

- (b) that the motion now be put;
- (c) that the item be referred back to a committee or the CEO;
- (d) that the meeting proceed to the next item of business;
- (e) that the debate be adjourned;
- (f) that the meeting now adjourn;
- (g) that the member be no longer heard;
- (h) that the ruling of the presiding member be disagreed with; or
- (i) that the meeting be closed to the public.

84 No debate

- (1) The mover of a motion specified in paragraph (a), (c), (d), (e), (f), (g) or (h) of clause 9.1 may speak to the motion for not more than 5 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 specified in paragraph (b) or (g) of clause 9.1 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.

85 Who may move

No person who has moved, seconded, or spoken for or against the substantive motion, or any amendment to the substantive motion, may move any procedural motion which, if carried, would close the debate on the substantive motion or amendment.

86 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.

87 Motion to be deferred

- (1) If a motion “that the motion be deferred” is carried, then all debate on the primary motion and any amendment is to cease and the motion or amendment is to be resubmitted for consideration at a time and date specified in the motion.
- (2) A motion that the motion be deferred is not to be moved in respect of the election of presiding person or the mayor (if elected by the council) or the deputy mayor.
- (3) A motion that the motion be deferred, if carried, must be accompanied by a reason for the motion to be included within the meeting’s minutes.

88 Motion now be put

- (1) If a motion “that the motion now be put”, is carried during debate on a substantive motion without amendment, the presiding member is to offer the right of reply and then put the motion to the vote without further debate.
- (2) If the motion “that the motion now be put” is carried during debate of an amendment, the presiding member is to put the amendment to the vote without further debate.
- (3) If the motion “that the motion now be put”, is lost, debate is to continue.

89 Motion to refer

- (1) Motion that item be referred back to a committee or the CEO If a motion “that the item be referred back to a committee or the CEO” is carried, debate on the primary motion and any amendment is to cease and the primary motion, excluding any amendment, is to be referred back to the appropriate committee or the CEO for further consideration.
- (2) If the motion in subclause (1) is lost, debate on the primary motion or amendment is to continue.
- (3) A motion that an item be referred back to a committee or the CEO, if carried, must be accompanied by a reason for the motion to be included within the meeting’s minutes.

90 Motion to proceed to the next item of business

The motion “that the meeting proceed to the next item of business”, if carried, has the effect that—

- (a) the debate on the substantive motion or amendment ceases immediately;
- (b) no decision is made on the substantive motion or amendment;
- (c) the council moves to the next item of business; and
- (d) there is no requirement for the matter to be raised again for consideration.

91 Debate to be adjourned

A motion “that the debate be adjourned”—

- (a) is to state the time to which the debate is to be adjourned; and
- (b) if carried, has the effect that all debate on the substantive motion or amendment ceases immediately, but continues at the time stated in the motion.

92 Meeting now adjourn

- (1) A member is not to move or second more than one motion of adjournment during the same sitting of the council.

- (2) Before putting the motion for the adjournment of the council, the presiding member may seek leave of the council to deal first with matters that may be the subject of an adoption by exception resolution.
- (3) A motion “that the meeting now adjourn”—
 - (a) is to state the time and date to which the meeting is to be adjourned; and
 - (b) if carried, has the effect that the meeting is adjourned to the time and date specified in the motion.
- (4) A meeting adjourned under subclause (3) is to continue from the point at which it was adjourned, unless the presiding member or the council determines otherwise.

93 Question to be put

- (1) If the motion “that the question be now put”, is carried during debate on a substantive motion without amendment, the presiding member is to offer the right of reply and then put the motion to the vote without further debate.
- (2) If the motion “that the question be now put” is carried during discussion of an amendment, the presiding member is to put the amendment to the vote without further debate.
- (3) This motion, if lost, causes debate to continue.

94 Member to be no longer heard

If the motion “that the member be no longer heard”, is carried, the speaker against whom the motion has been moved cannot speak further on the current substantive motion, or any amendment relating to it, except to exercise the right of reply if ~~he or she~~they is are the mover of the substantive motion.

95 Ruling of the presiding member to be disagreed with

If the motion “that the ruling of the presiding member be disagreed with”, is carried, that ruling is to have no effect and the meeting is to proceed accordingly.

96 The meeting be closed to members of the public

If a motion “that the meeting be closed to members of the public” is carried then the presiding member is to close the meeting in accordance with clause 27.

Part 10 – Voting

96 Motion—when put

- (1) Immediately after the debate on any motion is concluded and the right of reply has been exercised, the presiding member—
 - (a) is to put the motion to the meeting; and

(b) if requested by any member, is to again state the terms of the motion.

(2) A member is not to leave the meeting when the presiding member is putting any motion.

97 Voting

Voting is dealt with in the Act and the Regulations.

98 Majorities required for decisions

The majorities required for decisions of the council and committees are dealt with in the Act.

99 Method of taking vote

In taking the vote on any motion or amendment the presiding member—is to put the motion:

(a) first in the affirmative, and then in the negative;

(b) may put the motion in this way as often as may be necessary to enable him or her to determine whether the affirmative or the negative has the majority of votes;

(c) is to count and determine the votes of members in any way (such as electronically or by a show of hands) that enables a record to be taken of each member's vote; and

(d) subject to this clause, is to declare the result.

(2) The CEO is ensure that the minutes record—

(a) the name of each member who voted; and

(b) whether ~~he or she~~they voted in the affirmative or negative.

Part 11 – Minutes of Meetings

100 Keeping of minutes

The keeping and confirmation of minutes are dealt with in the Act.

101 Content of minutes

(1) The content of minutes is dealt with in the Regulations.

(2) In addition to the matters required by the Regulations, the minutes of a meeting are to include –

(a) where an application for approval is refused or the authorisation of a licence, permit or certificate is withheld or cancelled, the reasons for the decision; and

(b) the names of members voting in the affirmative and the names of the members voting in the negative.

102 Public inspection of unconfirmed minutes

The public inspection of unconfirmed minutes is dealt with in the Regulations.

103 Confirmation of minutes

- (1) When minutes of a meeting of the council, or committee, are distributed for consideration prior to their confirmation at the next meeting, if a member is dissatisfied with the accuracy of the minutes, the member may provide the CEO with a written copy of the alternative wording to amend the minutes no later than 3 ½ clear working days before the next meeting of the council or committee.
- (2) At the next meeting of the council or committee, the member who provided the alternative wording must, at the time for confirmation of minutes—
 - (a) state the item or items with which ~~he or she~~they is are dissatisfied; and
 - (b) propose a motion clearly outlining the alternative wording to amend the minutes.
- (3) Members must not discuss items of business contained in the minutes, other than discussion as to their accuracy as a record of the proceedings.

Part 12 – Adjournment of Meeting

104 Meeting may be adjourned

The council may adjourn any meeting—

- (a) to a later time on the same day; or
- (b) to any other time on any other day, including a time which coincides with the conclusion of another meeting or event.

105 Effect of adjournment

Where any matter, motion, debate or meeting is adjourned under this local law—

- (a) the names of members who have spoken on the matter prior to the adjournment are to be recorded in the minutes;
- (b) debate is to be resumed at the next meeting at the point where it was interrupted; and
- (c) the provisions of clause 50 apply when the debate is resumed.

Part 13 – Revoking or Changing Decisions

106 Requirements to revoke or change decisions

The requirements to revoke or change a decision made at a meeting are dealt with in the Regulations.

107 Limitations on powers to revoke or change decisions

- (1) Subject to subclause (2), the council is not to consider a motion to revoke or change a decision—
 - (a) where, at the time the motion is moved or notice is given, any action has been taken under clause 13.3 to implement the decision; or
 - (b) where the decision is procedural in its form or effect.
- (2) The council may consider a motion to revoke or change a decision of the kind described in subclause (1)(a) if the motion is accompanied by a written statement of the legal and financial consequences of carrying the motion.

108 Implementing a decision

- (1) In this clause—
 - (a) **authorisation** means a licence, permit, approval or other means of authorising a person to do anything;
 - (b) **implement**, in relation to a decision, includes—
 - (i) communicate notice of the decision to a person affected by, or with an interest in, the decision; and
 - (ii) take any other action to give effect to the decision; and
 - (c) **valid notice of revocation motion** means a notice of motion to revoke or change a decision that complies with the requirements of the Act, Regulations and this local law and may be considered, but has not yet been considered, by the council.
- (2) Subject to subclause (4), and unless a resolution is made under subclause (3), a decision made at a meeting is not to be implemented by the CEO or any other person until the afternoon of the first business day after the commencement of the meeting at which the decision was made.
- (3) The council may, by resolution carried at the same meeting at which a decision was made, direct the CEO or another person to take immediate action to implement the decision.
- (4) A decision made at a meeting is not to be implemented by the CEO or any other person—
 - (a) if, before commencing any implementation action, the CEO or that person is given a valid notice of revocation motion; and
 - (b) unless and until the valid notice of revocation motion has been determined by the council as the case may be.

- (5) The CEO is to ensure that members of the public attending the meeting are informed by an appropriate notice that a decision to grant an authorisation—
- (a) is to take effect only in accordance with this clause; and
 - (b) cannot be acted upon by the person who has been granted the authorisation unless and until the decision has been implemented in accordance with this clause.

109 Revocation motions

- (1) In this clause—
- (a) relevant meeting, where used in relation to a revocation motion, means—
 - (i) the ordinary or special meeting specified in the notice of revocation motion; or
 - (ii) if that meeting is adjourned before the motion is announced by the presiding person, then at the resumption of the adjourned meeting; or
 - (iii) if that meeting is closed before the motion is announced by the presiding person, then at the next ordinary meeting or a special meeting convened to consider those matters not considered prior to the closure of the meeting, or
 - (iv) if the motion is deferred by the council to another meeting of the council, then at that other meeting,as the case may be;
 - (b) revocation motion means a motion to revoke or change a decision made at a meeting.
- (2) This clause does not apply to the change of a decision unless the effect of the change would be that the decision would be revoked or would become substantially different.
- (3) A member wishing to move a revocation motion at a meeting of the council must give to the CEO notice of the revocation motion, which is to—
- (a) be in writing;
 - (b) specify the decision proposed to be revoked or changed;
 - (c) include a reason or reasons for the revocation motion;
 - (d) be signed by the number of members required by law to support the motion to revoke or change the decision referred to in the revocation motion;
 - (e) specify the date of the ordinary or special meeting of the council, as the case may be, which next follows the expiry of 7 clear days after the notice is given to the CEO; and

- (f) be given to the CEO not less than 7 clear days prior to the date of the ordinary or special meeting specified in the notice.
- (4) If –
- (a) at the relevant meeting, the member who gave the notice of the revocation motion is present, then the presiding person is to call on that member to move the revocation motion.
 - (b) If that member is not present or, being present, does not move the revocation motion when called upon to do so by the presiding person, then any member of the council may move the revocation motion.
- (5) Where notice of a revocation motion is given in accordance with the requirements of this clause, then the CEO must not implement or continue to implement, the decision the subject of the revocation motion until—
- (a) the revocation motion is not supported by the number of members of the council required by law to support the motion;
 - (b) no member of the council moves the revocation motion;
 - (c) the motion is moved but not seconded; or
 - (d) the motion is moved and seconded but is not made by the kind of majority required by law, at the relevant meeting.
- (6) A notice of revocation motion given in accordance with the requirements of this clause is to lapse when—
- (a) the revocation motion is not supported by the number of members of the council required by law to support the motion;
 - (b) no member of the council moves the revocation motion;
 - (c) the motion is moved but not seconded; or
 - (d) the motion is moved and seconded but is not made by the kind of majority required by law, at the relevant meeting.
- (7) Subclauses (1), (2), (5) and (6) of clause 23 do not apply where the motion is a revocation motion.
- (8) For the avoidance of doubt, subclauses (3) and (4) of clause 4.3 are to apply where the motion is a revocation motion.

- (9) A motion that a revocation motion be deferred is only to be carried by the decision of an absolute majority.

Part 14 - Miscellaneous

110 Where this local law makes no provision

- (1) Where there is no provision or insufficient provision is made in this local law, the presiding member is to determine the procedure to be observed.
- (2) The decision of the presiding member under subclause (1) is final, except where a motion is moved and carried under clause 95.

111 Penalty for breach

A person who breaches a provision of this local law commits an offence. Penalty: \$1,000.00 and a daily penalty of \$100.00.

112 Who can prosecute

Who can prosecute is dealt with in the Act.

Part 15 – Establishment and Membership of Committees

113 Establishment of committees

- (1) The establishment of committees is dealt with in the Act.
- (2) A decision to establish a committee under section 5.8 of the Act is to include—
- (a) the terms of reference of the committee;
 - (b) the number of council members, employees and other persons to be appointed to the committee;
 - (c) the names or titles of the council members and employees to be appointed to the committee;
 - (d) the names of other persons to be appointed to the committee or an explanation of the procedure to be followed to determine the appointments; and
 - (e) details of the delegation of any powers or duties to the committee under section 5.16 of the Act.
- (3) The provisions of this local law are to apply to the conduct of a meeting of a committee.

114 Types of committees

The types of committees are dealt with in the Act.

115 Delegation of some powers and duties to certain committees

The delegation of some powers and duties to certain committees is dealt with in the Act.

116 Limits on delegation of powers and duties to certain committees

The limits on the delegation of powers and duties to certain committees are dealt with in the Act.

117 Appointment of committee members

The appointment of committee members is dealt with in the Act.

118 Tenure of committee membership

Tenure of committee membership is dealt with in the Act.

119 Resignation of committee members

The resignation of committee members is dealt with in the Regulations.

120 Register of delegations to committees

The register of delegations to committees is dealt with in the Act.

121 Committees to report

A committee—

(a) is answerable to the council; and

(b) is to report on its activities when, and to the extent, required by the council.

Part 16 – Meeting of Electors

122 Electors' general meetings

Electors' general meetings are dealt with in the Act.

123 Matters for discussion at electors' general meetings

The matters to be discussed at electors' general meetings are dealt with in the Regulations.

124 Electors' special meetings

Electors' special meetings are dealt with in the Act.

125 Requests for electors' special meetings

Requests for electors' special meetings are dealt with in the Regulations.

126 Convening electors' meetings

Convening electors' meetings is dealt with in the Act.

127 Who presides at electors' meetings

Who presides at electors' meetings is dealt with in the Act.

128 Procedure for electors' meetings

- (1) The procedure for electors' meetings is dealt with in the Act and the Regulations.
- (2) In exercising ~~his or her~~their discretion to determine the procedure to be followed at an electors' meeting, the presiding member is to have regard to the provisions of this local law.

129 Participation of non-electors

A person who is not an elector of the Town must not take part in any discussion at an electors' meeting unless the meeting, by resolution, permits the person do so.

130 Voting at electors' meetings

Voting at electors' meetings is dealt with in the Regulations.

131 Minutes of electors' meetings

Minutes of electors' meetings are dealt with in the Act.

132 Decisions made at electors' meetings

Decisions made at electors' meetings are dealt with in the Act.

Part 17 – Briefings and Other Informal Forums

133 Briefings and other informal forums

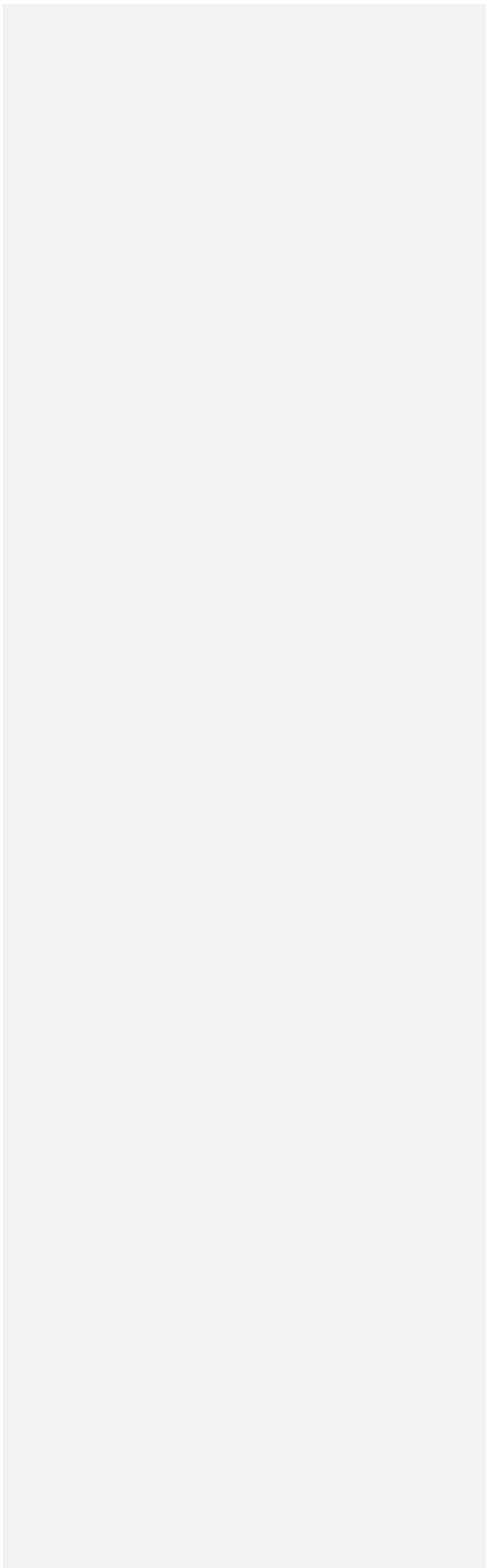
- (1) The council may conduct briefings, workshops and other informal forums.
- (2) Where the council conducts briefings, workshops and other informal forums, the CEO is to—
 - (a) advise all members of the time, date and place of the forum; and
 - (b) in respect of a council agenda briefing or major development briefing which is open to the public, advise a person who has made an application that is listed on the agenda for the forum, of the time, date and place of the forum.
- (3) The council is not to make a formal resolution at any forum other than at a meeting or at a meeting of a committee which has delegated authority to do so.

134 Restriction on meeting

The council is not to meet except at—

- (a) a council or committee meeting; or
- (b) a briefing, workshop or informal forum under this clause.

**STRATEGIC
COMMUNITY
PLAN**
2017—2032



*Our vision
For the future*

THE TOWN OF VICTORIA PARK:

A DYNAMIC PLACE FOR EVERYONE

We are Perth's most empowered and engaged community.

We are Perth's premier place for entertainment and entrepreneurship.

We lead in sustainability.

We put people first in urban design and safety.

We are inclusive and connected with a thriving community.

Acknowledgements and thanks

We would like to thank all ~~of~~ the people who contributed so much time to the Town of Victoria Park's new Strategic Community Plan. It would not be the document ~~that~~ it is without the commitment, effort, diligence, sincerity, passion, patience and time of the community, staff and elected members.

2,700 participant hours were recorded by almost 350 people attending 100 workshops.

This is huge! It also does not include all of the other time that was contributed by people completing surveys, using our online engagement software and participating at pop up activities. The people who participated in this process were simply awesome.

They were sincere. They were diligent, humble and patient. They contributed with passion, enjoyed a good vent and had an insatiable desire to know more about the workings of the administration of the Town of Victoria Park.

2,700 participant hours also means a lot of additional staff time. ~~Town of Victoria Park staff were also awesome.~~ The Evolve facilitators were professional, kind, sincere, funny, fair and understanding. The staff who presented at workshops were equally professional, patient, kind and sincere.

In deciding on this approach and then persistently implementing it, elected members and the Chief Executive Officer showed vision, courage and belief. Thank you.

Everything you need to know about this *plan*

Why this plan?

The Strategic Community Plan is the principal strategy and planning document that reflects our community's long-term vision, values, aspirations and priorities.

How did we get to this plan?

The single most important aspect of preparing this plan was to genuinely engage the community about their wants and needs. With this in mind, the following was completed:

1. a pre-engagement process (known as Evolve) beginning in November 2015 and finishing in November 2016 that involved:
 - a. four survey (with approximately 500 responses)
 - b. 100 workshops (with approximately 350 people contributing 2,700 participant hours)
 - c. pop-up engagement activities (with 160 people contributing)
 - d. digital online engagement (with 300 engaged participants)
2. content analysis of the information collected through the pre-engagement process
3. preparation of a draft Strategic Community Plan using the results of the content analysis
4. formal engagement of the draft Strategic Community Plan over a six-week period
5. review of submissions and modifications made to the draft Strategic Community Plan.

What is in the plan?

This plan is made up of an introduction and four parts which are briefly described below.

Part 1 – Context:

Establishes some of the background (history, demographics, regional context and future trends) for the plan.

Part 2 – Community Engagement:

Describes what we did to engage the community.

Part 3 – The Strategic Direction:

Puts the “S” into the Strategic Community Plan. Skip straight to this part, if you want to get ~~straight~~ to the business end of this document.

Part 4 – Implementation:

Outlines how the Town will achieve its strategic direction. It includes strategic measures and an explanation of the how this plan will be reviewed.

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MAYOR'S MESSAGE

This Strategic Community Plan has been a broad and inclusive strategic planning initiative that inspired people to consider the Town of Victoria Park's future.

It is the result of actively informing, educating, building relationships and ~~building~~ capacity with many of our residents, businesses, employees and elected members. I would like to thank everyone who contributed – the community members who joined Evolve and gave over 2,700 hours of their time, the community as a whole who worked with us, our Council and our employees.

This plan will not collect dust on a shelf. It will be the roadmap to guide our decision-making, business planning and budget-setting processes.

We will be strategically principled whilst being tactically flexible in directing the evolution of the Town into a community of an expected 75,000 residents by 2050. We will become Perth's most empowered and engaged community; we will become Perth's premier place for entertainment and entrepreneurship; we will lead in sustainability; we will put people first in urban design and safety; and we will be inclusive and connected with a thriving community.

Ultimately, we will actively work towards achieving our vision of the Town as a dynamic place for everyone.

Mayor Trevor Vaughan,

Town of Victoria Park

Commented [JN1]: Carrie Parsons: Suggest 2019 update to this referencing mini review

Welcome to the
TOWN OF VICTORIA PARK
STRATEGIC COMMUNITY PLAN

2017—2032

This plan is ~~the~~ a result of the Town of Victoria Park's most extensive and inclusive strategic planning initiative in its history. People were informed and educated. Relationships were built and along the way community capacity has been enhanced. Thanks to our Evolve engagement process, more residents than ever ~~now~~ know how the Town operates and have contributed to shaping the Town's future direction.

Thanks to them, this plan will be at the forefront when Council considers long-term planning and makes decisions, when Town staff deliver services and implement projects, when the Town seeks to build relationships and ultimately when people from the community are engaged and empowered.

The purpose of the Strategic Community Plan

A strategic community plan is the principal strategy and planning document that reflects the community's long-term vision, values, aspirations and priorities with consideration to local government area/place/regional plans, local government strategies and resourcing.

The intent of having this kind of plan is:

- » to involve the community in the establishment of a long-term vision for the local government through the identification of strategic priorities and aspirations.
- » to provide the local government with clear understanding of community well-being priorities over a longer time frame (social, economic, environmental and civic leadership) and to understand long-term impacts based on research that will translate to service, asset and land use planning requirements
- » to guide local government priority setting within the Corporate Business Plan.

A strategic community plan is legislatively required to be prepared as part of the Integrated Planning and Reporting Framework.

Where the plan fits into integrated planning and reporting

Integrated planning and reporting provides a consultative way to a framework for to establishing local priorities that are linked to operational functions. The diagram below explains the different elements of the Integrated Planning and Reporting Framework and where a strategic community plan fits within the framework.

Elements of Integrated Planning and Reporting Framework



More information on integrated planning and reporting in Western Australia can be found at: <https://www.dlgc.wa.gov.au/CommunityInitiatives/Pages/Integrated-Planning-and-Reporting.aspx>

How will the plan be used?

We will use our plan to:

- » define priorities, processes, and short and long-term plans
- » prioritise budget and resource allocations
- » direct the shape of the Town in terms of land use, infrastructure, service and asset management, operations and planning
- » direct workforce planning
- » inform other key strategies and plans such as the Local Planning Strategy
- » inform the Town's position on issues
- » provide context for staff reports to Council, communications and events
- » collect and evaluate performance metrics

Implementation will be fluid. We expect changes and updates and will document these in a progress report every year for Council and community review.

GETTING READY FOR 40,000 NEW RESIDENTS BY 2050

As the Town of Victoria Park has evolved, we have been fortunate to have a vibrant economic base and a community that has shown passion and pride – all of which have been key ingredients to building a great place.

The process of community-building does not end though.

This is particularly apt when considering ~~that~~ the estimated population for the Town of Victoria Park ~~will~~ is expected to increase by approximately 40,000 ~~new~~ people by 2050. This is the first time that the Town formally acknowledges this opportunity and accepts the challenge of planning for a community with 75,000 people.

CONTEXT

This is the first part of the Town of Victoria Park's Strategic Community Plan. ~~It is the part of the plan that~~ [it](#) establishes the context for the strategic direction outlined in Part 3 of this document.

To understand the context for the strategic direction, you can read:

SECTION A

A little bit about the Town.

SECTION B

A snapshot of the Town of Victoria Park.

SECTION C

State and regional context.

SECTION D

Seven future trends likely to affect the Town.

A LITTLE BIT ABOUT THE TOWN

This section briefly introduces a little bit of information about the Town of Victoria Park.

LOCATION

Super close to the Perth Central Business District:

One of the Town's competitive advantages is that it is located ~~a short distance~~ 5kms from the Perth Central Business District.

Home to some major attractions and partners: ~~ers and stakeholders:~~

Curtin University, Crown Perth, Tennis West, Perth Stadium, John Hughes Perth, Technology Park, West Coast Eagles Football Club, Belmont Park Racecourse and Perth Football Club are some of the major attract~~ions and~~ partners ~~ers and stakeholders~~ that are located ~~with~~ in the Town.

Quite a lot of the Swan River foreshore:

The Town has approximately six kilometres of river foreshore.

Old-school main street:

Albany Highway (the Town of Victoria Park bit) is an old-school main street. It's one of the longest main streets in the southern hemisphere and is a significant visitor-local and regional attractor.

Lots of train stations:

The Armadale ~~Thornlie heritage train-railway~~ line runs through the Town. ~~It means that there are and contains~~ five train stations ~~in the Town~~ (including Perth Stadium special events train station).



A SNAPSHOT OF THE TOWN OF VICTORIA PARK

This section provides a demographic snapshot of the Town of Victoria Park. This snapshot helps with understanding where the Town has come from when planning for the future.

TOP TEN SNIPPETS OF INFORMATION ABOUT PEOPLE LIVING IN THE TOWN GROWING POPULATION

In 2011, the population was 34,218. In 201~~9~~⁷ it is estimated the Town's population is ~~36,755~~38,600.

YOUNG(ISH) POPULATION

The largest age cohort in the Town is the 25 to 34 demographic.

The second largest age grouping in the Town is the 35 to 49 demographic.

INCREASINGLY MULTICULTURAL

The Town is becoming more and more multicultural. 27% of people speak a language other than English at home. Mandarin, Italian and Cantonese are the top three of these languages.

WELL EDUCATED

Compared to the rest of Greater Perth there is a higher proportion of people in the Town that holding formal qualifications (Bachelor or higher degree, Advanced Diploma or Diploma, or vocational qualifications), and a lower proportion of people with no formal qualifications.

ONE OR TWO PEOPLE HOUSEHOLDS DOMINATE

Almost 55% of people living in the Town live in a one or two person household.

LIVE RELATIVELY CLOSELY TOGETHER

In the Town, 47.8% of the dwellings were medium or high density, compared to 25% in Greater Perth.

LIKELY TO WORK AS EITHER A PROFESSIONAL, IN ADMINISTRATIVE WORK OR AS A TECHNICIAN

57% of Town residents work in one of these three jobs.

HOMOGENEOUSLY SOCIO-ECONOMIC

Wage categories are equally distributed across the population i.e. no one category dominates.

LIKELY TO WORK OUTSIDE OF THE TOWN AND DRIVE TO PLACE OF EMPLOYMENT

73% of the Town's working residents travel outside of the Town to work.

LOTS OF WORKERS FROM THE SOUTH-EASTERN CORRIDOR

88% of people who work in the Town come from outside of the Town.

STATE AND REGIONAL CONTEXT

From time to time State Government planning has a significant impact on how local governments plan and operate. This section briefly summarises some of the key State Government strategies that will affect the Town.

THREE STATE GOVERNMENT PLANS LIKELY TO AFFECT THE TOWN

State Planning Strategy 2050:

This strategy is a guide from which public and local authorities can express or frame their legislative responsibilities in land-use planning, land development, transport planning and related matters.

Draft Perth and Peel @ 3.5 million:

This document plans the future of the Perth and Peel metropolitan region up to 2050. The Town of Victoria Park is one of 19 local government authorities identified within the central sub-region. By 2050, it is projected that this region will have 1.2 million people, 780,000 jobs and has an infill target of 215,000 homes. This document has identified that the Town needs to plan for 19,400 new dwellings by 2050.

Draft Perth and Peel Transport Plan:

This document plans the future of transport for the Perth and Peel metropolitan region. Identified long-term opportunities for the Town of Victoria Park include: Curtin University being identified as a Specialised Centre; being connected to an inner city subway system; and being connected to a Perth Light Rail system.

MARCH 2017 – NEW STATE GOVERNMENT

~~A new State Government was elected in March 2017. This means that the strategic direction of these documents may change.~~

Two major initiatives of the ~~new state~~ government to be aware of are:

METRONET

A public transport plan for Perth based on substantial investment in heavy rail north and south of the Perth Central Business District. The objective will be to enable east-west movement across the Perth metropolitan region.

STATE INFRASTRUCTURE STRATEGY

~~In February 2019, the Infrastructure WA Bill was introduced to Parliament. The bill will establish Infrastructure WA as a statutory authority with the initial primary focus of developing a 20 year infrastructure strategy. The strategy will identify infrastructure needs and priorities to support Western Australia's growing population. The new government identified that it would publish a State Infrastructure Strategy that will establish priorities for infrastructure planning and investment across Western Australia for the next 20 years.~~

This plan will need to be reviewed and updated as and when the new government publishes its strategic documents for the state and for the Perth Metropolitan Region.

SEVEN FUTURE GLOBAL MEGATRENDS LIKELY TO AFFECT THE TOWN

MEGATREND 1 – CHANGING DEMOGRAPHICS

Population boom: The population of the Town is expected to grow exponentially in the next 30 years. By 2036, it is estimated that the Town's population will be 56,000. By 2050, it is possible that the Town's population could exceed 100,000. The age structure of the population is expected to remain similar to what it is now. The Town will continue to become more multicultural.

MEGATREND 2 – URBANISATION

Growing cities: It is expected that by 2050, 70% of the world's people will live in the world's major urban areas. In Perth, there will be increased pressure on inner metropolitan areas to increase residential densities in the context of the state's population being expected to increase to between 4.4 and 5.6 million by 2056. An increase in population will result in an increased demand on services, facilities and infrastructure.

MEGATREND 3 – SOCIAL INCLUSION AND EXPECTATIONS

Sustainable community: Greater emphasis on the notion of being part of a sustainable community in the context of having access to housing; employment; education; health; public and active transport; and opportunities to establish and maintain social networks. It is expected that one in five older people will be from a culturally and linguistically diverse background. Mental and physical health will become an increasingly important consideration.

MEGATREND 4 – GLOBAL ECONOMY

Trade, tourism and collaborative consumption: The Town's proximity to the Perth CBD offers an opportunity to take advantage of tourism and business opportunities for local businesses and entrepreneurs. More people will be swapping, sharing, bartering, trading and renting using the latest technologies and peer-to-peer marketplaces.

MEGATREND 5 – TECHNOLOGICAL ADVANCES

(This is one of the big global megatrends that will dramatically change the way people live, work and get around.)

The internet, crowdsourcing and the big cloud: There will be a massive increase in data usage and our ability to use the internet to communicate with each other. Services will be improved by having the public identify these improvements through interactive ways. As more data is hosted online, affordable scales of computational problem solving becomes available to local governments.

Artificial intelligence and machine learning: Artificial intelligence will have strong impacts on the running of businesses, the framework of human labour, the demand for skilled ICT workers and the nature of start-up investments.

Automated vehicles: It could be that in the near future the vast amount of space (lanes, car parks etc.) in our cities dedicated to private cars becomes increasingly redundant.

Smart cities: In 2020, 300 billion sensors will be making lifestyle enhancements in our daily lives.

These sensors will become integral to the digital ecosystem of local governments worldwide to gain first-hand evidence of usage and requirements. Buildings, roads, vehicles and renewable energy grids will be connected by smart grids to optimise connectivity, energy, space and time.

MEGATREND 6 – CLIMATE CHANGE

Costly water features: The consequences of reduced rainfall and declining groundwater tables could include

higher costs to the Town around managing water features in parks and reserves.

Infrastructure failure: A changing climate will mean increased risks to major infrastructure due to natural events such as floods, storms and heat waves. These impacts may potentially interrupt rail and road operations, water and energy supplies, and cause damage to private and public assets.

Swan River: A significant portion of the Swan River passes through the Town of Victoria Park. This means the Town will need to plan for and respond to watercourse damage, drought, acid sulfates soils and potential flooding.

Loss of ecosystems and public open space: A changing climate may mean that the Town's flora and fauna within its bushland areas may be lost.

Population health: Increasing temperatures combined with potential for an increased urban heat island effect could make things harder for elderly people.

MEGATREND 7 – RESOURCE CONSTRAINTS

City resilience: It will become more important to develop the capacity of cities to survive and thrive if and when available resources are constrained. This means that the Town will need to consider short, medium and long-term planning for its assets and resources.

COMMUNITY ENGAGEMENT

Welcome to the second, and perhaps most important part of the Town of Victoria Park's Strategic **Community** Plan 2017—2032. This is where we briefly explain how the community was engaged as part of preparing this plan. It's super important because information from the community was the most significant input into the strategic direction outlined in Part 3 of this document.

To understand the most significant input providing the context for the strategic direction, you can read: v

SECTION A

What we set out to do and what we did.

SECTION B

What we heard about aspirations and the vision (high-level).

SECTION C

What we heard about the llevel of service expectations (more operational).

SECTION D

What we heard about land use expectations (getting ready for 2050).

SUMMARY

The themes and ideas that resonated the most deeply.

WHAT WE SET OUT TO DO AND WHAT WE DID

In this section, we provide an insight into what we set out to do and describe what we did.

WHAT WE SET OUT TO DO

The engagement process (known as the Evolve project) was built on the objectives of seeking to inform, seeking to educate, looking to build relationships and looking to build capacity. We decided to achieve this by engaging early, being flexible, providing options and considering the experience of engagement as more important than an over-engineered experience. We also wanted to ensure ~~that~~ we were engaging with the International Association of Public Participation (IAP2) core values in mind.

WHAT WE DID: PHASE 1 – THE EVOLVE PUBLIC PARTICIPATION PROCESS (NOVEMBER 2015 TO NOVEMBER 2016)

The Evolve public participation process represented the most comprehensive, lengthy and flexible community engagement project the Town has ever embarked on and completed.

A number of options were provided for people to participate in a number of different ways throughout the 12-month long process. All up over 1,000 people participated and provided some form of content. The things that we did during this period were:

Ask the People

One of the IAP2 core values is to ask the people about how they would like to participate. So we did. The results from this process informed our approach to scheduling workshops.

Surveys

During this phase we did four surveys. Surveys offered an easy way of allowing us to engage people and for people to engage with the project. We received 550 responses.

Workshops (aka Agoras) Workshops constituted the majority of our engagement efforts during this period. Five general workshop types were offered. Approximately 350 people attended at least one of 100 workshops, contributing 2,700 participant hours.

Digital online engagement (aka Your Thoughts)

The Town used digital online engagement software extensively for this project. People could contribute to forum posts, brainstorm ideas, participate in quick polls and provide thoughts on business units. We had 6,200 visits to Evolve-related pages with 311 engaged visitors; 2,200 informed visitors; and 3,800 aware visitors.

Pop-up engagement

Towards the end of the first phase, we decided to run a series of pop-up engagement activities. These were designed with the purpose of providing another easy way for people to get involved. We used the visioning information that we were collecting from the workshop groups as our source material for people to engage with. 165 people participated.

WHAT WE DID: PHASE 2 — BRING THE INFORMATION TOGETHER AKA CONTENT ANALYSIS (DECEMBER 2016 TO FEBRUARY 2017)

Phase 2 of the public participation process was to synthesise all of the content that we received, especially the content that we received from the 100 workshops. We did this through commissioning an external consultant to complete a content analysis of the qualitative information that we received. The content analysis was used to prepare a draft abridged Strategic Community Plan that focused on the strategic direction (i.e. values, vision, mission, strategic outcomes, strategic measures and strategic initiatives). The content analysis report was released to the public in February 2017.

WHAT WE DID: PHASE 3 – FORMAL CONSULTATION ON DRAFT STRATEGIC COMMUNITY PLAN (MARCH 2017 TO MAY 2017)

Phase 3 represented a more formal and focused engagement on the draft Strategic Community Plan. Formal consultation began on 27 March 2017 and concluded on 8 May 2017.

During this period we invited participation in:

1. formal public submissions (*hardcopy or electronic*)
2. digital online engagement
3. an Evolve focus group
4. pop-up engagement opportunities.

15 submissions were received from individuals and two submissions were received from community groups. 20 people attended the Evolve focus group. 24 people (including 16 community members and eight staff) participated in these activities.

WHAT WE DID: PHASE 4 – MINOR REVIEW PULSE CHECK WITH EVOLVE PARTICIPANTS

In 2019, we undertook a minor review of the Strategic Community Plan. We asked the original evolve participants how we were going with the implementation of the plan.

X submissions were received from individuals and results were X.

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WHAT WE HEARD ABOUT THE VISION AND ASPIRATIONS

In this section, we provide an insight into the high-level vision and aspirations that we heard throughout the process.

VISION THEMES FROM CONTENT ANALYSIS

1. **Safety and security** – People want a safer Town through engagement, education and awareness, collaboration, urban design and community-driven initiatives.
2. **Connectivity** – People valued community connections with a minor focus on technological connections, values and characteristics, the internet and movement.
3. **Sustainability** – People value sustainability highly. When raising sustainability they focused on built form, corporate responsibility, public open space and governance.
4. **Community** – People want to be engaged more. People focused on the role of the Town of Victoria Park in engaging, communicating, forming partnerships and governance.
5. **Environment** – The most important aspect of this theme revolved around public open space, especially indigenous ecology, trees and plants.
6. **Diversity** – People mostly focused on diversity through business development, culture and the arts, avoiding gentrification, housing and public open space.
7. **Human scale development** – People were looking for development that is designed with people first rather than ancillary to the development.
8. **Vibrancy** – This aspiration revolves around built form and its ability to influence accessibility and enabling a mix of uses.

VISION KEY WORDS AND SURVEY RESULTS

Vision key words	Survey Results
1. Green space 2. Sustainability/Sustainable 3. Safety 4. Community 5. Family 6. Vibrancy 7. Lifestyle 8. Connected/Connectivity 9. Diversity 10. Security	1. Traffic management, parking and streetscapes 2. Sustainability 3. Community development 4. Administration and corporate 5. Public open space 6. Safety and security 7. Business development

WHAT WE HEARD ABOUT THE LEVEL OF SERVICE EXPECTATIONS

In this section, we provide an insight into some of the more operational expectations around business unit levels of service. The operational feedback put some of the visioning and aspirational themes into context.

LEVEL OF SERVICE

We received a lot of information on a number of business units. The top 10 business units receiving feedback were:

1. ~~Neighbourhood Enrichment~~ Community Development
2. ~~Parks Services~~ Parks and Reserves
3. ~~Sporting Life (known as Leisurelife)~~
4. Aqualife
5. Customer Relations~~z~~
6. Street Operations
7. Street Improvements
8. Asset Management
9. Strategic Town Planning
10. Building Services

(Note: Not every business unit was covered. Sporting Life (known as Leisurelife) and Aqualife were covered in more workshops.)

SURVEY RESULTS

In terms of the more operational aspects of the organisation, people were asked what they thought the Town's most important services were.

» By far the most common service area identified was waste management (22%), with the majority relating to general waste (18%), followed by bulk waste (2%), green waste (1%) and recycling (1%).

» Management of the Town's public open space was the next most common service area (13%), then sport and recreation (11%), general planning (9%), events (6%) and road maintenance (5%).

» Those service areas accounting for the remainder were library services (4.5%), street improvements (3%) and safety and security (3%).

1. Waste management (22%)
2. General waste (18%)
3. Bulk waste (2%)
4. Green waste (1%)
5. Recycling (1%)
6. Public open space (13%)
7. Sport and recreation (11%)
8. General planning (9%)
9. Events (6%)
10. Road maintenance (5%)
11. Library services (4.5%)
12. Street improvements (3%)
13. Safety and security (3%)

VICTOPIA

One of the largest workshops held during the Evolve public participation process was the Victopia workshop that focused on sustainability, specifically 10 One Planet Living principles. This workshop was particularly relevant from an operational perspective given the importance placed on sustainability (and related vision words - environment, connectivity, community, diversity and human-scale development) at a visioning and aspirational level.

The breakdown of content on these principles is listed below:

1. Land use and wildlife (16%)
2. Culture and community (16%)
3. Zero waste (12%)
4. Sustainable transport (11%)
5. Zero carbon (9%)
6. Equity and economy (7%)
7. Sustainable food (7%)
8. Health and happiness (6%)
9. Sustainable materials (5%)
10. Sustainable water (5%)

WHAT WE HEARD ABOUT LAND USE EXPECTATIONS

In this section, we provide an insight into the land use expectations that people have related to the expectation that the Department of Planning has of the Town about planning for 19,400 new dwellings by 2050.

LIVEABILITY VALUES

As part of engaging people about their land use expectations for the Town, they were asked about values/principles around liveability:

Density

The focus was on different densities with high density in specific areas, well-designed medium density and lower density allowing for backyards and granny flats.

Architectural design

This theme revolved around people valuing innovative, good and sustainable design.

Heritage

This theme was mentioned in the context of maintaining historical housing, retaining heritage/character and maintaining streetscape.

Civic infrastructure

This theme was focused on ensuring that there are appropriate multi-use community spaces for people to enjoy.

Desirable characteristics

This theme focused on ensuring increased tree canopy and having vibrant centres.

PREFERRED AREAS OF DENSITY

The main way of understanding people's land use expectations in the context of planning for 19,400 new dwellings by 2050, was a mapping exercise. This exercise required people to place individual blocks representing 80 dwellings that equated to 19,400 dwellings around a large map of the Town. Key points were:

- » The three areas where the majority of the 19,400 new dwellings were consistently identified as being preferable were the Burswood Peninsula, Curtin University and Technology Park.
- » Albany Highway was also another area that was identified where people felt comfortable placing a significant amount of new dwellings. The two shopping centres, the portion of Albany Highway near the Causeway, and the portion of Albany Highway in St James were identified as representing opportunities for focusing density along this strip.
- » Transit-oriented development opportunities around the train stations were also consistently identified as opportunities for new housing. As a long-term aspiration, developing housing on top of the railway line was identified as an opportunity.
- » Depending on development at Curtin University and Technology Park, and the potential of a light rail line to these centres, Kent Street was identified as a street that could be appropriate for new housing.
- » Piecemeal subdivision opportunities were identified in Carlisle. In this context, the ability to allow granny flats and multi- generational living opportunities was also identified as an opportunity and was recommended to be included in the dwelling quota of 19,400 new dwellings.

THE STRATEGIC DIRECTION

You've made it to the business end of the Town of Victoria Park Strategic Community Plan 2017—2032. Part 3 of this plan represents the strategic direction component of this document. In this part, the inputs from Part 1 – Context and Part 2 – Community Engagement come together to inform the future of the Town.

There are no sections to this part, just:

INTRODUCTION AND GLOSSARY

OUR VALUES

OUR VISION

OUR MISSION

OUR STRATEGIC OUTCOMES

OUR STRATEGIC INITIATIVES

(with accompanying information explaining the values, vision and mission)

INTRODUCTION

15 YEARS

780 WEEKS

5,475 DAYS

6,999,000

MINUTES

The strategic direction is the most important (definitely the most exciting) part of the Strategic Community Plan. It's exciting because we're beginning a 15-year quest to shape the Town of Victoria Park into the place that it will become by 2032. The values, vision, mission and strategic outcomes represent the strategically principled (and tactically flexible) way in which this quest will be conducted.

Glossary

THE DIFFERENT ASPECTS

VALUES

These are the behaviours for how the Town will go about implementing this plan. They will help with establishing an organisational culture.

VISION

The vision ~~is aspirational and~~ focuses on the future, ~~and~~ representing a source of inspiration. ~~Whilst it is intended to be a very a~~ broad statement ~~of what we strive to be seen as and known for. In~~ this plan ~~we also does try to~~ define the different aspects of the vision in a 'behind the vision' section. The vision informs the mission and strategic outcomes.

MISSION

The mission focuses on what ~~will be done to achieve the vision~~ ~~we ultimately aim to do to achieve the vision.~~ ~~It is a little more focused on the present.~~ The mission needs to link upwardly to the vision and also needs to inform the strategic outcomes.

STRATEGIC OUTCOMES

Strategic outcomes are the things that will happen, ~~as a result~~ ~~The results we strive to achieve and will plan our actions around. These are what we report against in our Annual Reports of implementing the mission.~~ They are written ~~as though they in such a manner that they~~ have been achieved. They can vary from being aspirational to a little more operational. They also represent a priority. Each strategic outcome must be linked upwardly to the mission and must represent the fulfillment of an aspect of the broader vision.

STRATEGIC INITIATIVES

Strategic initiatives represent the Town's approach to delivering the strategic outcomes.

RELATIONSHIP BETWEEN VISION, MISSION AND STRATEGIC OUTCOMES

The vision focuses on where we want to be in the future.
The mission is based on the four pillars of sustainability.
Strategic outcomes are the things that will happen as a result of implementing the mission.
VISION
The mission focuses on what we aim to do will be done to achieve the vision.

Our VALUES

The values for how the Town will go about implementing this plan will inform how employees, elected members and even the community go about achieving our vision for the future.

We ~~will~~ are ~~be~~

PROACTIVE

We will look to cause positive things to happen rather than waiting to respond.

We ~~will~~ have

INTEGRITY

We will be honest, accountable and transparent in how we do things.

We ~~will~~ bear

CARING

We will display kindness and concern.

We ~~will~~ bear

INNOVATIVE

We will be courageous in introducing new ideas to meet community need and improve our services and projects.

Our VISION FOR THE FUTURE

The vision focuses on the future and represents a source of inspiration. It is ~~intended to be a very~~ broad ~~aspirational~~ statement.

THE TOWN OF VICTORIA PARK: A DYNAMIC PLACE FOR EVERYONE

We are Perth's most empowered and engaged community.

We are Perth's premier place for entertainment and entrepreneurship.

We lead in sustainability.

We put people first in urban design and safety.

We are inclusive and connected with a thriving community.

Behind the vision

A DYNAMIC PLACE FOR EVERYONE

We want this choice to apply to all aspects of the Town of Victoria Park. We want people to choose to be in the Town in general, as well as choose to make a home here, walk down our streets, visit our attractions, locate their businesses, shop in our stores, enjoy our parks, use our bike paths and socialise in our cafes, restaurants and awesome public spaces.

WE ARE PERTH'S MOST EMPOWERED AND ENGAGED COMMUNITY

People living in the Town will be the most empowered and engaged in Perth ~~causing community led initiatives, collaborative decision making and better outcomes.~~

WE ARE PERTH'S PREMIER PLACE FOR ENTERTAINMENT AND ENTREPRENEURSHIP

The Town is the leading place in Perth where people look to be entertained or to design, launch and run their own small business. As a part of this, the Town's education establishments are contributing to fostering a feeling of entrepreneurship.

WE LEAD IN SUSTAINABILITY

The Town of Victoria Park will be a leader in becoming more sustainable by developing and implementing appropriate solutions. Principles related to sustainability will be integrated into our operational approach, while the strategic direction of the Town will be guided by the four pillars of sustainability (social, economic, environmental and leadership. ~~sustainability~~).

WE PUT PEOPLE FIRST IN URBAN DESIGN AND SAFETY

The Town of Victoria Park will prepare for 2050 by ensuring places are walkable, have a diverse mix of uses and have the right type of density in the right locations. The future density in the Town will be at a human scale. The Town of Victoria Park will be known as the safest local authority in Perth. People will be aware and engaged. Places will be designed using crime prevention through environmental design principles. More people than ever will know their neighbours.

WE ARE INCLUSIVE AND CONNECTED WITH A THRIVING COMMUNITY

The Town of Victoria Park will be inclusive of people from different cultures, different age groups, different education levels and different interests. Our focus for the next 15 years will be about improving connections, whether investing in active modes of transport (walking, cycling) and a more connected street network, or fostering communities through designs that improve social interaction.

Our MISSION

The mission focuses on what ~~will be done~~ we aim to do to achieve the vision. Our mission is based on the four pillars of sustainability. Each pillar has a number of accompanying strategic outcomes.

MISSION

We will communicate with, empower and support the community and promote social, economic and environmental sustainability to create our vision.

Social – To promote sustainable, connected, safe and diverse places for everyone.

Economic – To promote sustainable, diverse, resilient and prosperous places for everyone.

Environment – To promote sustainable, liveable, healthy and green places for everyone.

Civic leadership – To show leadership by communicating with, empowering and supporting people in the community.

STRATEGIC OUTCOMES

Strategic outcomes are the things that will happen as a result of implementing the mission.

The strategic outcomes:

1. are priorities for implementing the mission
2. are interrelated and often go hand-in-hand with accompanying strategic outcomes
3. apply across the four pillars of the mission and some are more applicable to certain aspects than others which is why they have been categorised - the number of strategic outcomes attributed to each pillar of the mission does not mean that a particular pillar of the mission is more important than another one
4. will be measured
5. can be modified and new strategic outcomes can be added or removed depending on their relevance to community need.

Each pillar of the mission is explained on the following pages.

SOCIAL

To promote sustainable, connected, safe and diverse places for everyone.

WHERE WE'RE HEADED

The Town has safe neighbourhoods that support a strong, connected and diverse community – a place where all can live, work and ~~prosper~~thrive. People can play as a child, walk to meet a friend, fall in love, raise a family and grow old.

OUR UNDERLYING PRINCIPLE

The Town is always looking to empower people to create their own opportunities ~~for our community~~ to enjoy a rich, healthy and prosperous social and cultural mosaic through all stages of their lives.

Strategic Outcomes

S1 A HEALTHY COMMUNITY

The principle behind this outcome is that good health is the cornerstone of a happy and connected community. Ultimately, we want to create a local environment including affordable and accessible opportunities for all residents and visitors to achieve and maintain good health and wellbeing.

S2 AN INFORMED AND KNOWLEDGEABLE COMMUNITY

The principle behind this outcome is that people that have opportunities to learn and explore ideas are happier and more productive. This means providing options for people to access resources, knowledge and technology in a safe, nurturing environment.

S3 AN EMPOWERED COMMUNITY WITH A SENSE OF PRIDE, SAFETY AND BELONGING

The principle behind this outcome is that people and/or community groups often have a more intuitive sense of what should happen in their community especially when it comes to creating a sense of pride, safety and belonging. It means empowering them so that the community can benefit.

S4 A PLACE WHERE ALL PEOPLE HAVE AN AWARENESS AND APPRECIATION OF ARTS, CULTURE, EDUCATION AND HERITAGE

The principle behind this outcome is that the arts, culture, education and heritage are incredibly important in helping to reiterate, reinforce and create a sense of place.

ECONOMIC

To promote sustainable, diverse, resilient and prosperous places for everyone.

WHERE WE'RE HEADED

The Town's proximity to the Perth Central Business District, Curtin University, Crown Perth and the Perth International Airport enables us to be a leading hub of economic, creative and innovative activity where talent, entrepreneurship and business are thriving.

OUR UNDERLYING PRINCIPLE

The Town will always be looking to create business opportunities that retain and attract talent.

Strategic Outcomes

EC1 A DESIRABLE PLACE FOR COMMERCE AND TOURISM THAT SUPPORTS EQUITY, DIVERSE LOCAL EMPLOYMENT AND ENTREPRENEURSHIP

We want to be a desirable place to do business (small, medium, or large) and attract businesses and/or retain businesses already trading in the locality. Equity, diverse local employment and entrepreneurship are really important priorities in achieving this outcome. This means ensuring that the Town reduces red tape, empowers businesses and community groups to show entrepreneurship and provides a resource for business education and marketing for the Town.

EC2 A CLEAN, SAFE AND ACCESSIBLE PLACE TO VISIT

The principle behind this outcome is that people are more likely to visit and/or recommend a place that is clean, safe and accessible.

ENVIRONMENT

To promote sustainable, connected, safe and diverse places for everyone.

WHERE WE'RE HEADED

Built environment – The Town is a place where people can get around conveniently and safely without relying on their car. Walking, cycling or public transport will be the first choice to get around. There are also more people living in the Town taking advantage of a range of housing options that have been built with people in mind. More and more housing (and other developments) have been designed to be energy and water efficient. This approach will underpin an environmentally-responsible, liveable and healthy Town.

Natural environment – The Town's natural environment (including parks, reserves, bushland areas, river foreshore) have been enhanced and protected. People living in or visiting the Town have different options for enjoying a cleaner, healthier lifestyle.

OUR UNDERLYING PRINCIPLE

Built environment – The Town values cleaner air and healthier lifestyles through the promotion of more sustainable transport and built form options as a preferred, affordable and accessible choice.

Natural environment – The Town accepts its part of the responsibility to leave a legacy of a cleaner and healthier natural environment.

Strategic Outcomes

EN1 LAND USE PLANNING THAT PUTS PEOPLE FIRST IN URBAN DESIGN, ALLOWS FOR DIFFERENT HOUSING OPTIONS FOR PEOPLE WITH DIFFERENT HOUSING NEEDS AND ENHANCES THE TOWN'S CHARACTER

The principle behind this outcome is that as the population increases people will need to be considered first and foremost in development and urban design rather than being ancillary to development. This outcome also acknowledges that providing housing options at varying densities suitably designed and located will be important in enabling diversity. Finally, the goal will be to take on the challenge of ensuring that future development enhances the Town's character.

EN2 A SAFE, INTERCONNECTED AND WELL-MAINTAINED TRANSPORT NETWORK THAT MAKES IT EASY FOR EVERYONE TO GET AROUND

This outcome recognises the importance of maintaining the Town's transport network. This will be particularly important as more people live in the Town.

EN3 SAFE AND CONVENIENT TRANSPORT OPTIONS FOR EVERYONE

The principle behind this outcome is that the more people walking, cycling, using public transport and using other sustainable modes of transport the better from a social, economic and environmental point of view.

EN4 A CLEAN PLACE WHERE EVERYONE KNOWS THE VALUE OF WASTE, WATER AND ENERGY

This outcome acknowledges that the collection of waste is super important (and expensive).

The principle behind this outcome is to focus on educating people so that they are reducing the amount of waste that they are creating and/or recycling their waste more.

EN5 APPROPRIATE AND SUSTAINABLE FACILITIES FOR EVERYONE THAT ARE WELL BUILT, WELL MAINTAINED AND WELL MANAGED

The principle behind this outcome is that resources are finite and sustainability is important. It means that

the Town's facilities will need to be more energy and water efficient, looked after properly and well used.

EN6 APPROPRIATE, INVITING AND SUSTAINABLE GREEN SPACES FOR EVERYONE THAT ARE WELL MAINTAINED AND WELL MANAGED

The principle behind this outcome is that the Town's parks, reserves, bush land areas and river foreshore will be more and more important as its population increases. It means that they will need to be more energy and water efficient, looked after properly and well used.

EN7 INCREASED VEGETATION AND TREE CANOPY

This outcome acknowledges the importance placed by the community on increasing the tree canopy and vegetation around the Town. The principle behind this outcome is that the more trees and vegetation the better. It means that the Town will need to plant more trees and vegetation and look after them so that people can enjoy the benefits.

CIVIC LEADERSHIP

To show leadership by communicating with, empowering and supporting people in the community.

WHERE WE'RE HEADED

People living in the Town are the most empowered and engaged in Perth. The organisation is well run and appropriately resourced. Leadership is being displayed through making decisions that are not necessarily the most popular but are right for the organisation and the Town, and by thinking increasingly about how the Town can contribute to regional goals, through collaborative partnerships and big picture thinking.

OUR UNDERLYING PRINCIPLE

The Town firmly believes that there is immense real intrinsic value in empowering and supporting people and community groups to get involved and encourage active citizenship.

Strategic Outcomes

CL1 EVERYONE RECEIVES APPROPRIATE INFORMATION IN THE MOST EFFICIENT AND EFFECTIVE WAY FOR THEM

This outcome recognises the importance that the Town places on continuing to ensure that people receive information in various ways at different times and that the content is easy to understand.

CL2 A COMMUNITY THAT IS AUTHENTICALLY ENGAGED AND INFORMED IN A TIMELY MANNER

This outcome recognises the importance that the Town places on continuing to ensure that the community is authentically engaged and informed.

CL3 WELL THOUGHT OUT AND MANAGED PROJECTS THAT ARE DELIVERED SUCCESSFULLY

This outcome acknowledges the importance of ensuring the projects the Town implements are the right ones that allow time for them to be planned properly and are ultimately delivering what they are meant to deliver.

CL4 APPROPRIATE INFORMATION MANAGEMENT THAT IS EASILY ACCESSIBLE, ACCURATE AND RELIABLE

The point of this outcome is to ensure that information technology allows the Town to do what it needs to do and that records are documented.

CL5 INNOVATIVE, EMPOWERED AND RESPONSIBLE ORGANISATIONAL CULTURE WITH THE RIGHT PEOPLE IN THE RIGHT JOBS

The principle behind this outcome is that people are the most important resources that the Town has in being able to achieve the vision, mission and other strategic outcomes in this plan.

CL6 FINANCES ARE MANAGED APPROPRIATELY, SUSTAINABLY AND TRANSPARENTLY FOR THE BENEFIT OF THE COMMUNITY

The principle behind this outcome is that employees and elected members acknowledge the responsibility associated with spending and managing public money.

CL7 PEOPLE HAVE POSITIVE EXCHANGES WITH THE TOWN THAT INSPIRES CONFIDENCE IN THE INFORMATION AND THE TIMELY SERVICE PROVIDED

The principle behind this outcome revolves around the Town recognising its part of the deal when it comes to building relationships with residents, customers, community groups and other stakeholders.

CL8 VISIONARY CIVIC LEADERSHIP WITH SOUND AND ACCOUNTABLE GOVERNANCE THAT REFLECTS OBJECTIVE DECISION-MAKING

This principle acknowledges the importance of visionary leadership, sound and accountable governance and objective decision-making.

CL9 APPROPRIATE DEVOLUTION OF DECISION-MAKING AND SERVICE PROVISION TO AN EMPOWERED COMMUNITY

The principle behind this outcome is acceptance that in the future it is entirely reasonable that individuals and/or community groups in the Town will be more capable of assisting or leading the provision of services, implementing projects or making decisions. This means that the Town will need to be increasingly sophisticated about the strengths and opportunities that exist in the community.

CL10 LEGISLATIVE RESPONSIBILITIES ARE RESOURCED AND MANAGED APPROPRIATELY, DILIGENTLY AND EQUITABLY

The principle behind this outcome is the recognition that the majority of the Town's responsibilities are legislative. The Town is responsible for the administration and where required, application and enforcement of a number of laws.

Our WAY OF ACHIEVING THE STRATEGIC OUTCOMES

The Town's approach to delivering the strategic outcomes will revolve around four general delivery methods.

SERVICE AREA PROVISION

Service area provision (e.g. Parks) will be the main way of achieving the strategic outcomes. A service area can contribute to achieving more than one strategic outcome.

PROJECTS

Projects represent a significant way for the Town to achieve the strategic outcomes. A project can contribute to achieving more than one strategic outcome.

A project will be initiated based on whether or not it assists with achieving a strategic outcome(s) and/ or aligns with the mission and will ultimately help with achieving the vision.

PARTNERSHIPS

Partnerships, also known as relationship building ~~and/or facilitating~~ and/or ~~advocating-advocacy~~ will be a crucial way in which the Town seeks to achieve strategic outcomes.

Partnerships will be explored based on ~~their ability to assist the Town~~ long-term, mutual benefits identified between parties. They will assist us in achieving a strategic outcome(s), allow the Town to apply its mission more efficiently and/or effectively and will ultimately help the Town to achieve its vision, via collective efforts and collaboration with like-minded bodies who have similar goals and values to us.

RESEARCH

From time to time, research will be needed to assist with improving the way the Town achieves a strategic outcome, provides a service or implements a project.

Research on a particular topic or issue may be able to contribute to achieving more than one strategic outcome.

Research will be initiated based on its ability to evidence that the final outcome will assist with achieving a strategic outcome(s), align with the mission and will ultimately help with achieving the vision. Research will have the most impact on the Town's ability to improve a service that it is providing or improve the way it implements projects.

IMPLEMENTATION

This part draws attention to how the Town will implement the strategic outcomes including key indicators for measuring impact, progress, resource implications and managing risks.

CORPORATE BUSINESS PLAN

The Corporate Business Plan is a business planning tool that translates our priorities into operations. It details the services, operations and projects we will deliver within the next four years and the strategic initiatives we use to deliver them.

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Strategic measures

In this section, we introduce the approach that we will use to measure our progress on applying the mission and strategic outcomes and then we list our strategic measures.

PERFORMANCE SCORECARDS

Performance scorecards will be prepared for each strategic outcome and will indicate progress on that outcome out of a score of 100. The scores will be calculated using a split of operational and satisfaction measures respectively. Scores for strategic outcomes in each pillar of the mission will be averaged to indicate progress on a particular pillar of the mission. Performance scorecards will be published regularly and could one day be accessed live.

Operational measures will be technical day to day measures. Satisfaction surveys will be undertaken regularly through large efforts (such as a community satisfaction survey) or through more specific operational efforts (such as surveys at events, surveys at Town facilities).

IMPACT MEASUREMENT

Impact measures will be prepared for each pillar of the mission to demonstrate the effect our initiatives and operations have on a larger scale. Impact will be determined by a range of measures (such as Gross Domestic Product and community perceptions).

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PERFORMANCE SCORECARDS

Performance scorecards will be prepared for each strategic outcome and will indicate progress on that outcome out of a score of 100. The scores will be calculated using a split of operational and satisfaction measures respectively. Scores for strategic outcomes in each pillar of the mission will be averaged to indicate progress on a particular pillar of the mission. Performance scorecards will be published regularly and could one day be accessed live.

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Operational measures will be technical day to day measures. Satisfaction surveys will be undertaken

~~regularly through large dedicated efforts (such as a community satisfaction survey) or through more specific operational efforts (such as surveys at events, surveys at Town facilities etc.).~~

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RESOURCING IMPLICATIONS

In this section, we outline the resourcing implications for achieving the strategic outcomes, ~~applying-realising~~ the mission and ~~fulfilling the~~ vision.

FIFTEEN YEAR FINANCIAL PROFILE

The Long-Term Financial Plan is a 15-year rolling plan that informs the Corporate Business Plan in the activation of Strategic Community Plan priorities. The Long-Term Financial Plan includes forecasts for the years accompanying the Corporate Business Plan.

From these planning processes, annual budgets that are aligned with strategic objectives can be developed.

The Long-Term Financial Plan is a key element of the Integrated Planning and Reporting Framework that enables Council to set priorities, based on resourcing capabilities, for the delivery of short, medium and long-term community priorities. It is also an indicator of a local government's long-term financial sustainability and allows for the early identification of financial

issues and their longer term impacts. The Long-Term Financial Plan highlights linkages between specific plans and strategies and enhances the transparency and accountability of the Council to the community.

The Long-Term Financial Plan covers the period 2017–2018 to 2031–2032. There is a high level of accuracy and detail in the first five years of the

plan, which is underpinned by a number of financial and economic assumptions. The remaining years of the plan are shown as an overview with reasonable estimates only. The Town undertakes a broad review of its Strategic Community Plan every two years and a full review is planned every four years. The Long-Term Financial Plan is reviewed annually to ensure the accuracy of the underpinning assumptions and estimates and informs the annual budget prior to adoption each year.

ASSET MANAGEMENT

Asset management planning for this plan has involved specific asset management plans being prepared for the Town's different asset classes being:

- » transport
- » property
- » recreation
- » plant and equipment
- » information communication technology.

These are separate to this document and can be accessed on the Town's website or at the Council administration building.

ASSET CONSUMPTION RATIOS

Each of the plans identify asset consumption ratios for the Town's assets. Asset consumption ratio is defined as a measure of the Town's physical assets, by comparing their fair value (what it's currently worth) against their current replacement cost (what their replacement asset is currently worth as new).

Asset consumption ratios recorded across the Town's asset classes are:

TRANSPORT

73%

PROPERTY

62%

RECREATION

80%

PLANT AND EQUIPMENT

97%

INFORMATION COMMUNICATION TECHNOLOGY

49%

Given these numbers, the Town is satisfied with these asset consumption ratios recorded across its asset classes.

ASSET RENEWAL INVESTMENT

It is expected ~~that~~ the Town will focus on investing in asset renewal. Short-term focus will be on delivering specific facility asset management plans for the Town's major facilities. Subsequent development of strategic asset facility plans for the Town's major facilities including Aqualife, Leisurelife and the Victoria Park Library will occur, to address the outcomes of the Social Infrastructure Plan.

Long-term focus will be dictated by addressing asset renewal demand in line with the Asset Management Plans.

WORKFORCE REQUIREMENTS

The Workforce Planning Strategy 2017-2032 workforce initiatives and change interventions are integral to the achievement of the outcomes identified in the Town’s Strategic Community Plan and Corporate Business Plan.

**FOCUS ON LEADERSHIP CAPACITY,
INDIVIDUAL CAPACITY AND RELATIONSHIP CAPACITY**

Workforce planning will focus on developing the capacity of staff and managers to respond to the changing service needs as identified in the Strategic Community Plan 2017–2032.

The focus will be on:

Increasing leadership capacity
Increasing leadership performance
Increasing individual capacity
Increasing individual performance
Improved service delivery
Increasing relationship capacity
Increasing relationship performance

POPULATION GROWTH AND STAFFING

The population of the Town is expected to increase significantly over the next 15 years. [The number of new residents](#) will have a major impact on service provision and the staffing levels that will be needed to maintain service levels.

Currently, the Town has an approved workforce of 211 full time equivalent (FTE) staff. Of those FTE staff, the Town has [187.72](#) FTE occupied by either permanent, fixed term or casual employees. It is expected that the workforce will remain relatively stable for the next 15 years.

The Workforce Plan 2017–2022 will be reviewed and risk assessed annually to determine the extent of any internal or external impacts on the individual project plans and their desired outcomes.

STRATEGIC RISK MANAGEMENT

Strategic risk management is the identification and management of risks likely to have a material impact on the Town's ability to fulfil the vision, implement its mission and achieve its strategic outcomes. This is the point in the plan at which we identify risks that will prevent the Town from exploiting its opportunities and strengths, expose its weaknesses and fail to address threats to the organisation.

APPROACH TO RISK MANAGEMENT

The Town has adopted a Three Lines of Defence model for the management of risk. This model ensures responsibilities and accountabilities for decision-making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite, Council, staff and community will have assurance that risks are being monitored and managed to support the delivery of the strategic, corporate and operational plans.

STRATEGIC RISKS

Given that this plan is new, strategic risks will be identified.

ROLE OF ~~THE~~ OUR COMMUNITY

The preparation of this plan was the most extensive community engagement process ever undertaken by the Town. It fully involved residents and stakeholders in seeking to understand their needs and wants in order to collect information to inform a new Strategic Community Plan that truly and sincerely reflects the community's collective expectations.

Having a new Strategic Community Plan represents the beginning. Turning the vision into reality by beginning to ~~deliver on~~ apply our mission and working to create the strategic outcomes are the essential next steps. How will our community hold the Town accountable for our bold new vision?

The conversation doesn't stop here.

We will prepare an annual progress report for the community which will show our progress ~~on~~ onward achieving the strategic outcomes. We will aim to prepare dashboards that will be easily accessible and that we aim to ultimately be live on our website. These dashboards will show our progress in terms of scores out of 100 against each strategic outcome and pillars of the mission.

We will continue to engage the community at every opportunity.

We will work towards empowering the community as much as possible in as supportive and enabling environment ~~as possible~~.

Ultimately our goal is to continue the momentum established by the process of creating this new Strategic Community Plan. People have given their time generously and have expressed a desire to continue to be involved in shaping the destiny of the ~~the~~ Town. The Town of Victoria Park will ensure ~~that~~ our strategic planning process harnesses this passion.

STRATEGIC COMMUNITY PLAN 2017 — 2032

The Town of Victoria Park:

A dynamic place for everyone

For more information or to request this document in an alternative format contact:

Administration:

Town of Victoria Park, 99 Shepperton Road, Victoria Park WA 6100

Mail:

Locked Bag No. 437, Victoria Park WA 6979

Website: victoriapark.wa.gov.au **Telephone:** (08) 9311 8111 **Email:** admin@vicpark.wa.gov.au

Strategic Community Plan minor review – Public submission summary

If public submissions are received, the following table needs to be completed and included as an attachment to the report. It should not form part of the Council report. Submissions should be summarised and do not have to be verbatim. The officer's response should also include any details of changes made as a result of a submission. Do not include any information that allows for a community member to be identified, such as name and address. You can include the submitter's suburb if relevant.

No.	Do you think the Strategic Community Plan outcomes are still relevant?	Other comments
1	Yes	N/A
2	Strategic plans are only as good as the actions that follow. They should be reviewed annually. They are so broad that it is a questionable question!! With any answer that is of use difficult.	States that the same people appear to be consulted all the time and would like to see a broader group of people consulted in the future.
3	Yes	N/A
4	Probably...however outcomes are so broad that they could be interpreted in many ways.	N/A
5	Yes, you built a modern model for the plan so it is still current.	N/A
6	yes but EN5&6 should include "well designed" as this is fundamental to enable well run facilities. En2&3 should include "walkable neighbourhoods"	N/A
7	Yes. This is a working document and should be reviewed and updated periodically.	N/A
8	yes, a lot of work went into developing them and they still hold relevance to the current issues in the	Would like to see a workshop

	community	
9	The Strategic Community Plan outcomes are still relevant. They are well thought of and well written.	Suggested for bulk rubbish collection the Town should advertise the day so people can go around to collect items that they might be able to use. Suggestion for a 3 bin system.
10	Yes, we've barely got started on working towards them. It would be premature to change them so soon	Stated we have given it our best shot with available data and that the attempt at transparency is really good. Data for each of the outcomes is missing. Provided suggestions for coming up with metrics and examples for each outcome.
11	Yes as the local area is a diverse population and it assets and supports the people living in the Town of Vic Park	N/A

Strategic Community Plan review

Your Thoughts

Strategic Community Plan Review

To assist in the completion of the feedback form, please view the annual review snapshot in the document library.

Information provided will be kept in accordance with the *Privacy Act 1988*.

Consultation closes 5pm, 19 April 2019

Name

Do you think our Strategic Community Plan outcomes are still relevant? (Required)

Note: Please state why or why not.

Social outcomes

In reviewing our Annual Report, how do you think we are tracking towards the following outcomes? (Required)

Questions	Tracking poorly - see no evidence.	See little evidence	See some evidence	Tracking well - good amount of evidence
A healthy community				
An informed and knowledgeable community				
An empowered community with a sense of pride, safety and belonging				
A place where all people have an awareness and appreciation of arts, culture, education and heritage.				

Economic outcomes

In reviewing our Annual Report, how do you think we are tracking towards the following outcomes? (Required)

Questions	Tracking poorly - see no evidence.	See little evidence	See some evidence	Tracking well - good amount of evidence
A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship				
A clean, safe and accessible place to visit				

Environmental outcomes

In reviewing our Annual Report, how do you think we are tracking towards the following outcomes? (Required)

Questions	Tracking poorly - see no evidence.	See little evidence	See some evidence	Tracking well - good amount of evidence
Land use planning that puts people first in urban design, allows for different housing options for people with different housing needs and enhances the Town's character.				

Strategic Community Plan review

Your Thoughts

Questions	Tracking poorly - see no evidence.	See little evidence	See some evidence	Tracking well - good amount of evidence
A safe, interconnected and well maintained transport network that makes it easy for everyone to get around				
A place with sustainable, safe and convenient transport options for everyone				
A clean place where everyone knows the value of waste, water and energy.				
Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed.				
Appropriate, inviting and sustainable green spaces for everyone that are well maintained and well managed.				
Increased vegetation and tree canopy.				

Civic Leadership outcomes

In reviewing our Annual Report, how do you think we are tracking towards the following outcomes? (Required)

Questions	Tracking poorly - see no evidence.	See little evidence	See some evidence	Tracking well - good amount of evidence
Everyone receives appropriate information in the most efficient and effective way for them				
A community that is authentically engaged and informed in a timely manner				
Well thought out and managed projects that are delivered successfully				
Appropriate information management that is easily accessible, accurate and reliable				
Innovative, empowered and responsible organisational culture with the right people in the right jobs				
Finances are managed appropriately, sustainable and transparently for the benefit of the community				
People have positive exchanges with the Town that inspires confidence in the information and the timely service provided				
Visionary civic leadership with sound and accountable governance that reflects objective decision-making				
Appropriate devolution of decision-making and service provision to an empowered community				
Legislative responsibilities are resourced and managed appropriately, diligently and equitably.				

Strategic Community Plan review

Your Thoughts

Do you have any other comments you'd like to make in relation to the Strategic Community Plan while it's under review?

Would you like to be kept informed of the outcomes of the review? (Choose any one option) (Required)

Yes

No

Answer this question only if you have chosen Yes for Would you like to be kept informed of the outcomes of the review?

Please provide your contact details. (Required)

11.1 Policy 211 ‘Parklets and Alfrasclets’ – Public submission summary

No.	Submission received	Officer’s response	Amended – Y/N
1	<p><i>Position:</i> I support</p> <p><i>Concerns or comments:</i> Nil</p> <p><i>Additional comments:</i> This policy is clear and well written. The investment in good graphic design, layout and photos makes it really easy to navigate and feels inspiring. Expectations and technical parameters are clearly articulated, but there is still room for creativity in design. The document is positioned as an invitation to work together rather than a compliance document. It gives the sense that the Town will work with applicants rather than gatekeep and look for reasons to say no. Great job guys.</p> <p>The only other thing that might be useful is if the Town has parklet assets that are not currently in use, or which will be coming up for use (another business finishing up using a parklet), the policy could include a link to photos or details about the current inventory of parklets. This would be particularly useful as the number of parklets in circulation increases and encourages re-use/adaptation rather than building a new one every time.</p>	<p>To address the comment regarding the listing and reuse of assets currently not in use, the Council will investigate the potential to list any available town owned assets on the parklet page of the Towns website. Before doing so, the asset will need to be assessed against this policy. It is not possible for the Town to list privately owned parklet assets as it may represent a bias.</p> <p>It is not appropriate to include this information in the policy document itself, as it will be evolving information and require an update to the documentation each time the information changes.</p>	N
2	<p><i>Position:</i> I support</p>	Noted.	N

	<p><i>Concerns or comments:</i> Nil</p> <p><i>Additional comments:</i> Nil</p>		
3	<p><i>Position:</i> I support</p> <p><i>Concerns or comments:</i> Let's keep improving our Victoria Park...</p> <p><i>Additional comments:</i> After all it is called a "Park"!!!</p> <p>I live in Washington Street, I have Autism and live independently with some support... If I can help please contact my Mum on the above phone number. I love gardening and have had experience working at the South Perth Zoo with plants etc...</p> <p>I'm looking to be more involved in my community.</p>	The commenter's details have been noted and opportunity to be involved in Town projects will be conveyed.	N
4	<p><i>Position:</i> I support</p> <p><i>Concerns or comments:</i> Nil</p> <p><i>Additional comments:</i> We would absolutely love a parklet outside our cafe & somehow modify the extent/location of the existing oversized bus bay.</p> <p>It's not pleasant for our customers who are enjoying their alfresco meal, to have constant smelly noisy buses interrupting their pleasant dining experience.</p> <p>Love the concept, don't know how it could be applied to our location.</p>	The Town's Place Planning Team will meet with the commenter to discuss the potential for a parklet in their location.	N
5	<p><i>Position:</i> I support</p> <p><i>Concerns or comments:</i> Nil</p> <p><i>Additional comments:</i> Love the graphic design, well laid out. Clear document and great initiative.</p>	Noted.	N

	<p>Although I am not currently a resident in Victoria Park (although I have been previously), we are seriously considering buying in the area, and anything that brings more life to the area is going to further encourage us to migrate.</p>		
6	<p><i>Position:</i> I support, but have some concerns</p> <p><i>Concerns or comments:</i> To be designed with safety in mind. I have read reports in which they have been hit by vehicles and people have been injured. An impact study should be done which will provide valuable information (before and after) so you have something to measure.</p> <p><i>Additional comments:</i> No smoking. Smoke free including vaping.</p>	<p>The guidelines have been drafted in consultation with the Towns engineers. Ensuring the safety of parklet users, pedestrians and motorists was a primary concern of all parties and appears to have been addressed within the technical requirements. Further requirements to ensure visual permeability have been added to the guidelines document.</p> <p>The Town will monitor pedestrian counts, investment, and business feedback to determine the success of the parklets in the area.</p> <p>The Environmental Health team have advised that smoking is not permitted in outdoor eating areas and within 10 metres of a playground. If the Town wished to add additional areas, a specific policy would need to be drafted. Parklets are considered to be micro parks and should therefore be treated the same as parks. Where they are to be used for outdoor eating, the current legislation will apply.</p>	Y
7	<p><i>Position:</i> I do not wish to state a position, however I have some comments or concerns I wish to raise</p> <p><i>Concerns or comments:</i> I feel the parklets add very little value to the area and take up very valuable parking spaces. What little value they do add</p>	<p>The parklet policy will ensure that the business will choose if they wish to forgo the parking bay immediately outside of their premise. The application process requires the applicant to provide letters of support from adjoining businesses, who will be able to use this as an opportunity to voice</p>	Y

	<p>seems targeted to food businesses only. The street based ones create poor visibility to motorists and need serious redesign</p> <p><i>Additional comments:</i></p>	<p>concerns over car bay loss. Parklets and alfresclets are available to all businesses, not just food businesses.</p> <p>Further requirements to ensure visual permeability have been added to the guidelines document.</p>	
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Policy number	Policy 211
Policy title	Parklets and Alfresclets
Strategic outcomes supported	EC01 - A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship. EC02 - A clean, safe and accessible place to visit.

POLICY OBJECTIVE:

The objective of this Policy is to:

- 1) Provide an application and approval pathway for Parklets and Alfresclets;
- 2) Provide clear guidelines and requirements for Parklets and Alfresclets to be assessed against; and
- 3) Provide a mechanism for agreements, maintenance and permit renewals.

POLICY SCOPE:

This policy applies across the Town.

DEFINITIONS:

Hosted Parklet meaning that a community group, not-for-profit organisation or business owner applies to the Town to host a Town funded Parklet. The applicant is responsible for the maintenance of the Parklet, which must be open to all members of the public to use.

Alfresclet meaning that a community group, not-for-profit organisation or business owner can apply to the Town to host a Parklet, which is fully funded by the applicant, open to all members of the public to use, permitted to have table service and is capable of being licensed to serve alcohol (subject to approval by the Department, Racing, Gaming and Liquor and Department of Planning Lands and Heritage).

POLICY STATEMENT:

1. Parklets and Alfresclets are temporary public open spaces, constructed in existing on-street car bays.
2. Parklets and Alfresclets which positively contribute to Victoria Park's public and private realm will be supported by Administration.
3. A Parklet or Alfresclet is to:
 - a) contribute to community, cultural, civic and recreation activities within the Town;
 - b) enhance the pedestrian environment;

- c) contribute to the vibrancy of places and spaces;
 - d) contribute to the attraction of visitors to the Town;
 - e) encourage people to linger longer and contribute to the economic vitality of our local community;
 - f) be a tool that local businesses can use to grow their business and;
 - g) revitalise underutilised spaces within the Town
4. The Council is committed to creating great places that put people first. Parklets and Alfresclets are a tool that businesses and community groups can use to bring life to the street and are a means to enhance already active areas, such as Town Centres.
5. Parklets are located within on-street car parking bays.

RELATED DOCUMENTS:

[Local Government Act 1995 \(WA\)](#)

Policy manager	Manager – Place Planning
Approval authority	Council
Next Evaluation Date	May 2023

REVISION HISTORY

Version	Approved, Amended, Rescinded	Date	Authority	Resolution Number	Key Changes/Notes
1	Approved		Council		



Parklet & Alfresclets

Policy 211



TOWN OF
VICTORIA PARK

Contents



Parklet and Alfesclet Policy

4 Policy 211 Parklets and Alfresclets



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**WE'RE OPEN
VIC PARK**

Parklet and Alfesclet Policy





Source: Flickr

"Streets and their sidewalks, the main public places of a city, are its most vital organs."

Jane Jacobs.



Policy 211 - Parklets and Alfresclets

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Policy statement

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 - f) be a tool that local businesses can use to grow their business and;
 - g) revitalise underutilised spaces within the Town
- 4) The Council is committed to creating great places that put people first. Parklets and Alfresclets are a tool that businesses and community groups can use to bring life to the street and are means to enhance already active areas, such as Town Centres.
- 5) Parklets are located within on-street car parking bays.
- 6) The Parklet Policy Guidelines must be read in conjunction with this policy as it sets out the application process and the Council's assessment guidelines.

Related documents

Local Government Act 1995 (WA)

Version	1
Date	June 2019
Key Changes	Nil.

Parklet and Alfesclet Policy Guidelines



01 Introduction

What is a parklet?

Parklets are small 'pockets' of public space. They are temporary moveable structures, often placed in parking bays, which provide publicly accessible seating and amenities for the community. Parklets help re-purpose part of a street to create places for people to meet, gather and relax. Parklets create welcoming public spaces that improve walkability and provide a place for people to stop, to sit, and to engage with activities and businesses along the street.

What is an alfresclet?

Alfresclets are just like parklets, however, they offer table service and can be licensed by the hosting business. Alfresclets require additional approval from the Department of Planning, Lands and Heritage as they derive a commercial benefit through the use of the road reserve. Additionally, if you would like your alfresclet to be licensed, an application to the Department of Racing, Gaming and Liquor will be required.

Department of Racing, Gaming and Liquor
Tel: (08) 6551 4888
www.rgl.wa.gov.au

Why have a parklet?

Bring life to your little pocket in the Town of Victoria Park!

Parklets activate spaces that would otherwise be underutilised or uninviting and foster vibrancy within activity centres. Parklets encourage people to stay longer, creating a safer public space and cultivate neighbourhood interaction. Parklets improve streetscape amenity by providing comfortable seating, landscaping, public art and bike racks. Despite being small, parklets bring a number of benefits to their hosts and the local community. Well-designed parklets can also heighten visibility and presence within the streetscape for host businesses and create places that people want to spend time and money in.

Who can apply to host a parklet/alfresclet?

Any business, property owner, not-for-profit/community groups can apply to host a parklet. The design, installation and day-to-day maintenance of parklets are fully funded by the applicant. The Town will consult adjacent businesses and property owners of the proposed parklet/alfresclets. Applicants are encouraged to speak with adjoining neighbours about their proposed parklet/alfresclet.



02 Need to know

Parklet or Alfresclet - What will suit your business?

Criteria	Parklet	Alfresclet
Suitably located in accordance with 'Location Guidelines'	✓	✓
Designed in accordance with 'Design Criteria'	✓	✓
Designed in accordance with 'Technical Guidelines'	✓	✓
Current Public Liability Insurance	✓	✓
Support from local community and neighbouring uses	✓	✓
Table service		✓
Service of alcohol (with license)		✓
Available to the public	✓	✓
Council permit	✓	✓
Permit with the Department of Planning, Lands and Heritage		✓
Licencing from the Department of Racing, Gaming and Liquor (for service of alcohol)		✓

The Process





Source: Flickr

03 Assessment Criteria

Each parklet/alfresclet will be assessed based on its merits, however, the following guidelines and list of criteria will provide you with guidance on what the Town will consider when assessing your application for a parklet or alfresclet.

A great parklet/alfresclet will have the following characteristics:

- ♥ In the right location (use our location guide to determine if your parklet is in the right location)
- ♥ A functional and inviting design (encourages use by the public)
- ♥ Moveable on short notice (easily moved in case of emergency or maintenance)
- ♥ Designed to be interesting and creative but complementary to the surrounding street
- ♥ Incorporates built-in seating and landscaping
- ♥ Does not require alterations to infrastructure

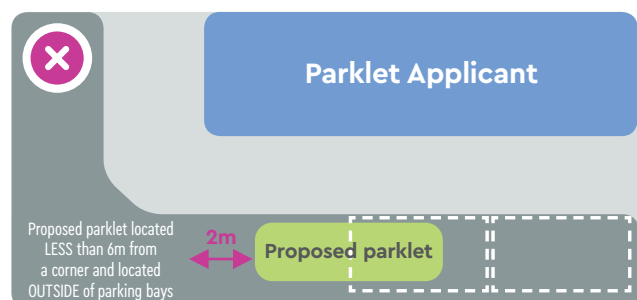
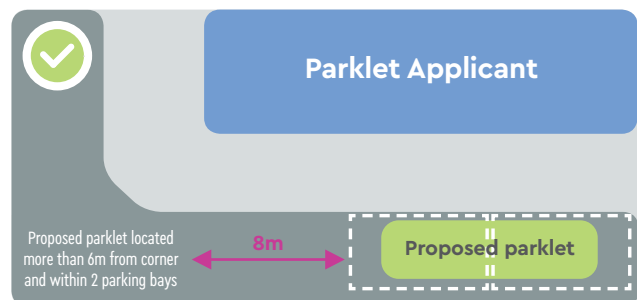
04 Is your site right?

Location is key!

It is important that parklets/alfresclets are suitably located for safety, functionality and usability. Sites which require alteration to civic infrastructure may be cost prohibitive for a parklet/alfresclet host. Use our handy guide below to help determine if your site is suitable. Remember, we will meet you on site if you think you think you might be eligible.

Location Criteria		
L1	The parklet would be located at least one (1) car space from a street corner (min. 6m)	Y/ N
L2	Parklet would not exceed 2 parking bays	Y/ N
L3	Parklet would be located on a road with a speed limit less than 50kph	Y/ N
L4	Parklet is located directly adjacent to the host business or community organisation venue/ premises.	Y/ N
L5	Parklet would not be located adjacent to, or on top of the following: <ul style="list-style-type: none"> • ticket machines • street signs • existing street furniture; access points to water connectors for firefighting • manholes • inspection chambers 	Y/ N

Location Criteria		
L6	Parklet would not be located within parking spaces/bays which are designated for the following: <ul style="list-style-type: none"> • taxi rank • bus stop • public transport • loading zone • disabled parking 	Y/ N
L7	The location of the parklet will not interfere with the function, and/or negatively impacting vehicle and pedestrian movements, sightlines at road junctions, vehicle crossovers etc.	



05 Design Guidelines

The Town will assess your parklet application against the following design criteria.

Design Criteria	
D1	Parklet design is open and welcoming
D2	Access into parklet is clear and can be readily accessible by members of the community
D3	Parklet access point(s) are flush and level with the footpath/pavement
D4	Where necessary, the parklet is stepped to follow the slope of the parking space
D5	Parklet incorporates plantings into the design
D6	Complementary to the surrounding character of the host area
D7	The design of the parklet is interesting, complementary, creative, improves the quality of the public space, compatible with the established streetscape character and encourages use and interaction by the public
D8	Design of parklet incorporates permanent seating so when temporary seating is removed, the parklet remains usable
D9	Design incorporates interesting elements and articulation (avoids large blank walls or panels)
D10	Varying heights to create interest whilst maintaining visibility to vehicles and pedestrians (and not obscuring your shopfront)
D11	Design shall not impair safe pedestrian or vehicle movements and shall not be constructed of materials that adversely impact sight for moving vehicles e.g mirrored and reflective materials/ solid panels near intersections should be avoided
D12	Vertical elements and pergolas to remain below 2.4m in height, and not exceed 10m ² in area, if seeking building code exemptions
D13	Parklet shall be of a design and construction that can be removed readily in the case of maintenance or emergency
D14	Parklet is free standing and does not require fixture to an adjacent structure or building to remain upright or stable
D15	Material has been locally sourced where possible
D16	Materials and finishes are high quality, weather resistant and durable
D17	Where recycled or repurposed materials are proposed to be used, materials are in good, stable and functional condition
D18	Design incorporates safe electricity connection if needed
D19	Sufficient space for public parklet signs provided by the Town
D20	Parklet has a name and identity – becomes a referrable destination for its users. Note: Parklets cannot incorporate business signage or advertising

06 Technical Guidelines

Use the following guidelines when creating your Vic Parklet parklet or Alfresco. Our Team will work with you to help your design comply.

Technical Guidelines		
T1	Parklet design does not impede, require the alteration, removal or extension of any public service, landscaping, utilities, kerbing, or civic infrastructure	Y / N
T2	Overall structure will not exceed 2.4m in height	Y / N
T3	Overall parklet platform area does not exceed 10sqm ² <small>²to avoid building permit under Building regs 2012, Sch 4, Clause 2. Where the parklet design exceeds building code exemptions under Building Regulations 2012, Sch 4, clause 2, the parklet application shall include a building permit.</small>	Y / N
T4	Appropriate barriers between any car parking areas and the parklet are to be provided. This can include things such as wheel stops, large planter boxes or bollards	Y / N
T5	Parklet is set in a minimum 0.5m from edge of parking bay for safety	Y / N
T6	Parklet design will not negatively impede or divert the natural stormwater or overland flow of the site. Design will allow for stormwater to access drains without causing harm or hazard to the property or adjoining properties	Y / N
T7	Parklet is designed to accommodate the natural gradient of the land	Y / N
T8	Parklet can be dismantled or removed within 24hrs, for maintenance or remedial works	Y / N
T9	Parklet design has structural certification from a suitably qualified engineer	Y / N
T10	Traffic management plan to be submitted with the application/prior to commencement of works (where required by the Council). The traffic management plan should detail any traffic managed required as part of the construction of the parklet	Y / N
T11	No advertising signage is incorporated into the design	Y / N
T12	The design of the parklet will not interfere with the function and/or negatively impacting on vehicle and pedestrian movements, sightlines at road junctions, vehicle crossovers etc	Y / N
T13	A safety audit will be submitted with the application/prior to commencement of works (where required by the Council)	Y / N
T14	Parklet flooring has no slip or anti slip finish	Y / N
T15	The parklet should be visually permeable above 1m to allow for visibility of shop fronts and ensure the safety of vehicle and pedestrian movements	Y / N

**It is the preference that parklets/alfresclets will not require the relocation, removal or alteration of any civic infrastructure as these works can be costly and may result in a parklet/alfresclet being cost prohibitive for a host. However, should a host seek to undertake these works, the Town will consider such a request on a case by case basis. It is important to note that all costs associated with these works are at the expense of the Applicant and will be carried out to the standard and satisfaction of the Council.*





6.1 Public Liability Insurance

Applicants wishing to host a parklet will be required to obtain and hold a current, policy of insurance for Public Liability for an amount of not less than \$20,000,000.00 (twenty million dollars).

A copy of the current certificate is to be provided to the Town prior to the Parklet Permit being issued.

6.2 Support from your community & neighbours

Parklets are for the community's benefit. Including letters of support from neighbouring businesses, property owners and community groups will greatly benefit your application. Letters of support can include but are not limited to:

- letter of support from the property owner
- letter(s) of support from the adjacent property owners (the more letters of support the better)
- letter of support from a local community group e.g Vic Park Collective

6.3 Who will be consulted about your parklet?

The Council is committed to activating public realms to the betterment of the community. The Council is also committed to ensure that the community and businesses are appropriately consulted prior to the approval of a parklet or alfresclet.

Your direct neighbours will be consulted. This includes both tenant(s) and owner(s), and above ground tenants (for example, where the building is a multi-storey building, all businesses and residents within the building will be consulted).

07 Host Responsibilities

Hosting a parklet/alfresclet can bring its host a number of benefits; however, hosting a parklet also comes with responsibility. Once you've received your approval to host a parklet/alfresclet, hosts will be required to keep their parklets clean, keep their plants alive and encourage public use.

All costs associated with the construction (including alterations to civil infrastructure), maintenance (including the greenery) and removal of a hosted parklet must be borne by its proponent.

Keep in mind the "Keep it" criteria below!

Keep it Clean

The parklet host will be required to ensure that the parklet is kept clean of litter, graffiti and grime. Parklet surfaces and platforms should be cleaned by hose down or sweeping on an as needed basis.

Keep it Green

Plantings in the parklet must be kept in good health, including watering, weeding and trimming where necessary.

Keep it safe

Where mobile and movable items are furnished within the parklet, these moveable items are to be either locked down or secured of an evening, when parklet host is closed for business or operation, or during inclement weather.

Keep it Non-Smoking

Hosted parklets are a public space. Smoking and consumption of alcohol within unlicensed parklets, is not permitted and the host has a duty of care to prevent these activities where possible





Noriega Street Parklet. Source: Flickr



"Cultures and climates differ all over the world, but people are the same. They'll gather in public if you give them a good place to do it."

Jan Gehl



ROW BOOKS

Open Late
7 days

08 Make an Application

You've read our location and design guidelines and met the criteria, so what is next?

Hooray! You're ready to apply for a parklet or alfresclet!

Apply for Your Parklet/Alfresclet!

Once we receive your application, your Place Leader will make contact to meet with you onsite to discuss your proposed parklet, this will usually occur within 10 business days of receiving your application.

After our site meeting, the Place Leader will assess your application and have a decision to you within 28 days of the site meeting.

To ensure that the Town has all the information it needs to process your parklet application as quickly as possible, use the application checklist below.

Application Fee

The application fee covers the administrative and signage costs of your parklet. Each parklet will be provided with 2 signs which are to be prominently displayed on the parklet. Where your parklet is not approved, the fee for signage will be refunded to the applicant.

Further information on the application fee can be found on the Towns website.
www.vicpark.wa.gov.au

Application Checklist	
Application Form	
Application Fee	
Site Plan	
Design Concept Plan (with dimensions)	
Evidence of current public liability insurance for an amount no less than \$20,000	
Structural Certification from Engineer	
Traffic Management Plan (if required)	
Site photographs	
Letters of support	

8.1 Application Form

Proposed parklet/ alfresclet address:	
Business/organisation name:	
Postal address/postcode:	
Contact name(s):	
Contact phone(s):	
Email address:	
Proposed park:	<input type="checkbox"/> Parklet <input type="checkbox"/> Alfresclet
Permit type:	<input type="checkbox"/> New <input type="checkbox"/> Renewal
Park permit:	<input type="checkbox"/> 12 months <input type="checkbox"/> 24 Months
Proposed installation date: <i>Note: retrospective permits will not be considered</i>	

We are here to help!

Let your Place Leader know you're keen to bring life to your pocket of Vic Park. The Place Leader will meet you on site to discuss plans, concepts and provide advice on how to get a Vic Parklet in your street. Contact the Town today to discuss your parklet or alfresclet proposal.

Parklets and alfresclets are great and inviting if they are loved and cared for, if you see a parklet or alfresclet that is damaged or needs attention, please let the Town know!

Town of Victoria Park Place Planning Team:

Email: placeplanning@vicpark.wa.gov.au | Phone: 08 9311 8111



8.2 Site Plan

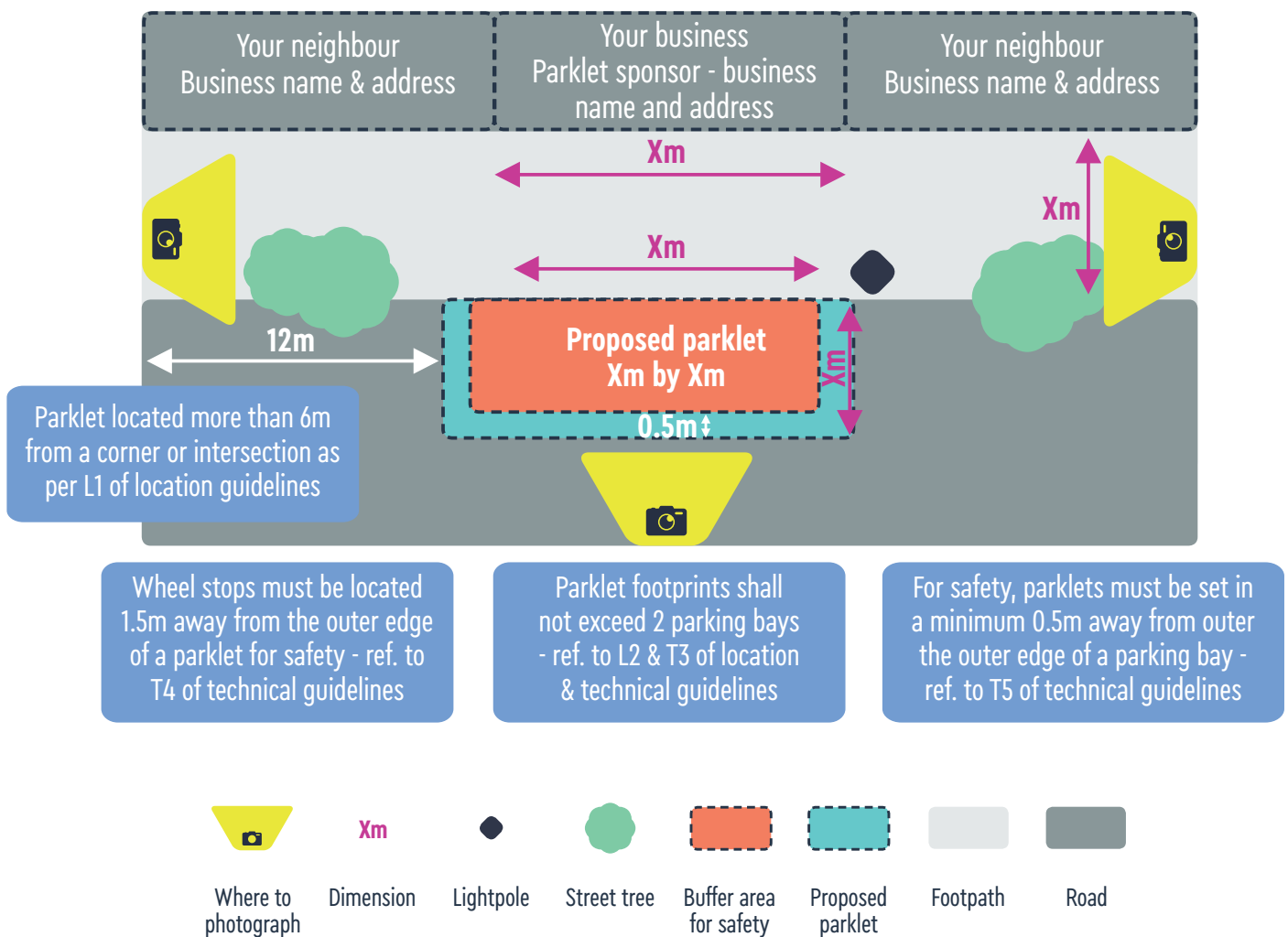
Your application will require a site plan to be submitted for assessment. You will need to include the following information in your site plan:

- Your building/business and neighbouring business/premises (include street address)
- Parklet location and dimensions
- On street and off-street features (trees, ticket machines, services, stormwater drains, streetlights, bike racks)
- Site specific features

Below is a sample site plan that can be used as a template. This example site plan can be provided by your designer, or self-produced.

8.3 What Photographs to include and example site plan

You will be required to submit photographs in support of your application. Use the diagram to determine the best location to take photographs.





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#LOVEVICPARK

victoriapark.wa.gov.au



TOWN OF
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INTRODUCTION

The Town acknowledges that working from home is now a widely accepted practice in today's workforce. Not only has it become increasingly common, changes in the traditional organisation of work, coupled with dramatic advances in communications and technology, have made it a more feasible and practical avenue for small business and self-employment.

However, the Town recognises that while some home-based employment is acceptable within a residential environment, there are limits on the compatibility of home occupations with residential uses. Some degree of control is therefore necessary to protect the character and amenity of residential neighbourhoods, and that of residents within grouped or multiple dwelling developments.

OBJECTIVES

- a) To encourage the opportunity for low scale home businesses to conduct business at home;
- b) To ensure that the use of land for any home occupation is small in scale, unobtrusive and compatible with surrounding buildings and uses;
- c) To protect the character of the locality;
- d) To ensure that the home occupation does not have a prejudicial effect on the amenity of the locality by reason of any form of emissions or increased numbers of vehicle movements;
- e) To provide guidelines for the use of residential premises for a home occupation;
- f) To clarify the requirement for development approval to conduct a home occupation, as distinguished from a home office.

DEFINITIONS

Home Occupation means a dwelling or land around a dwelling used by an occupier of the dwelling to carry out an occupation if the carrying out of the occupation -

- (a) does not involve employing a person who is not a member of the occupier's household; and
- (b) will not cause injury to or adversely affect the amenity of the neighbourhood; and
- (c) does not occupy an area greater than 20m²; and
- (d) does not involve the display on the premises of a sign with an area exceeding 0.2m²; and
- (e) does not involve the retail sale, display or hire of any goods unless the sale, display or hire is done only by means of the Internet; and
- (f) does not-
 - (i) require a greater number of parking spaces than normally required for a single dwelling; or
 - (ii) result in an increase in traffic volume in the neighbourhood; and
- (g) does not involve the presence, use or calling of a vehicle of more than 4.5 tonnes tare weight; and
- (h) does not include provision for the fuelling, repair or maintenance of motor vehicles; and
- (i) does not involve the use of an essential service that is greater than the use normally required in the zone in which the dwelling is located.

Home Office means a dwelling used by an occupier of the dwelling to carry out a home occupation if the carrying out of the occupation –

- (a) is solely within the dwelling; and
- (b) does not entail clients or customers travelling to and from the dwelling; and
- (c) does not involve the display of a sign on the premises; and
- (d) does not require any change to the external appearance of the dwelling.

REQUIREMENT FOR DEVELOPMENT APPROVAL

Development approval is not required for a Home Office, where it complies with the definition of Home Office above.

Development approval is required to be obtained from the Council prior to the carrying out of any home occupation activity that does not fall within the definition of a Home Office.

Refer to Council's *Local Planning Policy 6 – Family Day Care and Child Care Premises* for further information in relation to Family Day Care activities operated from a residential dwelling.

PROPOSALS THAT DO NOT ACCORD WITH SCHEME DEFINITION OF 'HOME OCCUPATION'

A home occupation activity that does not strictly accord with the Town Planning Scheme No. 1 definition of 'Home Occupation' (*refer to Definitions above*) may be considered for approval by Council as an Unlisted Use in accordance with Clause 28 of Town Planning Scheme No. 1.

In such circumstances, the Council must be satisfied, by an absolute majority, that the proposed development is consistent with the matters listed in deemed Clause 67 of the *Planning and Development (Local Planning Schemes Regulations) 2015*.

In assessing such proposals, Council Officers will have regard to the provisions of this local planning policy (*refer to Policy Requirements below*) in determining whether the matters listed in deemed Clause 67 have been addressed, and in forming their recommendation to Council on whether or not to approve the proposed activity.

POLICY REQUIREMENTS

1. Activities to be Small-scale and Unobtrusive

- a) Activities shall be small scale and unobtrusive such that they:
- i. do not involve employing a person who is not a member of the occupier's household; or
 - ii. do not employ more than one person other than an occupier of the dwelling (*Note: Such proposals will need to be considered as an Unlisted Use*); and
 - iii. do not occupy an area of the dwelling and/or lot of greater than 20 square metres in total; and
 - iv. do not involve the retail sale, display or hire of any goods unless the sale, display or hire is done only by means of the Internet; and
 - v. do not include provision for the fueling, repair or maintenance of motor vehicles.

2. Amenity of Surrounding Properties

- a) A Home Occupation should not cause injury to or adversely affect the amenity of the neighbourhood or surrounding properties, including by way of light emissions, noise, fumes, odours, dust, vibration, electrical interference, waste water, or any other form of waste products; and
- b) Applicants seeking approval for a Home Occupation shall demonstrate how any waste, emissions, noise or other impacts generated by the activity will be treated or mitigated to prevent harm or nuisance to surrounding properties.
- c) A Home Occupation proposed from/in association with a Grouped Dwelling or Multiple Dwelling will generally not be supported by the Council unless it can be demonstrated that the amenity of the residents of other dwellings within the Grouped or Multiple Dwellings complex/development will not be adversely affected.

Applicants to Note: Development applications for a Home Occupation that involve the proposed use of common property within a Grouped Dwelling or Multiple Dwelling development (including for customer access or parking) require signed consent from the Strata Council/Body Corporate (as applicable) or all owners within the complex in order to be a valid development application.

Additional (separate) approval for the activity may also be required under the Strata By-Laws/Strata Titles Act in addition to any development approval from the Council.

3. Building Appearance

A Home Occupation should not require modifications to the structure of the dwelling which would impact the residential character and appearance of the dwelling.

4. Signage and Advertising

Any signage associated with a Home Occupation activity is restricted to a single sign and shall comply with the requirements for a 'Home Occupation Sign' contained in the Town's adopted Local Planning Policy related to Signs.



5. Traffic and Car parking

- a) A Home Occupation should not generate any vehicular traffic to the site that, in the opinion of Council, is substantially greater than that which is normal to the residential neighbourhood in which it is located;
- b) The Home Occupation does not involve the presence, use or calling of a vehicle of more than 4.5 tonnes tare weight;
- c) Any vehicle which is used in connection with a Home Occupation must not be kept on the land unless it:
 - i. is not more than 6 metres long, 2 metres wide and 2.3 metres high;
 - ii. is parked within a dedicated car parking bay on the site (preferably behind the dwelling or garaged so it is not visible from the street); and
 - iii. is limited to a single vehicle in addition to the vehicle(s) of the residents of the dwelling;
- d) Any deliveries to the site should occur only during the normal business hours of 8am to 5pm, Monday to Friday;
- e) Any Home Occupation resulting in the attraction of customers/visitors to the site (e.g. hair dressing, personal training etc.) shall:
 - i. demonstrate how customers will park on the site, or otherwise be serviced by available on-street parking adjacent to the site; and
 - ii. confirm that visitations will occur by appointment only, and include an appropriate interval between appointments, to avoid customer overlap and minimise parking and traffic generation to the site;
- f) The use of visitor car parking bays provided as part of a Grouped or Multiple Dwelling complex/development for customer car parking in relation to a proposed Home Occupation activity is not appropriate and will not be supported by the Council; and
- g) Access to any car parking bays for customers to the site should be available and unobstructed during customer visitation/appointment times and not restricted by secured gates or doors.

6. Approval is Specific and Non-transferable

The approval of a Home Occupation is

- a) specific to the property and the applicant/operator to which the approval has been granted; and
- b) is not transferable to an additional or alternative property, applicant or operator.

CONSIDERATION OF APPLICATION FOR DEVELOPMENT APPROVAL

Where an application for development approval is submitted to Council for approval of a home occupation activity, the Council shall have regard to and may apply conditions relating to:

- The restriction of any approval to the particular property and applicant/operator of the activity;
- Hours and days of operation;
- Number of clients/customers to the site;
- Booking of appointments;
- Car parking;
- Deliveries to the site;
- Advertising signs; and
- Any other matters pertaining to the operation and activities of the particular Home Occupation.

Community Consultation

Community consultation in relation to a proposed home occupation activity will be carried out by the Council where required by, and in accordance with, *Local Planning Policy 37 – Community Consultation on Planning Proposals*.

The consultation requirements for an Unlisted Use apply where the proposed home occupation activity does not strictly accord with the Town Planning Scheme No. 1 definition of 'Home Occupation'.

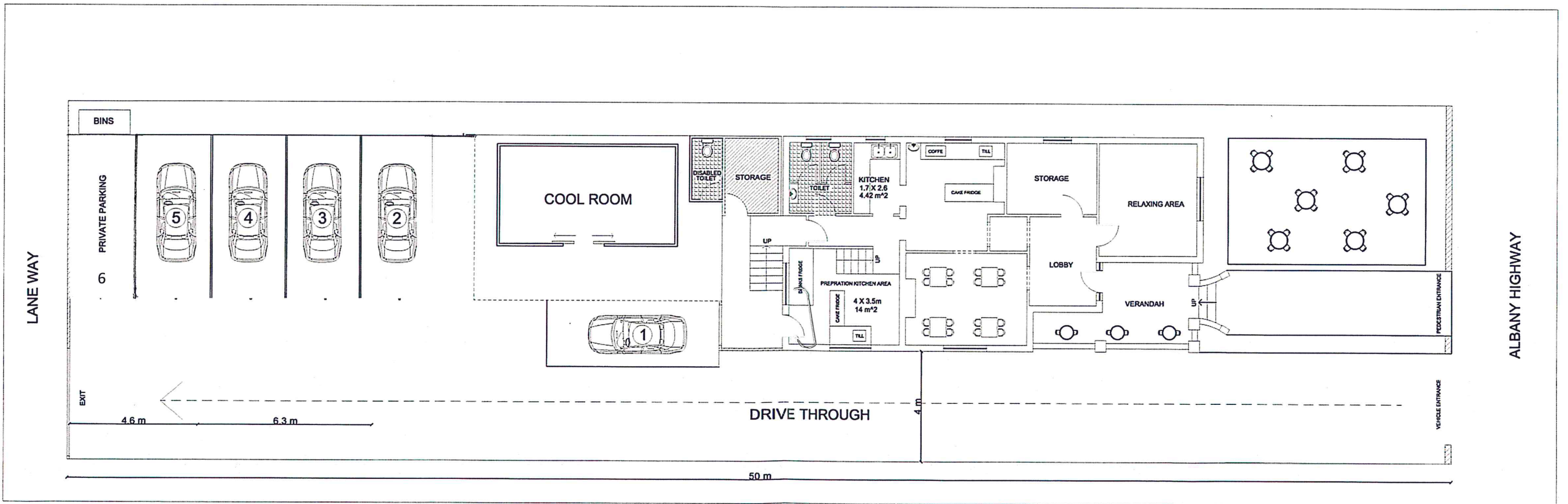
REVOCAION OF DEVELOPMENT APPROVAL

The approval of a Home Occupation may be revoked in accordance with clause 31 of Town Planning Scheme No. 1 where, in the opinion of the Council, it:

- a) is causing a demonstrably unreasonable nuisance or annoyance to neighbours or occupiers of land in the neighbourhood; and/or
- b) is failing to comply with the conditions of its approval.

VERSION CONTROL

Date Initially Adopted :	Former Policy 3.4 under Town Planning Scheme Policy Manual – adopted 30 September 1998
Date(s) Amended :	1. Adopted as Local Planning Policy 2 at Ordinary Council Meeting 9 February 2016; 2. Amended by Council resolution at Ordinary Council Meeting dd Month 2019.



PROJECT VICTORIA CAFE SUBMISSION FOR COUNCIL APPROVAL			
TITLE VICTORIA CAFE LAYOUT		FOR MR. NAJIM SADEE	
LOCATION 973 ALBANY HIGHWAY		DATE 28.09.2017	
SCALE 1/100		DATE 28.09.2017	
THIS DRAWING IS COPYRIGHT ALL DIMENSIONS TO BE CHECKED		DRAWING NO. E.11	



Our Ref: GY: 190410
Your Ref:
Contact: Ulwy Shaheer
+61 422 204 641
ulwy@rebuslegal.com.au

10 April 2019

Mr Alex Thamm
Planning Officer
Victoria Park Council
99 Shepperton Road
VICTORIA PARK WA 6100

By: E-mail to AThamm@vicpark.wa.gov.au

Re: Shisha Temple Coffee - 973 Albany Highway

1. We act for and are instructed by Mr Mahmoodi Ali-Qorbani, the owner and proprietor of Shisha Temple Coffee situated at 973 Albany Highway.
2. We have been instructed to provide our client assistance in responding to queries/requests by the Victoria Park Council (the "**Council**") in relation to the development approval for Lot 17 Plan 2775, No. 973 Albany Highway, East Victoria Park WA (the "**Premises**").

A. Background

3. We are instructed as follows:
 - a. The business is named Shisha Temple Coffee and is registered as Restaurant/Café.
 - b. The business primarily sells food & drinks (dine-in & takeaway) and also sells shisha – a water pipe based smoking device for use by the customers.
 - c. The business has a valid license to sell tobacco products and has the requisite approvals for the use of tobacco products at the Premises.
 - d. On 22 January 2019, the Council wrote to our client in relation to non-compliance with the development approval conditions & plans for the Premises.
 - e. On 8 February 2019, our client responded to the Council proposing modifications for the existing approval for the internal sit-down and patio area dining hours. Our client had met with officers from the Council and following the meeting now proposed to modify the current hours to 5.00 PM to 12:00 AM.

- f. When making the proposal, our client highlighted that the front area would be used for customers to smoke shisha and mentioned some mitigation plans for both smoke and noise. In addition, our client submitted a Development Approval Form, a Certificate of Title for the Premises and the \$140 application fee.
- g. On 28 February 2019, the Council emailed our client comments from the Health Department regarding the application. The comments in summary were:
 - i. That the information provided was insufficient in relation to the odour and noise management;
 - ii. That a noise and odour management consultant be engaged; and
 - iii. The current information provided was insufficient and therefore not accepted.
- h. Following this email, we have now been engaged by the client to assist in the matter.
- i. An external consultant, namely Mr John Hurley (“John”) of Talis Consulting was appointed by the client to further assist in this matter.
- j. On 2 April 2019, John met with you to discuss the matter and the nature of your discussions are summarised as below:
 - i. That the client should provide a descriptive and technically accurate document (not an odour management plan) that will present the activities that are intended to take place at the café;
 - ii. That there are no clear mitigation options for shisha activities – there was a possibility of using outdoor fans and fencing to screen the laneway between the Premises and the neighbouring property with a view to mitigate the smoke making its way back to the rear of the premises; and
 - iii. That the document should include pictures of the activity itself and as much description of the activity and the implements used as possible.
- k. With the assistance of the consultant, we have now put together a document that aims to provide the descriptive requirements for the Council as per your discussions on 2 April 2019.

B. Shisha – General Information

4. A shisha is a water pipe-based tobacco smoking implement also called a *hookah*, *nargile*, *arghile*, *goza* or *hubble bubble*.¹
5. The shisha is comprised of a head piece, stem, gasket, vase and hoses connected sequentially.
6. The tobacco used for shisha usually contains tobacco sweetened with fruit or molasses sugar which gives it a fruity aroma.
7. The heating element used in the shisha are burning coals placed on top of the head piece which contains the tobacco molasses.
8. The smoke from a shisha comes from the user exhaling the smoke from their lungs. There is no smoke that emanates from the shisha itself.

¹<https://www.sahealth.sa.gov.au/wps/wcm/connect/public+content/sa+health+internet/health+topics/health+conditions+prevention+and+treatment/smoking/shisha+may+be+more+harmful+than+you+think>

C. Shisha – Operation

9. A cross-section diagram of a shisha is shown below in Fig.1.

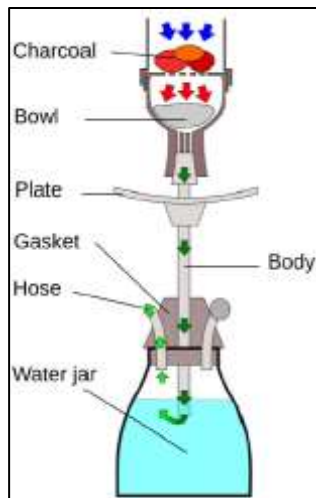


Figure 1 – Cross section of Shisha water pipe

10. The operation of a shisha consists of the following steps:

- a. Once a shisha has been correctly assembled, the vase is filled with enough water to submerge the lower portion of the stem.
- b. The bowl located at the head of the hookah is then filled with tobacco and covered with a perforated metal foil sheet
- c. Burning coals are then placed atop the foil.
- d. When a user forms a seal with their mouth over the mouth piece, which is attached to the hose, they can pull air through the hookah by breathing in through their mouth.
- e. When air is pulled though the hookah, air will first flow over the burning coals, heating up the coals and the air flowing over them.
- f. The then hot air then flows through the tobacco and causes it to combust, making smoke.
- g. The smoke is pulled through the stem and into the water which acts as a filter, removing any ash and impurities from the smoke while also cooling it down.
- h. The smoke is then pulled through the house and into the individual's lungs.
- i. Unlit coals are placed on the plate until they are needed.
- j. The gasket creates an air tight seal around the vase, hose and stem.
- k. Some hookahs have a release valve which allows for clearing out the stagnant smoke.

D. 973 Albany Highway – Intended Use

11. The client intends to use about 10 shishas at the business premises.
12. Only 5 shishas will be allowed to be smoked by customers at the premises at any given time.
13. Each shisha can be smoked by 3-4 customers at the same time.
14. Each shisha can generally be smoked for about 30 minutes – after which the head may need to be re-filled with tobacco.
15. The shisha is to be smoked in the front area of the premises – pictured below:



Picture 1 – Outdoor smoking area (back corner visible is presumably the area that the smoke is travelling to the neighbouring property)



Picture 2 – Outdoor smoking area – Back corner and area to the right side of the picture is presumably the area that the smoke is travelling to the neighbour's property (the green roof)

16. The shisha device used by the business can be seen in the pictures below:



Picture 3 – A shisha used at the business



Picture 4 – A shisha that has been used



Picture 5 – A rack with shisha used by the business

17. The tobacco intended to be used at the premises is the Al-Fakher Brand². Pictures of the tobacco used:



Picture 6 – Different flavours of Al-Fakher tobacco used at the business

² <http://www.alfakher.com/>



Picture 7 – Picture of opened tobacco molasses used for shisha



Picture 8 – View from outside the Café'



Picture 9- View from outside the Café

E. Mitigation Plans/Proposals

18. The client is willing and able to install fans to mitigate the effects of the smoke blowing into neighbouring properties.
 - a. These fan/s will be positioned at the corner of the frontage of the premises, adjacent to the 'alley way' where presumably smoke exhaled travels toward the rear receptor;
 - b. The number of external fans may only need to be 1 at this stage and should be enough to add turbulence to the air near to the corner of premises frontage; and
 - c. Additional fans will be installed if/as required.
19. The client is also willing and able to put up fencing/screening to prevent the smoke from travelling into neighbouring properties.
20. Screening would include, potentially, a wall of plants, vine/s, creeper or similar that would potentially reach the gutter of the premises or slightly beyond in height.
21. As per the advice of the consultant, other than fans and screening there are no available means of mitigating the smoke exhaled from the Shisha activities, unless the activity is confined to a room where there is extraction and filtration of the exhaled smoke.
22. The activity is essentially no different than having a smoking area outside of a public venue, albeit having smoke exhaled with a scented flora or otherwise aroma which is easy to observe and assign to the activity. If smoking is a permitted activity at the Shisha venue, then Shisha itself is usually a suitable activity for that venue.
23. It should be noted that the health impacts of a person using Shisha is not considered or explained herein. This document is for the purposes of explaining the activity and whatever means can be used to minimise impacts on others observing the smoke.

24. An odour management plan is not a tenable solution for this activity.
25. The best way to mitigate the smoke exhalant is to improve dispersion by way of introducing fans to move the air around and break up the plumes, and to remove the visual amenity by use of screens that will also provide a physical barrier to the smoke and have the potential to break the plume
26. With respect to the mitigation of noise, as indicated in communication before our client notes that:
 - a. The television from the front patio area has been removed and the client does not intend on using it;
 - b. There are no speakers or music played out the front using a speaker system; and
 - c. Customers are asked to be respectful of the neighbouring properties and keep noise to a minimum at later hours of the evening.

F. Further proposal

27. Due to not being able to operate at the proposed business hours, our client is suffering considerable financial losses.
28. The client has asked us to request that the Council approve the additional hours of operation on an interim basis (without permission for the use of Shisha) whilst the odour issues relating to the use of shisha are resolved.
29. Once the issues relating to the mitigation of odour is resolved and with the Council's approval, the client would then like to offer the use of Shisha at the premises at a later date.
30. Thank you for your time and please let us know if the detail provided here are sufficient for the current purposes and whether anything further is required from our client.

Thank you for your time and consideration.

Yours Faithfully

Rebus Legal

Ulwy Shaheer
Solicitor
Rebus Legal

Encl.

Our Reference
Your Reference
Solicitor
Director
Email

KL:VG:0381-CIV
Vam Yogendran
Louis Kristopher
solicitors@morrisalexandernelson.com.au

8 February 2019

Chief Executive Officer
Town of Victoria Park
99 Shepparton Road
VICTORIA PARK WA 6100

Attention: Mr Robert Cruickshank

BY HAND

Dear Mr Cruickshank

Re: Proposed modification to existing approval pursuant to Regulation 77(1)(b) Planning and Development (Local Planning Scheme) Regulations 2015

We refer to the above matter and your letter to Mr Ali Mahmoodi dated 22 January 2019. We confirm that Mr Mahmoodi has sought our assistance in relation to this matter.

We are advised that, following your letter, our client had a meeting with Mr Gray Godfrey and Ms Renee Van Woerden from the Town of Victoria Park to discuss the prospective use of the land located at 973 Albany Highway, East Victoria Park in the State of Western Australia ("the Subject Land").

Our client instructs that this meeting was in respect of a proposed modification to the existing approval granted in respect of the Subject Land. The proposed modification can be summarised as follows:

Stage 1



Focusvision Legal Pty Ltd
ACN 620 924 816
trading as
Morris, Alexander & Nelson
Barristers & Solicitors
and
Wise Visa
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Modification to the current hours of operation for the Internal Sit Down and Patio Area of the premises from 5.00pm to 12.00am.

Our client advises that the drive-thru operation hours have already been extended to 12.00am, however we are instructed that the drive-thru use of the premises will not itself be sufficient to sustain the business in the long-term.

The Proposal

As part of the current Stage 1 Application, our client is seeking to have Condition 3 to extend the current trading hours for the internal sit down and patio area from 5.00pm on any day to 12.00am on any day. Our client submits that the allowance for increased hours of operation for the Internal Sit-Down Dining and Patio Area is justifiable for the following reasons:

- The Subject Land is positioned along Albany Highway within the Residential Commercial zone and is undergoing a significant transition to commercial development along the Albany Highway frontage. Our client instructs that the Council has shown an intention to support the continued activation of this area and that his proposed extension to operation hours will contribute to that planning vision along this part of Albany Highway;
- It will bring the use into line with other commercial activities along this part of Albany Highway which presently operate without any time restrictions;
- The position of the driveway and Patio Area of the premises is located on the south-eastern side of the allotment adjacent to the existing commercial properties; and
- Our client intends to implement a Noise Management Plan to ensure the premises' compliance with the Environmental Protection (Noise) Regulations 1997.

We are advised that the Noise Management Plan will consist of the following:

1. The TV and music will always be kept at a reasonable volume;
2. The TV will be turned on mute after 10.00pm;
3. Patrons will be made aware of noise restrictions after 10.00pm;
4. Patrons will be requested to leave the premises if they do not comply with the business' noise management practices.

For the above reasons, our client believes the request for a minor change to increase the hours of operation from 5.00pm to 12.00am is non-significant, consistent with expectations concerning other commercial uses and will improve activation of the area pending Council consideration.

Considering the minor nature of the request and consistency with the other activities in the area, our client respectfully seeks that this modification be made effective pursuant to Regulation 77(1)(b) Planning and Development (Local Planning Scheme) Regulations 2015.

Pursuant to this, we enclose the following documents:

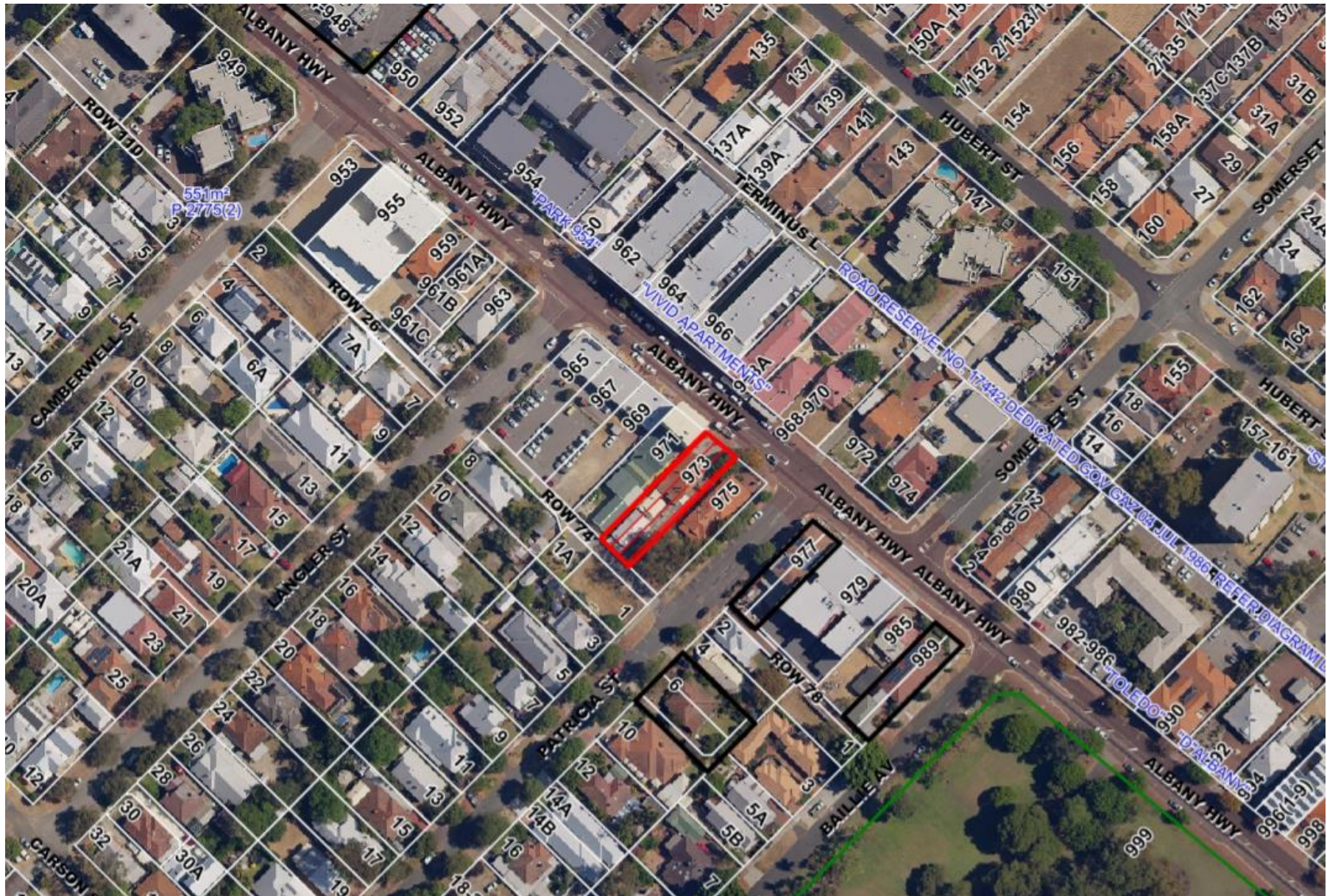
Completed Application for Development Approval form; and
Certificate of Title for 973 Albany Highway, East Victoria Park in the State of Western Australia.

If you require any further information, please do not hesitate to contact our client, Mr Ali Mahmoodi, by mobile on 0412 562 978.

Yours faithfully



MORRIS, ALEXANDER & NELSON
BARRISTERS & SOLICITORS



Site photos:



North-West perspective of Albany Highway, East Victoria Park. On street parking available. Bus stop located adjacent to 969 Albany Highway (33 metres from subject site).



South-East perspective of Albany Highway, East Victoria Park before the corner of Albany Highway and Patricia Street. On street parking available.



South-West perspective of Patricia Street, East Victoria Park. On street parking available.

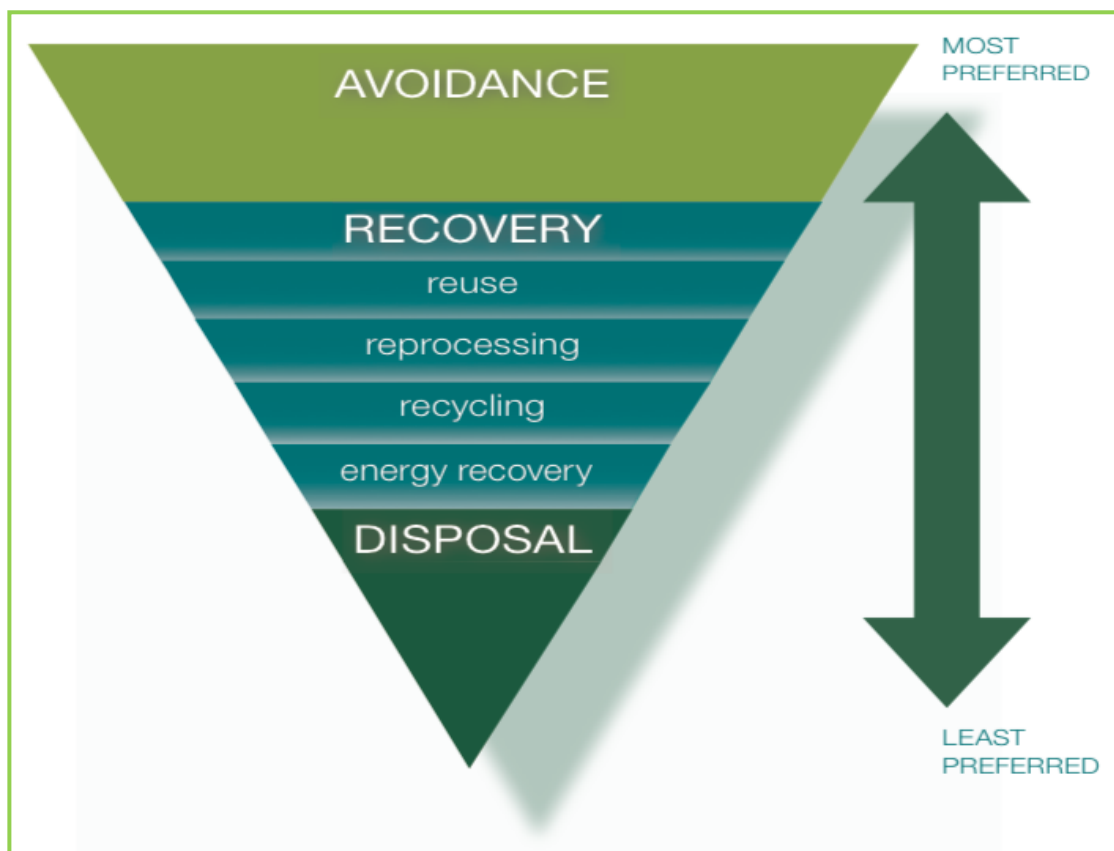


South-West perspective of Langer Street, East Victoria Park. On street parking available. End of trip bicycle facilities located adjacent to 962 Albany Highway (68 metres from subject site).



TOWN OF VICTORIA PARK

STRATEGIC WASTE MANAGEMENT PLAN 2018 TO 2023



Source – Waste Authority 2013

Prepared for

TOWN OF VICTORIA PARK

IW Projects Pty Ltd

6 Anembo Close, DUNCRAIG, WA 6023

Mobile: 0402 909 291 email: iwatkins@iwprojects.com.au

Revision:

Date of Issue:

Final

30 July 18

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Executive Summary

In 2008, the Town of Victoria Park (ToVP), in conjunction with the Mindarie Regional Council (MRC), developed a strategic waste management plan (*Strategic Waste Minimisation Plan 2008-2013, MRC 2008*). The 2008 SWMP set out a range of waste management related activities for the period 2008 through to 2013. The intention of this current SWMP is to review the ToVP progress since 2008 and set the strategic waste management direction and propose actions for the Town for the next five years (2018 to 2023).

Strategic Waste Statement

*The Town of Victoria Park is **committed** to the delivery of **best practise** waste management services to the community in a social, environmental and financially **sustainable** manner, whilst striving to achieve the **targets** set in the **State Government Waste Avoidance and Recovery Strategy 2030**.*

*Within the Town, waste management is **everyone's business**, including individuals, households, neighbourhoods, community groups, schools, local businesses and the Town of Victoria Park. Working **together**, in **partnership**, with the Town **taking the lead**, sustainable waste management practises are achievable for all stakeholders.*

*The Town of Victoria Park will **set the direction** that strives to become a participant in an overall **circular economy**, with a greater focus on **waste avoidance** and improved **waste hierarchy** options with regards to waste that is generated and minimising waste disposal to landfill.*

*The Town recognises that sustainable waste management requires a substantial **financial commitment** from the community and with this comes the responsibility for all stakeholders to develop the most efficient and effective waste management solutions that minimise waste generation while maximising resource recovery.*

***Community engagement**, acceptance, awareness and involvement is critical to the successful implementation of sustainable, best practise waste management systems. The Town of Victoria Park will work with the **community and all other stakeholders** to achieve a **mutually beneficial** outcome, which achieves the most **sustainable** social, environmental and financial **deliverables**.*

*The Town of Victoria Park appreciates that sustainable waste management is an ongoing and evolving **journey**, which requires **continuous effort**, input and participation from all stakeholders in order to become a sustainable, low-waste, circular economy in which human health and the environment are protected from the impacts of waste.*

It is important to note that the ToVP is financed by the community and represents the community needs and aspirations. Waste is every person's responsibility, not just the responsibility of the Town. On an individual basis, we created the waste by our consumption so it is our responsibility to own it and to do something about it.

Waste management at a strategic level is about identifying and determining desirable outcomes, which can be achieved in a sustainable manner. Sustainability is a function of social, environmental and financial responsibility. The order of precedents of each of these sustainability factors varies depending on the waste management activity being considered.

From a strategic point of view, the ToVP, as with all Local Governments, has a relatively fixed financial ability within which to undertake all of its waste management activities. It is for the Town to achieve the maximum waste management efficiency and output within its financial ability. Ultimately, it is the financial sustainability that will influence the majority of the Town's waste management decision making.

At a national level, there is a National Waste Policy: *Less waste, more resources*, which was agreed by Australia environmental ministers in November 2009, to set Australia's waste management and resource recovery direction to 2020. While strategic direction in waste management at a State level is primarily determined by the Waste Authority, through the Minister for Environment.

Of the numerous Waste Authority initiatives set out in its annual Business Plans, there are many that are relevant to the ToVP and are consistent with the direction that the ToVP needs to progress in order to reduce the quantity of waste ending up in landfill. In addition, there are extensive opportunities for local community groups to access funding for the implementation of waste reduction programs. These become substantially more achievable if the community groups are actively supported by the ToVP.

The waste hierarchy is a means of ranking waste management options in order of their general environmental desirability. The *Waste Avoidance and Resource Recovery Act 2007* (WARR Act) includes a recommended waste hierarchy as a decision-making tool in formulating sound waste management strategies. There is however, no single waste management approach that is suitable for managing all waste streams in all circumstances. The ToVP is to be mindful of the waste hierarchy when considering various waste management systems and potential outcomes thereof.

With regards to the Town's past successes, the previous Strategic Waste Management Plan (2008 to 2013) identified 61 actions to be progressed during the five-year validity period of the plan. The majority of these actions were heavily reliant on the MRC, State Government and to a lesser degree industry; hence, beyond the direct control of the ToVP. The ToVP has achieved substantial gains in the quantity of waste material being recycled in comparison to its 2008 level of recycling. This has predominantly been in kerbside recycling and the processing of organic material from the green wheelie bins.

Going forward, there is an opportunity to achieve real improvements in the recycling of bulk waste, as there are existing commercial systems in place to undertake this activity. Beyond that, typically the large successes have been achieved and any further improvements in waste diversion will be more gradual and likely take greater effort and expense. Effectively, the "low hanging fruit" has been picked. As at the commencement of this current Strategic Waste Management Plan (2018 to 2023), the ToVP has achieved a recycling rate of 43.8%, this being the benchmark for the measurement of success going forward.

In late 2017 and early 2018, the Mindarie Regional Council undertook a waste characterisation study across the region. This study concentrated on the content of the green bin in an attempt to identify the breakdown of the general waste so that future recycling activities could be focused on identified recyclable components within the general waste stream.

The waste audit results indicate that the ToVP has approximately 50% organic material within the general waste. Defining this as a recyclable material results in there being approximately 80% recyclable material in the Town's green wheelie bins and 20% non-recyclable material. Based on the MRC audit information, the Waste Authority Target of 65% recycling of municipal solid waste in the Perth Metropolitan area is an achievable outcome; however, this will take time to achieve.

There are a number of considerations within the waste management industry that have the potential to impact on the ToVP's progression towards improved waste diversion from landfill. Some of these are directly within the Town's control, while others are highly dependent on higher order authorities or other Local Government participation. The Plan covers a number of waste management considerations ranging from the ToVP involvement in the Mindarie Regional Councils, changes in waste collection systems, the impact of waste to energy through to community engagement.

In determining the waste management strategy for the Town, there is a need to consider the drivers that influence the decision-making process. Depending on the waste management initiatives being considered by the Town, the different drivers will have differing levels of importance when determining the benefit of each initiative. For the Town to plan its long-term strategic waste management initiatives, there needs to be a relatively firm overall direction established to guide decision-making. Over time, this overall direction will be subject to change as there are changes within the waste industry, such as Government direction and funding initiatives, new technology or new waste processing facilities.

Guidance for implementation of the SWMP

Following the review of the previous strategic waste management plan, the degree of success in achieving the previously proposed activities, discussions with the ToVP, community consultation and based on an understanding of the requirements within the Town, the Plan lists a range of proposed activities for the period 2018 to 2023 (refer section 14).

The proposed activities have been listed in order of priority; however, to provide some guidance on the potential timing of the proposed activities, they have been split into the first four years of the five-year plan, with the last year being available for the development of the new Strategic Waste Management Plan for the next five years, implementation of projects identified or partly completed in the previous years, continuous improvement and to undertake any activities that have been delayed or are lagging behind the proposed timeline.

In order to achieve success with regards to the proposed activities, it is essential that this Strategic Waste Management Plan be regularly reviewed. The review is primarily to gauge the Town's actual achievements against the proposed activities and to provide direction as to where the necessary effort is required in order to achieve the desired outcomes by the end of the Plan validity period. A secondary component of the review is to assess the validity of the Strategic Waste Management Plan direction in comparison to the Town's and the Waste Authority's direction. It is acknowledged that during the five-year validity period of this Plan, there is the possibility that some aspects of this Plan may lose relevance and may need to be amended to suit the latest Town or Waste Authority direction.

1. Introduction

The Town of Victoria Park (ToVP) has a population of approximately 38,000 people (2018 estimation), covers an area of approximately 1,792 hectares or 17.92 km² and is located within the central Perth Metropolitan area. The ToVP is a participating member of the Mindarie Regional Council (MRC), a regional council consisting of seven participant Local Governments set up primarily to manage its participant's waste management requirements. Waste management has and continues to be a major focus for the ToVP, with this focus being on sustainable waste management practises.

In 2008, the ToVP, in conjunction with the MRC, developed a strategic waste management plan (*Strategic Waste Minimisation Plan 2008-2013, MRC 2008*). The 2008 SWMP set out a range of waste management related activities for the period 2008 through to 2013. The intention of this current SWMP is to review the ToVP progress since 2008 and set the strategic waste management direction and propose actions for the Town for the next five years (2018 to 2023).

It is important to note that the ToVP is financed by the community and represents the community needs and aspirations. Waste is every person's responsibility, not just the responsibility of the Town. On an individual basis, we created the waste by our consumption so it is our responsibility to own it and to do something about it.

2. Strategic Waste Planning

Strategic planning should ideally incorporate the following activities:

- Determine where the ToVP and the MRC are currently – Current competencies;
- Identify what is important – Priority areas;
- Define what the ToVP and ideally the MRC must achieve – Objectives to address priority issues;
- Define who is accountable – How the ToVP and/or the MRC is going to get to where the ToVP wants to go; and,
- Review, review, review – Regular formal reviews to assess progress.

This document follows these fundamental strategic steps to identify the Town's strategic direction.

3. Strategic Waste Management

Waste management at a strategic level is about identifying and determining desirable outcomes, which can be achieved in a sustainable manner. Sustainability is a function of social, environmental and financial responsibility. The order of precedents of each of these sustainability factors varies depending on the waste management activity being considered.

Socially, there is a community expectation that the ToVP operates its waste management services in an environmentally responsible and sustainable manner; however, there is a limit to the financial burden that the community is prepared to bear in order to attain environmental excellence. The extent of social responsibility within waste management is to a greater extent a discretionary activity, albeit a politically sensitive one.

Environmental waste management strategy is typically managed at higher level by the state environmental regulators (Environmental Protection Authority and the Department of Water and Environmental Regulation), whereby the more hazardous waste materials are regulated and require particular management to reduce potential environmental harm, such as lined landfills, controlled waste management including specific asbestos handling. These waste management activities are mandatory and allow very little discretion at Local Government/waste generator level. Where there is significant discretion relating to waste management environmental responsibility is when the ToVP considers waste reduction and recycling activities, where different activities have different levels of environmental impact (benefit or dis-benefit).

Financial sustainability is all about obtaining the maximum efficiency in environmental and socially responsible waste management activities within the ToVP. Ultimately there is a limit to the financial capacity within the Town to undertake waste management activities and hence, prioritising these activities is an essential undertaking. The ToVP has a mandatory obligation to provide its residents with an appropriate waste disposal option, this being the kerbside green wheelie bin service. All other waste management services and activities provided by the Town are deemed discretionary, with the ToVP selecting the various discretionary services and activities based on social, environmental and financial considerations. Although social and environmental considerations are important, ultimately the financial capacity of the Town will be the sustainability factor that has the most significant influence.

From a strategic point of view, the ToVP, as with all Local Governments, has a relatively fixed financial ability within which to undertake all of its waste management activities. It is for the Town to achieve the maximum waste management efficiency and output within its financial ability. Ultimately, it is the financial sustainability that will influence the majority of the Town's waste management decision making.

4. National Waste Strategy

At a national level, there is a National Waste Policy: *Less waste, more resources*, which was agreed by Australia environmental ministers in November 2009, to set Australia's waste management and resource recovery direction to 2020.

The aims of the National Waste Policy are to:

- Avoid the generation of waste, reduce the amount of waste (including hazardous waste) for disposal;
- Manage waste as a resource;
- Ensure that waste treatment, disposal, recovery and re-use is undertaken in a safe, scientific and environmentally sound manner, and,
- Contribute to the reduction in greenhouse gas emissions, energy conservation and production, water efficiency and the productivity of the land.

To this end, there are a range of key area and priority strategies, which provide more detail as to the national direction towards waste minimisation and avoidance.

The national waste strategic direction is formulated through agreement between Environment Ministers at regular meetings, typically every six months. At these meetings of Environment Ministers work through current issues within the waste industry, which provides detail on achieving the overall national waste policy.

At the most recent meeting held on 27 April 2018, the agreed statement from the Ministers provides an indication of current issues, which includes:

- On recycling waste, Ministers agreed to:
 - Reduce the amount of waste generated and make it easier for products to be recycled. Ministers endorsed a target of 100 percent of Australian packaging being recyclable, compostable or reusable by 2025 or earlier. Governments will work with the Australian Packaging Covenant Organisation (APCO), representing over 900 leading companies, to deliver this target. Ministers endorsed the development of targets for the use of recycled content in packaging, and this will be closely monitored;
 - Encourage waste reduction strategies through greater consumer awareness, education and with industry leadership;
 - Increase our recycling capacity. Ministers agreed to work together on expanding and developing our recycling industry to not only take the waste that would have gone to China, but also to grow our domestic capabilities;
 - Increase the demand for recycled products. Ministers agreed to advocate for increased use of recycled materials in the goods that government and industry buy, such as paper, road materials, and construction materials, and to collaborate on creating new markets for recycled materials;

- Explore opportunities to advance waste-to-energy and waste-to-biofuels projects, as part of a broader suite of industry growth initiatives, recognising the reduction, reuse and recycling of waste is a priority, consistent with the waste hierarchy. This will include support from the Clean Energy Finance Corporation and the Australian Renewable Energy Agency; and,
- Update the 2009 Waste Strategy by year end, which will include circular economy principles.
- On microbeads, Ministers were pleased to announce that a voluntary phase-out of microbeads, which Ministers initiated in 2016, is on track – with 94 per cent of cosmetic and personal care products now microbead-free. Ministers remain committed to eliminating the final six per cent and examining options to broaden the phase out to other products.
- On food waste, Ministers reaffirmed their commitment to halving Australia’s food waste by 2030. Ministers agreed to align their community education efforts to cut food waste and to encourage residual food waste to be composted.

The national strategic direction then provides guidance to the individual state governments in developing their own state waste strategic initiatives.

5. State Waste Strategy

5.1. Strategic Direction

Strategic direction in waste management at a State level is primarily determined by the Waste Authority, through the Minister for Environment. The Waste Authority was established under the *Waste Avoidance and Resource Recovery Act 2007* (WARR Act). It is an agent of the State and its role is to provide advice and recommendations in relation to waste matters in accordance with the WARR Act.

In March 2012, the Minister for Environment launched the WA Waste Strategy: *Creating the Right Environment*. This waste Strategy sets targets through to 2020. As part of continuous improvement, in January 2018, the Waste Authority commenced a major review of the WA Waste Strategy. This process involved substantial community and industry consultation, including public workshops, online surveys and opportunities to provide written submissions. The period for consultation ended on 1 March 2018.

The outcome of the Strategy review is yet to be released by the Minister; hence, the 2012 Waste Strategy remains the primary State strategic direction for waste management. On release of the review of the State Waste Strategy, should there be any substantial change in strategy, then this SWMP will need to be reviewed and potentially updated to reflect these strategic changes.

5.2. Creating the Right Environment

The 2012 WA Waste Strategy: *Creating the Right Environment* employs best practice and continuous improvement, along with target setting, as primary approaches to drive change. The Strategy builds on existing programs and initiatives such as the Regional Funding Program, Household Hazardous Waste Program, Data Program, Waste Awards, and grants programs as well as strategic partnerships, to achieve the desired outcomes.

The amount of waste being recovered in Western Australia has been increasing steadily for a number of years, and there is evidence that increases in the landfill levy have accelerated this trend. However, the State's performance when benchmarked against other mainland states is still poor and requires a significant boost if comparable outcomes are to be achieved. In order to achieve this, the key drivers that have shaped the strategies and targets in *Creating the Right Environment* include:

- Key Driver 1 - The need to lift the effectiveness of planning for long-term waste management at a State level.
- Key Driver 2 - Access to data and information to underpin the measurement of strategies and services.
- Key Driver 3 - Significant opportunities to improve performance on construction and demolition, and commercial and industrial waste recovery.
- Key Driver 4 - Consolidation and improvement in municipal waste collection and processing performance.
- Key Driver 5 - A desire to do better on packaging waste management, litter recovery and other problematic wastes.
- Key Driver 6 - Improved landfill practices and incentives to reduce waste to landfill.

Creating the Right Environment has five strategic objectives within which strategies have been developed to support a coordinated approach to changing the behaviour of individuals, groups and organisations:

- Strategy Objective 1 – Initiate and maintain long-term planning for waste and recycling processing, and enable access to suitably located land with buffers sufficient to cater for the State's waste management needs.
- Strategy Objective 2 - Enhance regulatory services to ensure consistent performance is achieved at landfills, transfer stations and processing facilities.
- Strategy Objective 3 - Develop best practice guidelines, measures and reporting frameworks and promote their adoption.
- Strategy Objective 4 - Use existing economic instruments to support the financial viability of actions that divert waste from landfill and recover it as a resource.
- Strategy Objective 5 - Communicate messages for behaviour change and promote its adoption, and acknowledge the success of individuals and organisations that act in accordance with the aims and principles in the Strategy and assist in its implementation.

Targets in the Strategy are based on ambitious but achievable improvements in current recovery rates. The targets are expressed as the proportion of waste recovered compared to that generated. Recovery targets for municipal solid waste in the Perth Metropolitan area are 50% by 30 June 2015 (up from 36% in 2009/10) and 65% by June 2020 and in major regional centres 30% by 30 June 2015 (up from 15% in 2009/10) and 50% by 30 June 2020. Statewide targets for the commercial and industrial sector are 55% by 30 June 2015 (up from 46% in 2009/10) and 70% by 30 June 2020. Construction and demolition waste State wide targets are 60% by 30 June 2015 (up from 29%) and 75% by 30 June 2020.

The implementation of the Strategy is supported by funding from the Waste Avoidance and Resource Recovery Account, and initiatives and actions funded under the Strategy are contained in the Waste Authority's annual Business Plan.

5.2.1. Impact on the Town of Victoria Park

The Waste Strategy is a State-wide strategy for improved waste management; hence, covers all regions within the State. As can be expected, the main concentration of focus is in those areas where the most waste is generated and consequently the implementation of the Strategy's initiatives will have the most impact. The focus areas are:

- The Perth Metropolitan Area;
- Major regional centres – Avon, Greater Bunbury, Albany, Geraldton, Kalgoorlie, Karratha, Peel and Busselton; and,
- All other areas within the State.

The ToVP falls within the Perth Metropolitan focus area. The consequence thereof is that there are specific *Municipal Solid Waste Sector Targets* for the Town. The Waste Authority Targets should be used as a guide to drive the Town to make reasonable changes and improvements to its current level of waste diversion and recycling. The targets are not mandatory or enforceable but are intended to be used as benchmarks against which Local Governments and the waste industry can measure their degree of success in achieving meaningful and sustainable waste management practises. The Waste Authority also has substantial funding available from the Metropolitan Landfill Levy to encourage Local Government (and industry) to strive towards achieving the State Waste Strategy Targets.

It is noted that the Strategy Targets refers to "*material presented for collection*" being that material that is to be accounted for when determining the Town's success against the set targets. This would certainly include all kerbside/vergeside collections (waste, recyclables, green waste, bulk waste etc.). It is unclear as to whether material presented at transfer stations, drop-off facilities, tip shops and landfills by local residents (self-haul) is included in the targeted quantities.

According to the written word, this material would appear to be outside the targeted materials, but logically, it should be presumed that this material is also considered for diversion from landfill. In future, if reporting against the Waste Strategy Targets (which may impact future funding opportunities), the Town should be mindful of this fact and separate the data into the “Targeted” material and “Other” material. The challenge in reporting success is in the accuracy of the data available.

Although the recycling targets are an important aspect of the overall Strategy, they are not the only aspect of the Strategy. As documented above, there are numerous Key Drivers and Strategic Objectives that set out a range of aspects of current waste management practice that the Waste Authority seeks to influence. Some of these Drivers and Objectives are relevant to the Town and need to be considered in the Town’s future planning:

- **Key Driver 1 - The need to lift the effectiveness of planning for long-term waste management at a State level.** State level planning is beyond the influence of the Town. However, the Town should be aware of its and the MRC’s current waste management facility capacities, including primarily landfill airspace, to develop an understanding of the medium and long-term requirements within the Town.
- **Key Driver 2 - Access to data and information to underpin the measurement of strategies and services.** In order to plan for the future, it is essential that the Town has an understanding of the quantity and type of waste and recycling material that is generated within the Town. There is a need to ensure that an efficient data collection system is available to gain a comprehensive understanding of the Town’s current waste management activities. This data collection will provide valuable information for future decision making as well as reporting against the Waste Strategy Targets. The vast majority of the municipal waste and recyclable material generated within the Town is managed either by the MRC or waste contractors and hence, there is accurate information on the bulk quantity of material being handled. In most instances, it is the breakdown (characterisation) of the material type and quantity that is needed for the Town to assess how best to improve its waste diversion from landfill. This is the ongoing challenge that needs to be addressed.
- **Key Driver 3 - Significant opportunities to improve performance on construction and demolition, and commercial and industrial waste recovery.** This Key Driver has no particular relevance to the Town at this stage of its waste management development, as the vast majority of these waste streams, although being generated within the Town, are managed by developers or waste management contractors and hence there is no reliance on the Town to deal with this type of waste stream. Possibly at some time in the future, when the Town is looking for continuous improvement projects, the Town may consider strategies to improve the management of construction & demolition (C&D) waste and commercial & industrial waste (C&I) generated within its Local Government area.

- **Key Driver 4 - Consolidation and improvement in municipal waste collection and processing performance.** There is an opportunity to improve on the existing waste and recycling collection systems currently in operation. This is achieved by a combination of community education to increase at-source waste sorting while reducing recyclable contamination, potentially modifying the collection services or drop-off opportunities within the Town and working with the MRC to improve or implement new waste processing activities, either in-house or under contract.
- **Key Driver 5 - A desire to do better on packaging waste management, litter recovery and other problematic wastes.** For the Town, this Driver is somewhat linked to Key Driver 4 above. This could include improved local drop-off facilities for items such as E-waste and hazardous household waste and increasing the range of materials that can be recycled from the verge side and hence diverted from landfill.
- **Key Driver 6 - Improved landfill practices and incentives to reduce waste to landfill.** This Driver is not directly relevant to the Town, as the Town does not operate a landfill facility. However, MRC does operate a large landfill facility on behalf of the ToVP; hence, the Town needs to be supportive of the ongoing best-practice operation of the Tamala Park landfill facility.
- **Strategy Objective 1 – Initiate and maintain long-term planning for waste and recycling processing and enable access to suitably located land with buffers sufficient to cater for the State’s waste management needs.** This Objective is not directly relevant to the Town, as the Town is unlikely to develop its own stand-alone waste and recycling processes; however, through its involvement in the MRC, this is an extremely relevant Objective. It is for the Town (and the other MRC participants) to ensure that the MRC maintains a long-term focus on waste management service provision.
- **Strategy Objective 2 - Enhance regulatory services to ensure consistent performance is achieved at landfills, transfer stations and processing facilities.** This Objective is not directly relevant to the Town, as the Town does not operate any licensed waste management facilities. This level of activity occurs through the MRC or via contract service provision.
- **Strategy Objective 3 - Develop best practice guidelines, measures and reporting frameworks and promote their adoption.** This is of limited impact to the Town and is likely to be an output from the Department of Water and Environmental Regulation (DWER) at some time in the future.
- **Strategy Objective 4 - Use existing economic instruments to support the financial viability of actions that divert waste from landfill and recover it as a resource.** This is as a direct reference to increasing the landfill levy to narrow the cost gap between recycling operations and landfill disposal costs, which has occurred rapidly over the past four years (250% increase). This large increase in landfill levy has added substantially to the Town’s cost of waste disposal, which on the other hand, has motivated the Town to seek alternative waste management solutions to reduce the quantity of waste material going to landfill, such as sorting of bulk verge waste before going to landfill.

- **Strategy Objective 5 - Communicate messages for behaviour change and promote its adoption, and acknowledge the success of individuals and organisations that act in accordance with the aims and principles in the Strategy and assist in its implementation.** This Objective is structured around community education and the influencing of behavioural change to achieve community buy-in to improved recycling activities. This is seen as an important aspect of any proposed improvements or changes within the Town's waste management activities. It is pointed out that community education is not a one-off activity; it is an ongoing requirement to ensure continued success of the recycling activities.

Overall, the WA Waste Strategy is likely to have the following impact on the Town:

- Put pressure on the Town and the MRC to achieve the stated targets by improving waste diversion activities;
- Require the Town and the MRC to have consistent and transparent data collection systems in order to measure success against the Targets;
- Require continuous improvement in current landfill operations to comply with best practice landfill management, which is an MRC function, supported by the ToVP;
- Make future waste management facility development more costly due to increased regulatory requirements, again, this is primarily an MRC function, supported by the ToVP; and,
- Opportunities to obtain funding to achieve the Objectives of the Strategy.

5.3. Waste Authority Business Plan 2017/18

Although the Waste Authority Business Plan is developed annually, this plan contains projections through to 2020/2021 financial year; consequently, this provides guidance to the Town on the Waste Authority's likely direction for the first three years of the duration of the Town's Strategic Waste Management Plan.

5.3.1. Strategic Objectives and Programs

This is the fifth Business Plan since the release of the State Waste Strategy (March 2012) and builds on the foundation of the earlier plans and includes actions relevant to the key strategic objectives identified in the Waste Strategy (above). In addition, the Business Plan identifies a number of programs which the Waste Authority has identified as new initiatives to be supported in the future. Some of these new initiatives are directly or indirectly relevant to the ToVP and its desire to improve waste management activities within its Local Government area. By considering and potentially actioning some of these Waste Authority initiatives, there will be State level technical support for the Town, as well as potentially some funding to assist in the investigation and roll-out of related activities.

The Waste Authority initiatives and the possible Town involvement include:

- **Food Waste** – Aimed at minimising food waste. Consideration of implementing a third bin (Better Bins program) for the separate collection and processing of green waste and also food waste.
- **Illegal Dumping** – Education campaign. Not a major issue for the Town from a waste quantity point of view, but costly from a dollar per tonne point of view. The collection activity being the major cost item. This aspect also includes littering, which generates relatively low quantities of waste, but involves extensive collection effort. Education, reporting and infringement consequences being part of the solution.
- **Statutory Review of the Waste Strategy** – A Waste Authority function, not a ToVP function.
- **Review of the Waste Wise Schools Program** - A Waste Authority function, not a ToVP function.
- **Provision of Data** - Collect and analyse data to allow assessment of progress against Waste Strategy Targets. The Town to develop a data collection system for year on year reporting that provides representative and comparable data sets for each year. Ideally this data system is consistent across all (or at least most) of the MRC participant member councils, which will allow for greater data analysis and consistency.
- **Drop Off and Vergeside Services** – Service and data collection improvement. Investigation of alternative verge site services, including the use of on-demand bulk bins. Also, in conjunction with the MRC, the improved processing of collected material prior to it ending up in landfill.
- **Recycled Product Policy** – Evaluate needs, opportunities and requirements. A Waste Authority function, not a ToVP function.
- **Governance Framework** – Clarify the Waste Authority's roles and responsibilities and undertake an assessment of the strategic risks. A Waste Authority function, not a ToVP function.
- **Better Bins** - Provide funding to Local Governments to implement better practice kerbside collection services to support higher recovery and the achievement of the State Government's 2020 municipal solid waste Targets. Investigation of alternative systems such as a third bin (organic bin) and the use of on-demand bulk bins. Also, in conjunction with the MRC, the improved processing of collected material prior to it ending up in landfill.
- **Hazardous Household Waste** – Funding for the collection, storage and disposal. Improved household hazardous waste management systems and partial funding thereof. The ToVP to consider improvements in the collection/drop-off of household hazardous waste.
- **Community and Industry Engagement Program** – Funding of community and industry projects. The ToVP to actively support community projects, with the community obtaining possible funding.

- **Recycled Construction Products Program** – Increase the use of recycled products. The ToVP to use recycled products in its day to day operations, primarily in construction works and landscaping programs.
- **Keep Australia Beautiful Council WA** – Funding of the WA branch. A Waste Authority function, not a ToVP function.
- **Waste Wise Schools** – Provision of resources and support. The ToVP to support community actions including local Waste Wise Schools programs.
- **Support the Producers of Recycled Construction and Demolition Products** – Funding to producers. A Waste Authority function, not a ToVP function.
- **Toolkit of Communication and Engagement Material** – A Waste Authority function, not a ToVP function.
- **Community Grants Scheme** – Financial assistance to community groups. The ToVP to provide active support to community groups, with the groups obtaining funding to undertake waste minimisation projects. Funding is more likely if there is active support from the Local Government.
- **Rebate to Charitable Recyclers** – Support funding to charitable organisations. A Waste Authority function, not a ToVP function.
- **Engagement in Action Programs** – Program promotion. Primarily a Waste Authority function, but could assist the ToVP in promoting particular activities or programs.
- **Waste Plans** – Funding for Local Governments to update and implement waste plans that are in line with the Waste Strategy. Opportunity for the ToVP to fund the ongoing review and implementation of its Strategic Waste Management Plan (this document).
- **Charitable Recycler Dumping Reduction Program** – Funding to support reduction in illegal dumping around charity bins. The ToVP to assist in the appropriate location of charitable bins and also the community education of the impact of illegal dumping.
- **Clean Communities** – Community group support to divert waste from landfill. The ToVP support of community group activities.
- **Review of Household Hazardous Waste** – A Waste Authority function, not a ToVP function.
- **Data Strategy** – A Waste Authority function, not a ToVP function.
- **Funding Principals** – A Waste Authority function, not a ToVP function.
- **Waste Management and Waste Infrastructure Planning** – Policy and advice to state government. A Waste Authority function, not a ToVP function.

Of the numerous Waste Authority initiatives set out in its Business Plan, there are many that are relevant to the ToVP and are consistent with the direction that the ToVP needs to progress in order to reduce the quantity of waste ending up in landfill. In addition, there are extensive opportunities for local community groups to access funding for the implementation of waste reduction programs. These become substantially more achievable if the community groups are actively supported by the ToVP.

5.4. Future Waste Authority Business Plans

Over the years, the Waste Authority Business Plans tend to follow similar patterns and typically follow the general guidance of the State Waste Strategy. Consequently, there is not usually a dramatic change in direction year-on-year, and as such, the guidance provided by the annual Business Plans should be relatively consistent throughout the duration of the ToVP's Strategic Waste Management Plan (2018 to 2023); however, this needs to be monitored on the release of each annual Business Plan.

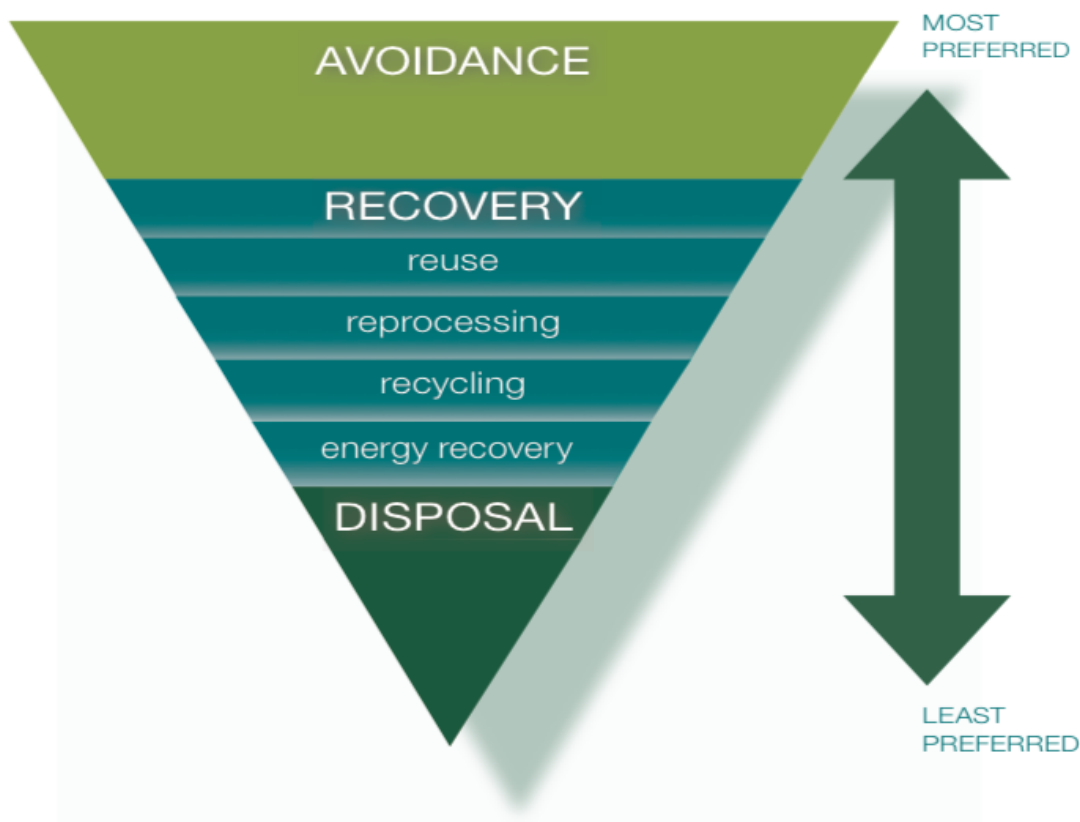
5.5. Waste Hierarchy

The waste hierarchy is a means of ranking waste management options in order of their general environmental desirability. The *Waste Avoidance and Resource Recovery Act 2007* (WARR Act) includes a recommended waste hierarchy as a decision-making tool in formulating sound waste management strategies.

No single waste management approach is suitable for managing all waste streams in all circumstances. In order to meet the Waste Authority's objectives and the associated State Waste Strategy, there is a need to use a number of approaches, processes and technologies along different points of the waste hierarchy.

Figure 5.5 – Waste Hierarchy sets out the WARR Act waste hierarchy in order of preference.

Figure 5.5 – Waste Hierarchy



The ToVP is to be mindful of the waste hierarchy when considering various waste management systems and potential outcomes thereof. The preference is for the avoidance of waste generation; however, this is heavily reliant on consumerism and individual choice, of which the ToVP has little influence, other than community education. Ultimately, the ToVP will have more direct influence over the waste management practises dealing with recovery and disposal, these being the least preferred solution.

6. Review of SWMP 2008-2013

6.1. Overview

Although the Town's SWMP has a stated duration of 2008 through to 2013, in the absence of a subsequent SMWP beyond 2013, this original plan is considered as being the Town's primary strategic plan guiding waste management activities through to June 2018. Consequently, the review of the Town's waste management activities will extend from 2008 through to mid-2018.

During the period of review, there has been substantial change in the Town's waste management activities and consequently a significant improvement in the diversion of waste from landfill; however, this has come at a substantial increase in waste management costs to the Town and its community.

6.1.1. Waste Management Changes

In July 2009 the MRC commenced the operation of the Neerabup Resource Recovery Facility, which enabled the MRC to process approximately 100,000 tonnes of green wheelie bin waste to produce an organic soil conditioner. This facility resulted in the diversion of approximately 50,000 tonnes of organic material that was previously disposed of to landfill. Through its involvement with the MRC, the ToVP shared in this waste diversion achievement.

Also, in 2009, the ToVP converted its kerbside recycling system from a crate-based system to a wheelie bin-based system. This resulted in a substantial increase in the quantity of recyclable material being collected and hence diverted from landfill.

The Town also entered a partnership with the City of South Perth to allow ToVP residents to drop and range of recyclable material (E-waste, cardboard, used motor oil, scrap metal, fluoro globes/tubes, batteries, mobile phones, ink cartridges and polystyrene) at the South Perth Recycling Centre at no charge.

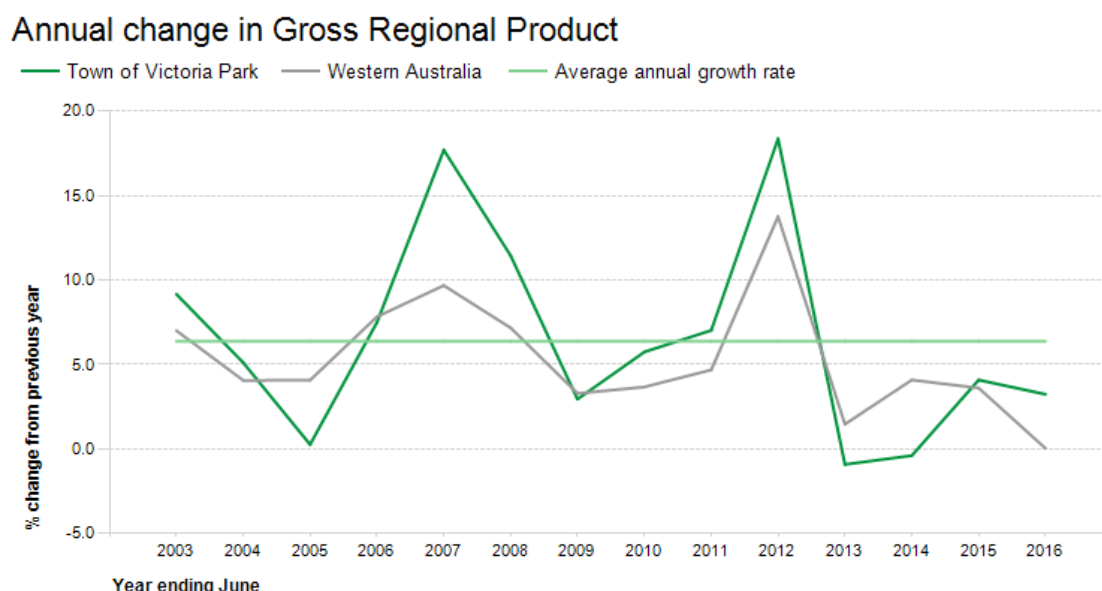
All of the above activities have resulted in increased waste diversion from landfill since the commencement of the 2008 SWMP.

6.1.2. Economic Activity

Economic activity is a substantial driver for the generation of waste material. The stronger the economy, the more waste that the community and industry produce and vice versa. In 2008, the impact of the Global Financial Crisis was really taking effect, with a substantial slowdown in the state and local economy. This effect lasted through to 2011, beyond that, there was a spike in the economy which lasted from 2011 through to 2012. From 2012, the economy again went through a dramatic downturn and has remained as such with only minimal improvement in recent times.

Figure 6.1 – Annual Change in Gross Regional Product provides a graph of the fluctuations in the state and the ToVP’s Gross Regional Product.

Figure 6.1 – Annual Change in Gross Regional Product



Source: National Institute of Economic and Industry Research (NIEIR) ©2016
Compiled and presented in economy.id by .id the population experts



* The Gross Regional Product of an area is the equivalent of Gross Domestic Product, but for a smaller area. It is the amount of the nation’s wealth which is generated by businesses, organisations and individuals working in the area. This dataset is derived from the National Economics microsimulation model, and is a broad indicator of the growth or decline of the local economy over time.

Consequently, there have been substantial economic drivers that have influenced the generation of waste in the Town, which have been beyond the influence of the ToVP. These fluctuations in the quantity of waste being generated impact on the waste collection data independently of any waste minimisation activity implemented by the Town.

6.1.3. Waste Management Costs

Since the commencement of the SWMP through to the present, the Town's waste management costs increased from approximately \$85/capita to the current \$140/capita. This represents a 65% increase in waste management costs over a ten-year period. The increase in costs are associated with the following activities and events:

- General cost increases over past ten years (CPI);
- Change from crate to wheelie bin recycling; however, the change, resulted in a substantial increase in the quantity of material being recycled;
- Commissioning of the MRC RRF resulted in an increase in waste handling costs, but did enable the recycling of organic waste from the green wheelie bins; and,
- Increase in the landfill levy from \$28/t of waste landfilled to \$70/t (250% increase).

Cost increases as a result of increased recycling activity is a natural consequence; however, the recent dramatic increase in the landfill levy to \$70/tonne has artificially increase the cost of landfilling and hence provided an incentive to the waste industry to improve recycling efforts, with the first \$70/t of recycling costs having no competitive impact, as this cost is currently being artificially incurred by all landfilled waste. Typically, a large scale, well managed, lined landfill costs in the order of \$45/t to \$55/t to operate. Consequently, stand-alone landfill charges for waste generated in the Metropolitan area, which includes the landfill levy are in the order of \$115/t to \$125/t, for larger committed volumes, discounts of up to \$10/t are potentially available. The location of the landfill is another influencing factor, with waste transfer and transport costs being incurred for the more distant facilities. As a rule of thumb, a Metropolitan general waste disposal rate is in the order of \$140/t to \$150/t, depending on committed volume. In addition to the waste disposal cost, there is also a need to consider the waste collection and transport cost to get the waste to the point of disposal. This cost being substantially influenced by the distance from the waste generator to the waste disposal location.

Any recycling option which had a cost equal to or less than the collection, transport and typical Metropolitan landfill disposal cost (combined landfill waste disposal cost) will be advantageous to the ToVP. Any recycling cost in excess of this combined landfill waste disposal cost effectively becomes a recycling subsidy paid by the community for the environmental and social benefit of recycling. The extent to which the community is prepared to subsidise the recycling effort is the balance that needs to be determined by the ToVP.

Although an overall waste management cost for the ToVP can relatively accurately be determined and hence, based on the overall percentage of recycling, an overall recycling cost determined, the actual cost of each individual recycling activity is less simple to determine. Ideally, the ToVP should know the cost of each recycling activity to be in a position to assess the true cost of each of these activities and be able to compare this to the landfill waste disposal option and hence determine the financial, social and environmental benefit of each activity. All recycling activities that are more cost effective than the combined landfill waste disposal cost are financially, socially and environmentally sustainable. In the situation where there is an additional cost being incurred by the recycling effort, this financial “subsidy” should be directed to those waste materials that generate the greatest landfill waste volume reduction and/or the removal of the most harmful materials from the landfill waste stream.

6.2. Waste Quantities

The SWMP 2008-2013 contains data sets for the estimated waste and recyclable quantities as at 30 June 2007. These have been compared to the most recent data sets as at 30 June 2017 in order to assess the degree of success in waste diversion from landfill.

Table 6.1 – Waste Quantity Comparison provides the comparison between the quantity of waste in 2007 and 2017.

Table 6.1 – Waste Quantity Comparison

Total Residential Waste Generation				
Period Ending	30/06/07		30/06/17	
	Recycled	Landfilled	Recycled	Landfilled
Household Waste (green wheelie bin)	0t	10,176t	*3,395t	8,687t
Household Recyclables (yellow wheelie bin)	2,353t	214t	2,802t	249t
Vergeside Greenwaste	1,107t	0t	920t	0t
Vergeside Bulk Waste	0t	907t	499t	582t
Non-green wheelie bin waste to Tamala Park	0t	0t	0t	246t
Hazardous Household Waste Drop-off	0t	0t	2t	0t
Self-Haul to Drop-off Stations	unknown	unknown	unknown	unknown
Sub-Total	3,460t	11,297t	7,618t	9,764t
Total Generation	14,757t		17,382t	
Percentage Recycled	23.4%		43.8%	

* The percentage of recycling of green wheelie bin waste is the overall MRC recycling percentage of green wheelie bin waste received from all of its member councils, which is a combination of processing approximately 100,000 t/yr at the RRF and the remainder being landfilled and not the specific recycling percentage of the ToVP wheelie bin waste. For the 2016/2017 financial year, this was 28.1%.

6.3. Activities and Achievements

The Town's SWMP identified 61 Actions to be progressed during the five-year validity period of the SWMP. The majority of these Actions were heavily reliant on the MRC, State Government and to a lesser degree industry; hence, beyond the direct control of the ToVP.

A large portion of the proposed Actions related to lobbying and promotion of ideas for improved waste management generally and not specifically relating to the ToVP. Typically, with the ToVP being a relatively small Local Government, there was to be heavy reliance on support from other Local Governments in order to gain critical mass to achieve meaningful change in the waste management industry.

One area where the ToVP is able to influence a third party into achieving meaningful gain is working with the local community groups to encourage and assist the community to implement programs of local interest.

Appendix No. 1 – 2008 - 2013 SWMP Actions provides a list of Actions and associated commentary as to the level of achievement during the validity period of the 2008 – 2013 SWMP.

In summary, the following are the major successes that were achieved since the commencement of the SWMP:

- MRC commissioning of the Neerabup Resource Recovery Facility, which enabled a substantial quantity of the ToVP organic waste to be processed and hence diverted from landfill;
- Conversion from a crate-based kerbside recycling system to a wheelie bin-based system, which simplified the handling of recycling for residents, increased the range of materials that was able to be recycled and also dramatically increased the quantity of material recycled. Being a more efficient collection system, the cost per tonne of recycling also decreased;
- Partnership with the CoSouth Perth to enable ToVP residents to drop off a range of recyclable materials for free;
- Continued active involvement with the MRC in assessing large scale waste diversion options, including waste to energy, bulk waste recycling and greenwaste processing; and,
- Improved community group engagement to encourage community participation in waste management activities and to promote further community involvement in town life.

6.4. Commentary on Achievements

The ToVP has achieved substantial gains in the quantity of waste material being recycled in comparison to its 2008 level of recycling. This has predominantly been in kerbside recycling and the processing of organic material from the green wheelie bins.

The original SWMP contained a large number of actions that related to lobbying of State and Federal Government to achieve improved recycling or waste avoidance outcomes. These actions, although warranted, are heavily dependent on the enthusiasm of the higher order organisations and hence, the ToVP has limited ability to apply any real and meaningful pressure on these organisations; consequently, it is not possible to judge the level of success that the ToVP has had in these pursuits.

Where the ToVP has been successful with third-party involvement has been in its dealings with the local community groups, which in recent times has included the Evolve process of community workshops, surveys and activities to assist in the development of the Town's Strategic Community Plan. There is a strong link and respect between the ToVP and numerous community groups, including Victoria Park Collective and Enkel. This involvement goes beyond simply waste management, but also extends into all of life aspects within the town.

Going forward, there is an opportunity to achieve real improvements in the recycling of bulk waste, as there are existing commercial systems in place to undertake this activity. Beyond that, typically the large successes have been achieved and any further improvements in waste diversion will be more gradual and likely take greater effort and expense. Effectively, the "low hanging fruit" has been picked.

7. Waste and Recycling Quantities

The ToVP obtains its waste data from a range of sources, primarily from the MRC and its waste and recycling collection contractors. This data is accumulated and is provided to the Department of Water and Environmental Regulation (DWER) as part of the annual Local Government Waste and Recycling Census.

Table 7.1 – Waste and Recycling Quantities provides a summary of the available data from the Towns 2016/2017 Waste Census and the MRC 2016/2017 Annual Report.

Table 7.1 – Waste and Recycling Quantities.

Total Residential Waste Generation		
Period Ending	30/06/17	
	Recycled	Landfilled
Household Waste (green wheelie bin)	*3,395t	8,687t
Household Recyclables (yellow wheelie bin)	2,802t	249t
Vergeside Greenwaste	920t	0t
Vergeside Bulk Waste	499t	582t
Non-green wheelie bin waste to Tamala Park	0t	246t
Hazardous Household Waste Drop-off	2t	0t
Self-Haul to Drop-off Stations	unknown	unknown
Sub-Total	7,618t	9,764t
Total Generation	17,382t	
Percentage Recycled	43.8%	

* The percentage of recycling of green wheelie bin waste is the overall MRC recycling percentage of green wheelie bin waste received from all of its member councils, which is a combination of processing approximately 100,000 t/yr at the RRF and the remainder being landfilled and not the specific recycling percentage of the ToVP wheelie bin waste. For the 2016/2017 financial year, this was 28.1%.

With the MRC receiving more green wheelie bin waste than can be processed at the RRF, there is a component of this waste stream that is recycled and a component that is sent directly to landfill. As instructed by the MRC, some of the member councils send some of their waste to the RRF and others send all of their waste to the Tamala Park landfill. Consequently, when reporting the percentage of green wheelie bin waste that is recycled, it is only reasonable and equitable that all member councils should report the MRC recycling percentage for this waste stream and not the actual recycling percentage that the individual member councils achieve, as some member councils will have the benefit of a high recycling percentage, while others will have zero.

For the 2016/2017 financial year, the MRC received 196,767 tonnes of Processable Waste (green wheelie bin waste) and the RRF diverted 55,329 tonnes of this from landfill, which resulted in a recycling percentage of 28.1% (*MRC Annual Report 2017*). As an individual member council, the ToVP generated 12,082 tonnes of green wheelie bin waste, 5,578 tonnes of which was sent to the RRF, with 2,900 tonnes being recycled. This represents an individual recycling rate of 24%. Since early 2017, the ToVP waste collection contractor has been sending all green wheelie bin waste to the RRF; hence, in subsequent years, the percentage of waste being delivered to the RRF will increase substantially in comparison to the ToVP landfilled waste. This will have a proportional increase to the Town's individual recycling rate, which is a somewhat irrelevant statistic, but not change the MRC overall recycling rate through the RRF.

8. Waste Characterisation

In late 2017 and early 2018, the MRC undertook a waste characterisation study of the content of the green wheelie bin waste across the region. This study concentrated on the content of the green bin in an attempt to identify the breakdown of the general waste so that future recycling activities could be focused on identified recyclable components within the general waste stream.

Table 8.1 – Waste Characterisation Audit – Winter provides a summary of the waste audit carried out by the MRC in October 2017.

Table 8.1 – Waste Characterisation Audit – Winter

Mindarie MSW Audit Analysis				
	Town of Victoria Park		Total All MRC Councils	
Summary	Weight	%	Weight	%
Total Recyclables	1,207.8 kg	26.3%	18,318.3 kg	29.4%
Total Non-Recyclables	3,382.5 kg	73.7%	44,031.9 kg	70.6%
Total	4,590.4 kg	100%	62,350.3 kg	100%

Source: MRC Waste Audit Report 2018 – 19 July 2018 – Southern Metropolitan Regional Council

Table 8.2 – Waste Characterisation Audit - Summer provides a summary of the waste audit carried out by the MRC in February 2018.

Table 8.2 – Waste Characterisation Audit - Summer

Mindarie MSW Audit Analysis				
	Town of Victoria Park		Total All MRC Councils	
Summary	Weight	%	Weight	%
Total Recyclables	1,229.1 kg	30.1%	17,534.6 kg	30.3 %
Total Non-Recyclables	2,850.4 kg	69.9%	40,350.2 kg	69.7 %
Total	4,079.5 kg	100%	57,884.8 kg	100%

Source: MRC Waste Audit Report 2018 – 19 July 2018 – Southern Metropolitan Regional Council

The key findings of the MRC audit concluded that, at a regional level, “*waste sample material was composed of 29.8% recyclables, 49.2% Organic in nature (Food and Green Waste, Wood, Straw and Other Putrescible) and the remaining 21% of Pathogenic Infectious 5.52%, Earth 8.89%, Miscellaneous 0.92%, Hazardous 0.92%, Textiles 3.68%, Other 0.98%, and Medical 0.1%*”. The ToVP waste material is of similar characteristics.

Refer to the MRC Waste Audit Report for more detail on the breakdown of the waste characterisation audit results.

As can be seen, there is minimal difference between the Town’s winter and the summer audits. From a review of the detailed reports, the main difference being the quantity of inert material (Dust ‘n’ Dirt ‘n’ Rock ‘n’ Inert) being received. At a regional level, there was typically 30% recyclable materials and 70% non-recyclable materials in the green wheelie bin waste. This is consistent with the ToVP summer audit results. The ToVP winter audit recording a 26%/74% split, this mainly being attributed to the higher quantity of inert material being recorded. With inert material having a relatively high density, a small quantity of this material type can have a disproportionately large impact the audit results.

The MRC waste audit report defines organic material as non-recyclable, which is not technically correct as the MRC currently recycles a large portion of the region’s organic material through the Neerabup RRF. In addition, a number of the MRC member councils have implemented an organics bin collection system, which further improves the recycling of organic material from the general waste stream.

The waste audit results indicate that the ToVP has approximately 50% organic material within the general waste. Defining this as a recyclable material results in there being approximately 80% recyclable material in the Town’s green wheelie bins and 20% non-recyclable material. Industry standards for non-recyclable material presented in the yellow wheelie bins is in the order of 15% to 20%, which is relatively similar to the ratio on the green wheelie bins. It is pointed out that some of the non-recyclable material in the yellow wheelie bins would be deemed recyclable if presented in the green wheelie bins (organic material). Based on the MRC audit information, the Waste Authority Target of 65% recycling of municipal solid waste in the Perth Metropolitan area is an achievable outcome; however, at what cost to the community.

Table 8.3 – Typical Waste Characterisation Breakdown provides a high-level summary of the MRC waste characterisation audit.

Table 8.3 – Typical Waste Characterisation Breakdown

Item Description	Percentage
Recyclable Material	30%
Organic Material	50%
Other Material	20%
Total	100%

9. Available Waste Management Infrastructure

The following is a list of available waste management infrastructure to the ToVP and its residents.

Table 9.1 – Waste Management Infrastructure

Name/Location	Ownership/Control	Current Status/Comment
Class II Landfills		
Tamala Park	MRC	Operational. Approximately 5 years of remaining life
Numerous	Local Government and commercial	Available should Tamala Park no longer be available to the MRC or ToVP.
Waste Transfer Stations		
Tamala Park	MRC	Operational, 84 km round trip for residents.
Recycling Centre of Balcatta	City of Stirling (MRC member council)	Operational, 38 km round trip for residents.
South Perth Recycling Centre	City of South Perth (partnership with ToVP)	Operational, close proximity.
Recycling/Hazardous Household Waste Drop-Off Facilities		
Tamala Park – Recycling and HHW	MRC	Operational, 84 km round trip for residents.
Recycling Centre of Balcatta – Recycling and HHW	City of Stirling (MRC member council)	Operational, 38 km round trip for residents.
South Perth Recycling Centre – Recycling (limited range)	City of South Perth (partnership with ToVP)	Operational, close proximity.
ToVP Administration Office – HHW (limited range)	Town of Victoria Park	Operational. Available any day during office hours.
ToVP Works Depot. Welshpool - HHW	Town of Victoria Park	2 Drop-offs per year.
Materials Recycling/Processing Facilities		
Neerabup – Green Wheelie Bin Organics Processing	MRC	Operational. 11 contract years remaining + options beyond.
Numerous – Recycling Sorting	Commercial	Associated with commercial recycling collection contractors.
Reuse Facility/Tip Shop		
Tamala Park	MRC	Operational, 84 km round trip for residents.
Recycling Centre of Balcatta	City of Stirling (MRC member council)	Operational, 38 km round trip for residents.

10. Available Waste Management Services

The following is a list of available waste management services provided by the ToVP:

- Kerbside Waste Collection, including wet cell batteries and used motor oil - Weekly;
- Kerbside Recycling Collection - Fortnightly;
- Vergeside Bulk Waste Collection – Twice per year;
- Vergeside Greenwaste Collection – Four times per year;
- Hazardous Household Waste drop-off – Twice per year; and,
- Dry cell battery and fluorescent globe drop-off – Permanent opportunity.

In addition to the above, there are a range of charitable organisations that will collect or receive reusable materials.

The ToVP residential community and to a lesser degree the commercial properties have a comprehensive level of waste management services available to them. The range of services provide ample opportunity to reuse and recycle a substantial portion of the waste material being generated within the Town. The degree of participation in the available reuse and recycling services is a function of individual motivation and simplicity of service provided.

Of all waste material generated by the residential community, building material, including sand is the one waste type that is not services by the ToVP. Residents are expected to drop off this material at the appropriate facility. It can be anticipated that small quantity of building material ends up in the general waste bin; however, larger quantities of this material would be dropped off by the waste generator.

The vast majority of these services are contracted out to commercial waste management contractors. There is no strategic waste management benefit or dis-benefit to operating services in-house or contracting them out. The main considerations are cost and efficiency. So long as the service mechanism delivers the least cost and most effective (compliant/satisfactory) solution, then this is the best service mechanism to be adopted.

Prior to the tendering out of future waste management services, the ToVP should review the service and consider strategic changes to the service to better suit the Town's needs and strategic direction. Consideration should be given to combining services to potentially achieve more competitive pricing or opening the service to a wider range of service providers. Combining services could also extend to joint tendering with neighbouring Local Governments, be they members of the MRC or not.

11. Available Recyclable Material Solutions

Table 11.1 – Recyclable Material Solutions provides a list of typical recyclable materials and the existing services through which they can be managed.

Table 11.1 – Recyclable Material Solutions

Material	Kerbside Waste	Kerbside Recycling	Vergeside Bulk Waste	Vergeside Greenwaste	*Recycling Drop-off	HHW Drop-off	**Waste Transfer Station
Aerosol cans	x	✓	x	x	✓	x	x
Aluminium - cans	x	✓	x	x	✓	x	x
Aluminium – toasters and kettles	x	✓	x	x	✓	x	x
Aluminium - foil	x	✓	x	x	✓	x	x
Cardboard	✓	✓	x	x	✓	x	x
Cartridges, printer & photocopier	x	x	x	x	✓	x	x
Ceramic – pieces (not terracotta)	x	✓	x	x	x	x	x
E-waste	x	x	x	x	✓	✓	x
EPIRB's (emergency position beacons)	x	x	x	x	✓	✓	x
Fire alarms	x	x	x	x	✓	✓	x
Fire extinguishers	x	x	x	x	✓	✓	x
Flares	x	x	x	x	✓	✓	x
Gas bottles	x	x	x	x	✓	✓	x
Glass - containers	x	✓	x	x	✓	x	x
Glass - plate, pieces	x	✓	x	x	✓	x	x
Greenwaste	✓	x	x	✓	✓	x	x
Hazardous Household Waste							
Acids	x	x	x	x	✓	✓	x
Alkalis	x	x	x	x	✓	✓	x
Batteries, dry cell	x	x	x	x	✓	✓	x
Batteries, wet cell	✓	x	x	x	✓	✓	x
Flammable liquids	x	x	x	x	✓	✓	x
Herbicides	x	x	x	x	✓	✓	x
Light globes, fluorescent	x	x	x	x	✓	✓	x
Paint	x	x	x	x	✓	✓	x
Pesticides	x	x	x	x	✓	✓	x
Solvents	x	x	x	x	✓	✓	x
Liquid paperboard	✓	✓	x	x	✓	x	x
Mattresses (separated for disposal)	x	x	✓	x	x	x	x

Material	Kerbside Waste	Kerbside Recycling	Vergeside Bulk Waste	Vergeside Greenwaste	*Recycling Drop-off	HHW Drop-off	**Waste Transfer Station
Medicine - expired, excess	x	x	x	x	x	✓	x
Metal - cans	x	✓	x	x	✓	x	x
Metal – pots & pans	x	✓	x	x	✓	x	x
Metal – cutlery	x	x	x	x	✓	x	x
Metal – scrap	x	x	✓	x	✓	x	x
Metal – white goods	x	x	✓	x	✓	x	x
Mobile phones & accessories	x	x	x	x	✓	x	x
Oil - used engine	✓	x	x	x	✓	✓	x
Organics	✓	x	x	x	x	x	x
Paper - books and magazines	✓	✓	x	x	✓	x	x
Paper - clean	✓	✓	x	x	✓	x	x
Paper - newspaper	✓	✓	x	x	✓	x	x
Plastic – drink, ice cream, butter containers	x	✓	x	x	✓	x	x
Plastic - plant pots	x	x	x	x	✓	x	x
Plastic - mixed	x	x	x	x	✓	x	x
Plastic - wrapping	x	x	x	x	✓	x	x
Polystyrene foam	x	x	x	x	✓	x	x
Sanitary products, nappies & doggie bags	✓	x	x	x	x	x	x
Tyres - used vehicle	x	x	x	x	✓	x	x

* The larger the recycling centre, the larger the range of materials accepted. Tamala Park and Recycling Centre of Balcatta take the largest range of materials.

** Tamala Park waste transfer station receives a range of recyclable materials, but at a fee. The same materials can be disposed of at no charge at the recycling centre.

✓ Recyclable option – preferred solution

✓ Lower order recyclable option – not the preferred solution

x Not recyclable

The above list represents a broad range of “recyclable” materials that are currently being generated within the Town. Some of these materials are not recycled, such as fire alarms and flares, but are disposed of safely as opposed to being sent directly to landfill. Asbestos is accepted at the ToVP HHW drop-off facility; however, this material ultimately ends up in landfill; hence, not considered as being recycled, but is handled in a safe manner and encourages the community to remove asbestos materials from the general waste stream.

The greater the range of items that can be recycled, the greater that quantity of waste that can be diverted from landfill. The ToVP is to concentrate on increasing the range of materials that can be recycled, as well as increasing the participation rate within existing systems to maximise the quantity of material being diverted from landfill. The starting point should be those materials that are likely to cause environmental harm if disposed of to landfill and larger quantity materials within the general waste stream such as carpets and textiles.

12. Waste Management Considerations

There are a number of considerations within the waste management industry that have the potential to impact on the ToVP's progression towards improved waste diversion from landfill. Some of these are directly within the Town's control, while others are highly dependent on higher order authorities or other Local Government participation.

12.1. Mindarie Regional Council

The MRC is a regional council that was set up primarily as a waste management organisation and has the following member councils:

- Town of Victoria Park;
- City of Perth;
- City of Vincent;
- Town of Cambridge;
- City of Stirling;
- City of Joondalup; and,
- City of Wanneroo.

The ToVP has a 1/12th ownership and voting right within the MRC; consequently, it is highly dependent on the other member councils in order to influence change within the organisation; however, has the ability to participate in large scale waste management activities, albeit as a minor partner.

The MRC provides the ToVP with substantial critical mass for the progression of major waste management initiatives that would normally be well beyond the ability of the Town to undertake in its own rights. These include:

- The Tamala Park landfill;
- The Neerabup Resource Recovery Facility (RRF);
- Joint waste characterisation audits;
- Joint tendering for greenwaste collection and processing services;
- Participation in the recent waste to energy tender process with the Eastern Metropolitan Regional Council;
- Access to substantial funding from the Waste Authority as a result of the large Metropolitan population represented by the MRC;

- Considering of:
 - The development of a future landfill facility beyond the life of Tamala Park;
 - Bulk waste sorting facility;
 - Materials Recovery Facility (sorting of yellow bin recyclable materials); and,
 - Joint tendering of kerbside recycling collection services.

The MRC has traditionally managed the waste disposal activities for its member councils, with the individual member councils typically managing their own recycling activities. With the development of the Neerabup RRF in 2009, the MRC became directly involved in the processing of organic waste on behalf of its member councils. Since then, the MRC has continued to look into and offer its member councils a range of waste management recycling activities as an alternative to landfill disposal. Ultimately the implementation of these opportunities needs substantial support from all of the member councils in order to progress to the development stage. The larger the proposed development, the greater the costs involved and hence, understandably, the more conservative the approach by the member councils; consequently, there has been minimal progression of largescale activities within the MRC in recent times.

The development of the Neerabup RRF resulted in the cost of waste processing/disposal increasing substantially and in conjunction with the recent increases in the landfill levy, the cost of waste management to the MRC member councils has become a major component of the member council annual budgets in comparison to what it was historically. Consequently, there is intense focus within the member councils on any waste management cost increases that may be proposed. In addition, the member councils look at ways of minimising their individual waste management budgets, which in some circumstances, may be detrimental to the other MRC member councils. This individual inward-looking is potential destructive to the group cooperation model of regional councils.

Ultimately, the MRC has been a substantial contributor to the ToVP recycling effort and has the potential to continue to be, provided that the member councils can agree to the progression of other major non-landfill initiatives. Unfortunately, this has been a slow process and, in all likelihood, will continue to be. It is for the ToVP to actively participate in MRC projects; however, also maintain an individual approach to smaller-scale recycling projects and initiatives which are manageable for a relatively small Local Government.

The MRC was initially set up to provide a landfill waste disposal solution for its member councils. In the 1990's, Local Government was the only provider of landfill services and hence the need for the establishment of the MRC. Since then, the landfill industry has changed dramatically, with numerous commercial landfill options being readily available to Local Government; consequently, there is no essential need for Local Government to own and operate its own landfill facilities. Competition in the industry means that a relatively small Local Government such as the ToVP has a reasonable negotiating power to obtain a competitive landfill disposal rate. Hence, in comparison to the 1990's, there is now less need for a purely landfill disposal regional council. If the MRC does not continue to progress with large-scale recycling developments/opportunities on behalf of its member councils, in all likelihood, its usefulness to its member councils will decline to a point where it is no longer needed.

From the ToVP point of view, its future involvement in the MRC is primarily as a conduit into large-scale recycling projects, ideally at a competitive cost. Without these projects, and there being readily available alternative landfill disposal options, there is little benefit to the ToVP residents in remaining within the regional council structure.

The critical turning point for the MRC and hence the ToVP will be when the Tamala Park landfill reaches its maximum capacity, which is forecast for 2025 (*MRC website*). At this point, the MRC will need to have sourced an alternative landfill disposal option for its member councils. Based on the difficulty of developing a new landfill and the fact that there are numerous alternative waste disposal options available within the Perth Metropolitan area (landfills and waste transfer stations), it is likely that the MRC may opt to simply contract out its landfill disposal requirements, especially as its member councils are actively striving to reduce their quantity of waste going to landfill; hence, the need for landfill should theoretically reduce over time.

There are currently numerous landfills and waste transfer stations in the Metropolitan area that have a waste disposal fee in the order of \$140 to \$150/t (excluding GST). The current MRC member council disposal rate is \$205/t; however, this is a blended rate that covers that additional cost of processing waste at the Neerabup RRF, other MRC waste management activities and its corporate structure.

In July 2029, the Neerabup RRF contract comes to an end, which will then be a further milestone for the MRC. With it taking many years to develop large scale recycling options, the MRC would need to commence planning for future solutions well before this contract termination date. It is during this period that the member councils have the option to reconsider the future of the MRC.

With the MRC member councils looking internally to generate savings in waste management costs, it is possible that in the near future, the member councils, predominantly the larger ones, will be questioning the overall benefit of their involvement in the MRC.

Should the future of the MRC be questioned and subsequently ceases to exist, the impact on the ToVP would be highly dependent on the timing of when the MRC involvement ended. There are a number of scenarios that could be involved, which would result in significantly different consequences to the ToVP.

Scenario 1 – Immediate MRC Closure

The impact to the ToVP will include:

- Wrapping up the MRC structure and staffing commitments – a financial cost to the ToVP;
- Paying out the remaining contract commitments at the Neerabup RRF (11 years remaining) – an extremely large financial cost to the ToVP;
- Sale of the Neerabup RRF property – a reasonable financial gain for the ToVP;
- Shutting down the Tamala Park recycling centre – nil impact to the ToVP, as this facility is too far away for its residents to regularly use;
- Sale of the remaining landfill asset value in the Tamala Park landfill - a possible financial gain for the ToVP, dependent on the facility environmental liabilities verses remaining available landfill airspace;
- Sale of remaining land holding at Tamala Park – limited to no value to the ToVP as the majority of the property is classified as BushForever and the minimum 30-year landfill closure period;
- The ToVP waste that is currently going to the Neerabup RRF would then go to landfill:
 - Decreased disposal cost in comparison to the MRC gate fee (\$140/t to \$150/t vs \$205/t;
 - Decrease in ToVP transport cost, depending on the location of the alternative disposal location;
 - Decrease in the ToVP recycling percentage – going backwards with regards to attaining the desired outcomes within the State Waste Strategy;
- ToVP to arrange an alternative waste disposal option – numerous available within the Metropolitan area, at a decreased disposal rate and potentially at a decreased transport cost, depending on the location of the alternative disposal location;
- ToVP to pursue alternative waste recycling options as an individual Local Government; hence, minimal opportunity for large-scale solutions;
- The ToVP will be locked into the higher waste management costs within the MRC for the shortest period (in comparison to the other scenarios);
- The ToVP no longer reliant on the MRC decision making structure in order to progress waste disposal and recycling options; and,
- Going forward, once the net cost/gain of the above items have been resolved, it is likely that the ToVP will be able to reduce its waste management cost, but this is likely to come at the expense of a decreased recycling rate. To achieve a similar recycling rate to what is currently being achieved would likely cost more. The degree of cost increase will be proportional to the degree of improved recycling effort.

There are many financial implications to the ToVP of the closure of the MRC. At a higher level of consideration, it is likely that there will be a net cost to the ToVP, predominantly to do with the Neerabup RRF premature closure (potentially a multi-million-dollar cost to the ToVP). The ToVP would need to undertake a detailed assessment of the financial cost/gain of each of the above items in order to determine the net financial outcome of the immediate closure of the MRC.

In considering the “triple bottom line” impact of the closure of the MRC, there are also the environmental and social consequences to be considered. Environmentally, there would be a reduction in the quantity of waste being recycled and more organic material going to landfill, which would be a reduced environmental outcome. Socially, there would be a portion of the community that would be disappointed at the reduction in recycling being achieved by the ToVP; however, there is likely to be a far greater portion of the population that would welcome a saving in waste management costs if this were the eventual outcome. If there was a decrease in recycling and an increase in waste management costs, then there would be a distinct lack of community support for this scenario.

Ultimately, it is unlikely that the MRC would cease if the outcome to its member councils was a decrease in recycling and an increase in future waste management costs. Consequently, it can be presumed that this scenario would only occur if there was to be a reasonable, eventual financial gain for the MRC member councils.

Scenario 2 – MRC Closure in 2025 – Post Tamala Park Landfill

For this scenario, the majority of the Scenario 1 consequences will remain; however, there will be some changes to a few of the above implications:

- The ToVP will have the benefit of advanced warning of the MRC imminent closure and hence more time to plan for the impacts thereof;
- There will be no remaining asset value in the Tamala Park landfill; hence, reduced potential financial gain;
- There will be a lower contract buy-out cost at the Neerabup RRF;
- The ToVP will be locked into the higher waste management costs within the MRC for a longer period; and,
- The ToVP will retain the benefit of a higher recycling rate for a longer period.

With more time to plan for the future it is likely that the transition from a MRC structure to an individual Local Government structure will be smoother. The net financial impact on the Town would be a function of the change in values of the Tamala Park landfill asset and the reduced buy-out costs of the RRF, as well as the extended period of higher waste management costs associated with the MRC.

Scenario 3 – MRC Closure in 2029 – Post Neerabup RRF

For this scenario, the majority of the Scenario 1 and 2 consequences will remain; however, there will be some changes to a few of the above implications:

- There will be no contract buy-out cost at the Neerabup RRF;
- The ToVP will be locked into the higher waste management costs within the MRC for a longer period;
- The ToVP will retain the benefit of a higher recycling rate for a longer period;
- The post-Tamala Park waste disposal solution would have been operating for a number of years; hence, the cost thereof would be known; and,
- There may be other recycling options developed by the waste industry, into which the ToVP could supply its waste and recyclable materials.

Ultimately, the vast majority of the MRC member councils' consideration will be based around the financial implication associated with the involvement in the MRC versus operating as an individual Local Government. This consideration will be on an individual member council basis. It can be presumed that if the splitting of the MRC is beneficial to one of the larger member councils, then it should be beneficial to all of the larger member councils. With the ToVP being a minor shareholder in the MRC, it will have limited ability to influence the outcome of the MRC future and will typically have to follow the lead of the larger member councils.

12.2. Landfill Levy

The Perth Metropolitan landfill levy is charged on all waste generated or landfilled in the Metropolitan area. Currently the levy is \$70/t. The Waste Authority is currently reviewing the levy structure and is in the process of providing the Minister for Environment with recommendations for the future application and increase of the landfill levy. At this stage, there is no information available on the future increases in the Landfill Levy.

Based on past experience and information from the Eastern States, it is likely that the levy will increase in the future, ideally in relatively small increments so that the waste industry can more easily accommodate the increases, as opposed to one large stepped increase as has previously occurred. With the long-term Consumer Price Index running at typically 2% to 3% per year, this represents a \$1.40 to \$2.10 increase on a \$70 levy. Hence, it is likely that the minimum annual levy increase will be in the order of \$5/t; however, it could be that the Minister imposes a greater levy increase to generate more State Government revenue (the State receives 75% of the levy as consolidated revenue) and also to encourage greater recycling by artificially increasing landfill disposal costs.

For future planning, the ToVP should work on a long-term annual landfill levy increase in the range of \$5/ to \$10/t. This should give a reasonable upper and lower range within which financial modelling can occur.

12.3. Organics Bin Kerbside Collection

In the past few years, there has been substantial promotion and encouragement by the Waste Authority for Local Governments to implement a “third bin” system to collect kerbside organic materials (*Better Bin – Kerbside Collection Guideline – Waste Authority September 2016*). The intent being that this is an easy and efficient mechanism of diverting organic material away from landfill. The system can cater for both greenwaste and food waste. The collected material is diverted to an organics processing facility where a quality compost product can be produced. For Local Governments where the material collected in the green wheelie bin is disposed of directly to landfill, this third bin system is a justifiable, financially, social and environmentally sustainable option that should be seriously considered.

For the members of the MRC, they are all committed to the Neerabup RRF until July 2029 (service contract expiry). The RRF processes the organic content in the green wheelie bins and hence, should the MRC member councils opt to go down the route of a third bin, this would reduce the quantity of organic waste being delivered to the RRF and hence, reduce the facility’s efficiency in waste diversion.

The facility is designed to receive 100,000 tonnes of waste per year and currently operates at a waste diversion of marginally over 50% (*MRC Annual Report 2017*). That is 50% of what is delivered to the facility is recycled and 50% ends up as residual waste disposed of to landfill. Should the quantity of organic waste decrease, then there will be a reciprocal increase in the quantity of residue going to landfill. The consequence of this is that the facility’s waste diversion efficiency decreases proportionally, the cost of operation goes up proportionally (due to the increased cost of residue disposal to landfill), the cost per tonne of recycling goes up substantially and the facility benefit to the member councils declines. Consequently, at a regional level, because of the MRC commitment to the RRF process, a third bin collection system is not beneficial in a holistic approach.

With the RRF only receiving approximately 100,000 tonnes per year and the MRC receiving approximately 200,000 tonnes of green wheelie bin waste per year (203,446t in 2016/17 - *MRC Annual Report 2017*), not all green wheelie bin waste is delivered to the RRF, with the remainder going directly to the Tamala Park landfill. Currently the ToVP, City of Vincent, City of Joondalup and the City of Wanneroo send the vast majority of their green wheelie bin waste to the RRF, with the remaining members sending their waste to landfill. Hence, if the remaining members implement an organics bin collection service, as has the City of Stirling and the Town of Cambridge, there will be no impact on the RRF operations, as this waste does not currently go to the RRF.

Should any of the ToVP, City of Vincent, City of Joondalup and the City of Wanneroo opt for an organics bin, then there will be a direct impact on the RRF. The impact will be proportional to the drop in the quantity of organic waste being sent to the RRF. Any consequential reduction in waste quantity being delivered to the RRF would need to be replaced by the MRC instructing member councils to send more waste to the RRF to maintain the contracted minimum 100,000 tonnes per year. If this additional waste comes from a member council that has already implemented an organics bin, then the value of this additional waste to the RRF recycling ability will be substantially decreased (due to the low organic content).

The MRC has modelled the scenario whereby all of the MRC member councils implement an organics bin the waste diversion rate is likely to be in the order of 38% (in comparison to the current 52%), which results in a general MRC member council gate rate increase of \$9/t (*MRC advice*).

Experience from other Local Governments that have implemented a similar system, indicate that the organic content in the general waste bin decreases by approximately 40% (*City of Joondalup, Council Agenda Item CJ047-03/18, March 2018*); hence, should this occur, the RRF is likely to achieve approximately 30% waste diversion in comparison to its current approximately 50% (52% in 2016/17 - *MRC Annual Report 2017*). If the organics bin included food waste and not just greenwaste, this waste diversion would be even lower. At a 30% waste diversion, as opposed to the 38% modelled by the MRC, the general member council gate fee will increase by approximately \$13.50/t (IWP calculation based on additional 20,000 tonnes of residue, Tamala Park landfill gate fee of \$205/t and 300,580 tonnes of material being delivered to the MRC by its member councils in 2016/17).

In 2016/17 the ToVP delivering 12,328 tonnes of material to the MRC (*MRC Annual Report 2017*), using the MRC calculated gate fee increase, the cost increase to the ToVP would be approximately \$111,000. Consequently, should the ToVP consider implementing an organics bin, then the new system would need to save at least \$111,000 plus the additional cost of the collection, processing and bin maintenance before there were any economic advantage to the ToVP.

In March 2018, the City of Joondalup announced that it will be implementing an organics bin in the 2018/2019 financial year. The City of Wanneroo has stated that it is undecided on this matter; however, is progressing with an application for Waste Authority funding to implement an organics bin system. Ultimately, it is likely that this application will be a precursor to the eventual implementation of an organics bin, especially when the majority of the remaining MRC members have implemented a similar system and are receiving the cost saving benefit thereof.

At a conceptual level, the City of Joondalup has determined that it will achieve a cost saving of approximately \$771,000 as a direct saving of implementing the organics bin system, less the general increase in MRC disposal rate of \$9/t or \$488,000 (based on 54,379 t/yr of all waste delivered to the MRC), there is a net saving to the City of Joondalup of \$283,000. In 2016/2017, the City of Joondalup generated 52,597 tonnes of green wheelie bin waste (*MRC Annual Report 2017*). In comparison, the ToVP generated 12,082 tonnes of green wheelie bin waste over the same period; consequently, should the ToVP opt to implement an organics bin system, using the City of Joondalup method of calculation and the MRC determined change in member council gate fee, the Town could potentially save \$65,000 per year; however, there would still be the additional bin collection and processing costs and bin maintenance cost to consider in order to assess the true net benefit to the ToVP.

With regards to the environmental benefit of an organics bin, the compost produced from this source-separated collection system is a better quality product in comparison to that produced from the comingled material processed by the RRF; however, there is the environmental dis-benefit of the additional collection vehicle trip associated with the third bin to be considered. At a conceptual level, it can be presumed that there is likely to be an overall environmental benefit in an organics collection and processing system in comparison to the collection and processing through the RRF.

At a higher level of consideration, with the RRF 2016/17 operating cost of \$251.54 (*MRC Annual Report 2017*), in comparison to the market cost of landfill disposal of approximately \$145/t, the MRC and its member councils pay a premium of approximately \$105/t or \$10.5M/year to recycle 52,000 tonnes of organic material. That equates to a recycling “subsidy” of \$200/t of organic material diverted from landfill. If all of the MRC member councils opt to implement an organics bin system the cost of operating the facility will increase significantly and the percentage of waste diversion will decrease significantly, as a consequence, the recycling “subsidy” paid by the MRC member councils to recycle organic material from the green wheelie bin will be in the order of \$350/t to \$450/t. An important consideration is at what level of recycling “subsidy” does the RRF lose its overall benefit to the community and hence its ongoing future come into question? This is a fundamental matter that the MRC and more so its member councils will need to address in the near future.

In summary, an organics bin works well for Local Governments that currently dispose of their waste to landfill. However, for the MRC, because it is locked into a contract for the processing of 100,000 tonnes of green wheelie bin waste per year through the RRF until July 2029, a decrease in organic material in the facility feedstock is detrimental to the facility efficiency and also its operating cost. The MRC needs to be able to continue to provide the RRF with an organic rich feedstock, any tonnes of waste in excess of what is required at the RRF is then suitable for an organics bin system.

The challenge for the MRC, is to distribute the benefit and dis-benefit of this conflicting arrangement equally between its member councils to effectively minimise the financial burden to all member councils. The only way that this can be achieved is if the benefit of the cost saving in an organics bin is achieved at MRC level and not retained by the individual member councils, which is the way the MRC and its member councils deal with the additional cost burden of the RRF. Without this level of equity, the individual member councils will implement their own cost saving initiatives, which are detrimental to the MRC structure and potentially fatal to the RRF and ultimately to the MRC.

With the majority of the larger MRC member councils opting for an organics bin system and the remaining large council (City of Wanneroo) likely to follow suit in the near future, it is of no real financial or environmental benefit for the ToVP to continue to do the right thing and supply organic rich feedstock to the RRF. It is for the ToVP to simply look after its own best interests and investigate the business case of implementing an organics bin system, albeit at the detriment to the MRC and potentially add to the eventual demise of the regional council. This is an unfortunate consequence of the MRC member councils looking inwardly and not as a regional grouping.

12.4. Bulk Bin Vergeside Waste Collection

Currently the ToVP operates a traditional vergeside waste collection system with the residents stockpiling waste on the verge, which is then collected by contractor and taken to a sorting facility where recyclable materials are separated and the remaining residue is sent to landfill. Residents get two services annually, with no limit to the quantity of material that can be placed out on the verge. There is however a maximum size of item that can be discarded. The ToVP 2016/2017 Waste Census reports a recycling rate for this type of material of 46%. The sorting facility that was receiving the material reported a recycling rate of 63%; however, during the 2016/2017 financial year this facility closed due to financial issues and the waste collection contractor was required to find an alternative recycling solution to the sorting of this waste material; consequently, the final 46% recycling rate is a combination of the higher rate in the earlier portion of the year and a lower rate in the latter portion of the year. Going forward, it is anticipated that the recycling rate will be more in the order of 30% to 40%, which is a more realistic market related sorting rate based on the typical range of materials found in vergeside bulk waste collection.

During the bulk waste verge collections there are many “scavengers” that drive around the suburbs picking up reusable items before the waste collection occurs. This is casual reuse/recycling and results in a further reduction in the volume of waste ultimately being collected from the vergeside by the collection contractor. Due to the nature of this casual system, it is not possible to quantify the amount of reusable or recyclable material that is removed from this waste management system; however, anecdotal evidence of vergeside scavenging would indicate that this is a real component of recycling, removed some large items from the waste stream and in addition, occurs at no cost to the ToVP. Material reuse is the at the top of the waste management hierarchy and hence, should be encouraged wherever possible.

Due to the substantial increase in landfill disposal fees, mainly attributed to the dramatic increase in the Metropolitan landfill levy, many Local Governments have been looking for alternative solutions to the traditional vergeside waste collection. In recent years a number of Local Governments have changed their vergeside bulk waste collection system from residents stockpiling materials on the verge to an on-demand bulk bin system, where residents order bulk bins on an as required basis.

The benefit of the new bulk bin system includes:

- On-demand service so residents can order a bin when it suits their domestic arrangements;
- Cleaner and neater streets;
- Easier system for the Local Governments to manage as the bin ordering is usually contracted out to bin collection company;
- Less waste being handled resulting in lower operating costs for the Local Government; and,
- Material not damaged as much in comparison to the traditional rear lift collections and hence more opportunity to recycle some items.

The disadvantage of the new bulk bin system includes:

- Requires residents to order a bin, with suspected slow community uptake and hence stockpiling of waste materials within the household, which will eventually emerge once the community get accustomed to the system;
- Some community dissatisfaction, which is predominately a change management issue;
- Some residents struggle to lift the material into the bulk bins;
- Limited number of bins per year, which limits the volume of waste that can be disposed of;
- Limited bin volume, requires careful packing to optimise the bin capacity;
- Larger items unable to fit into the bin or a single item (lounge suite) fills the bin;
- Minimal vergeside reuse by “scavengers”; and,
- Collection and handling costs per unit weight are greater than the traditional vergeside collection system, but due to the lesser quantity of material being handled, the overall system costs are lower. However, if a similar quantity of waste was handled on the verge, the system cost would be greater than the traditional methodology.

Effectively the bulk bin system works because residents are limited to a set number of bins (usually one per year) and hence have a defined quantity of waste that can be disposed of.

Ultimately the greatest success to Local Government in implementing a bin collection methodology is the reduced cost of operating the system. However, with the suspicion that the change of collection system does not reduce the quantity of waste being generated, but simply results in stockpiling of waste in the household and that this waste will eventually emerge on the vergeside, by greater participation in the system, it is possible that this collection system may ultimately cost more than the ToVP current system.

The bulk bin vergeside waste collection system has been positively embraced by a number of Local Governments and is something that the ToVP should seriously consider. As part of this consideration, the ToVP needs to monitor the degree of household participation in these existing bulk bin collection systems to assess how successful they are in sustainable waste quantity reduction. In conjunction with this consideration, the ToVP should encourage the local community groups to coordinate vergeside recycling days to enable “scavenging” of reusable items and promote the involvement of charity groups in collecting reusable items from householders before they order bulk bins. Both of these activities will promote a higher order of waste recycling hierarchy, while reducing the quantity of waste being presented for the ToVP to manage.

12.5. Contingency Planning

With the ToVP contracting out the vast majority of its waste management services, there is essentially highly reliant on others for the continuous operation of its waste management services to the community. There should be consideration for contingency planning in the event that one or more of its contracted service is unable to operate or operate at lower production levels, either in the short or long-term.

There will be variable impacts on the ToVP and its residents, dependent on the service that is affected. It is those services that directly interact with the residents that will result in the most community impact, such as kerbside and vergeside collections. The loss of a disposal location (landfill or recycling facility) will have no direct impact on the community; however, the ToVP may need to source an alternative solution.

Contingency planning needs to assess the range of waste management services, the likelihood and consequence of an event occurring that would influence the continuity of the waste management service and then what contingency measures are available to the service provider and the ToVP to resolve the situation as rapidly as possible.

12.6. Container Deposit Scheme

The State Government has committed to implement a Container Deposit Scheme (CDS) on 1 January 2019. This scheme is primarily to reduce littering and will target beverage containers that are commonly found in the litter waste stream. The scheme will not target beverage containers that are typically consumed at home, as these are not likely to be littered. The following are examples of beverage containers eligible for the proposed +10c refund:

- Soft drink cans and bottles;
- Bottled waters;
- Small flavoured milk drinks;
- Beer and cider cans and bottles;
- Sports drinks and spirit-based mixed drinks; and,
- Most containers between 150 mm and 3L.

The impact of the CDS on the ToVP will include the following:

- Reduced littering – reduced clean-up costs, but minimal reduced disposal cost as this recyclable material consists of light weight items;
- Reduced quantity of waste collected in street bins – minor reduction in waste mass as recyclable containers are generally light weight items;
- Reduced quantity of recyclable packaging materials in the yellow recycling bin:
 - Slight efficiency in collection volume – more collections will fit into a single vehicle resulting in less vehicle movements;
 - Reduction in revenue generating items in the recycling bin may lead to increased processing costs passed on to the ToVP;
 - Increased revenue for the remaining CDS packaging in the recycled material may outweigh the disadvantage of the reduction in the quantity of this material type; and,
- Less material being presented for recycling; hence, a reduction in the Town's annual recycling percentage.

None of the above potential impacts are seen as significant to the ToVP, other than the possible cost increase in the processing of recyclable materials, with the cost impact only being known once the CDS has been operating for an extended time.

The primary benefit will be environmental and social acceptance as a result of the decrease in the quantity of litter being generated within the Town. This benefit does however come at a marginal cost to the community by a slight increase in the beverage cost as a result of the implementation of the CDS. This cost increase will not have an impact on the ToVP.

12.7. Ban of Single Use Plastic Bags

The State Government has recently banned on the majority of single use plastic bags. The ban came into effect on 1 July 2018. This ban will have no material effect on the quantity (tonnage) of waste material managed by the ToVP, as the single use bags are an extremely light-weight item and hence, even a massive reduction in the number of these items in the waste stream will not be noticeable. Where there will be a benefit to the ToVP is the reduction in littering and hence the associated cost of litter collection. In conjunction with the Container Deposit Scheme, there is likely to be a noticeable reduction in litter generation within the ToVP.

12.8. Recyclable Material Market

The cost of recycling is substantially dependent on the revenue that recyclers receive for the recycled materials. This market has proven to be highly volatile over time. During the Global Financial Crisis (2007 to 2008) there was a dramatic reduction in the price that recyclers received for recycled materials. This extended right through the recycling industry from paper, cardboard, plastics to scrap metal. In more recent times, China (Chinese National Sword program – Quality First) has banned the importation of some 24 categories of solid waste including certain types of plastics, paper and textiles. In addition, the quality of recyclable materials that are accepted in China has increased, requiring more sorting at the recyclable facilities to remove contaminants and waste residue before the material can be exported to China.

The Chinese ban on some recyclables has been a relatively dramatic impact to the recycling industry, as China is by far the greatest importer of recycled materials and the ban was announced and implemented within six months (July 2017 to January 2018). This gave the recycling industry little time to source alternative recycling disposal locations, in addition, this was a worldwide ban by China, so the worldwide recycling industry has been impacted and not just the Australian recycling industry. As a consequence, there is massive competition amongst recyclers worldwide to source alternative disposal locations, these typically being in India and Asia. This is the environment within which the recycling industry has to operate.

This volatility in the recycling market has a direct impact on the cost of recycling and hence the cost that the ToVP pays its recycling contractors. Volatility in the recycling market has always been a factor that the industry has had to deal with; however, the Global Financial Crisis and more recently the Chinese National Sword program has emphasised the vulnerability of the recycling industry pricing model and the risks associated with the material disposal costs. These risks are typically passed on to the customer (ToVP) through a higher recycling cost to cover the likelihood of fluctuations in the commodity markets during the duration of the waste collection and recycling contract. The conditions within the contract between the Local Government and the recycler will determine whether there is an opportunity for the recycler to recoup some of its additional costs incurred in the event of a dramatic change in the commodity price or material disposal availability.

The Chinese National Sword program has once again brought to the surface the vulnerability of the recycling industry to the fluctuations in the recycling commodity price. Going forward, it is anticipated that the recycling industry will be more risk averse when it comes to predicting recycling material revenues, which will lead to an increase in recycling costs to Local Government. The degree of cost increase will be a function of competitiveness and the level of risk aversion within the recycling industry.

Typically, Local Government contracts are generally risk averse, with a preference to lock in a known cost, often at a higher rate, with the contractor taking the risk on price fluctuations, as opposed to a risk sharing arrangement, whereby the principal and the contractor share the risks within the contract. Due to the increased level of risk in the recycling industry, the ToVP should consider a risk sharing arrangement in future recycling contracts, where the contract allows for variation in commodity price and hence reduces the contractor's risk and consequently, there should be a proportional reduction in cost of the recycling contract to the principal. There is however, the potential that, during the life of the contract, that the contractor could be entitled to a cost increase in the event that there was a dramatic change in the commodity price for recyclable materials. Effectively, the ToVP will be taking on some of the risk in commodity price fluctuations. The degree of saving on recycling costs versus the perceived risk would need to be weighed up in order to determine the ToVP appetite to take on the risk.

In future recycling tenders, it is recommended that the ToVP include options within the pricing structure whereby the tenderers provide an all-in price for the delivery of the recycling service and takes all risk of commodity price fluctuation and an alternative price whereby there is a variable recycling cost based on the fluctuation in recycling commodity costs. The ToVP then has the discretion during tender assessment to determine if it has the appetite to take on the risk of recycling commodity prices based on the level of saving offered by the various tenderers in a highly competitive environment. Care must be taken to establish a clear price variation mechanism so that the principal and the tenderers are fully aware of the level of risk being shared and should this mechanism be adopted in the final contract, that there is a clear mechanism during the contract duration whereby prices can transparently be varied. It is advisable to undertake discussions with the main recyclers in the industry to determine the best risk sharing model, which is ideally suitable and beneficial for all parties. Ultimately, the more risk that the ToVP takes on, the lower should be the recycling costs to the Town.

12.9. Waste to Energy

Waste to energy (WtE) is something that the West Australian waste industry has been considering for many years. Large scale WtE solutions have been an important component of the worldwide waste and recycling industry for many generations and is highly likely to be implemented in Western Australia in the near future. The ToVP, through its involvement in the MRC, has recently been involved in a tender process for the development of a WtE contract with potential suppliers. Ultimately, the MRC opted not to progress down this path at this point in time. There are however a number of other Perth regional councils (Rivers Regional Council, Eastern Metropolitan Regional Council) that are progressing down this path; hence, it is likely that in the near future that there will be at least one WtE facility in the Perth Metropolitan area.

WtE has the potential to be a significant “game changer” within the waste industry, as it provides a recycling disposal option for a wide range of materials, as opposed to the more tradition recycling options, which target a specific material type or range of materials. This “catch-all” type of recycling solution is; however, only one level above landfilling in the waste hierarchy.

The ability of WtE facilities to receive a wide range of waste materials means that a large portion of the ToVP waste stream could be diverted to one of these facilities and as a consequence, the ToVP would see a dramatic improvement in its recycling rate, potentially above the Waste Authority 2020 waste diversion target of 65%.

The current contracting model within the regional councils that are considering committing to WtE is based on a supply contract, as opposed to a Public-Private Partnership type of model as adopted by the MRC for the Neerabup RRF. Consequently, should one or more WtE facilities be developed in the Perth area, there is the opportunity that the MRC or the ToVP could enter into a supply contract with the WtE facility.

At present, the great unknown is the gate fee to be charged at the WtE facilities. Values in the low \$120/tonne have been mentioned in the waste industry; however, the true cost is yet to be established. This will only be known once a WtE facility has been operational for a number of years. As the MRC has discovered through the Neerabup RRF, it takes a few years of operation for a complexed facility to determine its true cost of operation. This is ultimately the actual cost of operation and a reasonable profit margin that will have to be paid by the waste industry in order for the facility to survive. It is not important what the introductory gate rate is, as this is typically a “honeymoon” rate to get the customer. No commercial operation can afford to subsidise its customers over the long-term and eventually, the gate fees has to increase to a level of sustainability for the WtE facility. It is this sustainable gate rate that the waste industry is most interested in. This will ultimately determine the competitiveness of this technology and hence its long-term success in the waste industry.

A further consideration is that there is the potential that the landfill (waste) levy could be charged on some waste being received at the WtE facility as an encouragement for the industry to pursue recycling options that are higher up the waste hierarchy and hence achieve an improved environmental outcome. The extent to which the levy will be applied is likely to be a function of the quantity of waste being sent to WtE and the degree of pre-processing or front-end sorting that the waste goes through before it ends up at the WtE facility. If WtE only becomes a relatively small waste management solution in the Perth waste industry, it is likely that it will avoid the landfill levy; however, if it becomes a large-scale solution, then a levy structure may be implemented to encourage improved hierarchy recycling solutions.

From the ToVP point of view, currently the vast majority of its general waste (green wheelie bin waste) is sent to the Neerabup RRF and hence, is processed through a recycling facility, albeit only achieving approximately 50% waste diversion from landfill. Based on the MRC Constitution, the ToVP has no discretionary powers to send its green wheelie bin waste to an alternative disposal location. Should the MRC get involved in a WtE solution and it instruct the ToVP to deliver to this WtE facility, only then will the ToVP waste be processed through a WtE solution.

In the absence of the MRC, the ToVP does not have sufficient waste quantity to be a major participant in the development of a WtE facility, either by direct involvement (PPP) or service delivery contract. Ultimately, the ToVP is totally reliant on other customers to commit to WtE before a facility can be developed and only then will the ToVP be in a position to either join in at the development stage or simply be a contracted customer post the development of a WtE facility. From a disposal cost point of view, it is likely that the ToVP will achieve a preferential disposal rate if it were a foundation participant as opposed to a contracted customer once the facility was operational. In the long-term, the WtE facility will not be able to subsidise its customers and the gate fee will eventually reflect the facility's true cost of operation.

In summary, WtE has the potential to dramatically improve the ToVP's recycling rate, albeit at the lower end of the waste hierarchy; however, at this stage it is uncertain what the cost of disposal at a WtE facility will be. This disposal rate will ultimately determine the success of this type of solution.

12.10. Sustainable Purchasing

The ToVP has a responsibility to lead by example in sustainable waste management practises, this includes using the Town's substantial purchasing power to encourage the consumption of sustainable products. Ideally, this revolves around the purchasing of products that generate the least waste (waste avoidance), those items that are made of recyclable materials or materials that are easily recyclable (optimising recycling) and material that are locally manufactured from recyclable materials (supporting local recycling efforts).

The ToVP has a purchasing policy which includes Sustainable Procurement and Corporate Social Responsibility. This portion of the policy encourages the purchase of products that can be refurbished, reused, recycled and/or reclaimed.

As part of the Town's continuous improvement in sustainable waste management, the Sustainable Procurement and Corporate Social Responsibility should be actively encouraged and monitored to ensure that where possible, sustainable purchasing is undertaken.

12.11. Community Education

Education of the community is a multi-faceted activity that needs to be undertaken in a structured and organised fashion. Education can revolve around influencing community purchasing habits to achieve optimum waste avoidance, being the highest level in the waste hierarchy, through to providing guidance on the preferred method of waste disposal to landfill, being the lowest level in the waste hierarchy. There is no limit to the type of education that can be offered to the community in order to influence waste management behaviours.

The ToVP needs to clearly identify the outcomes to be achieved by the proposed waste education effort and implement a program that delivers this in a simple and concise manner. The various aspects of the education strategy need to link together to form a unified message to the community. As an example, the implementation of a sponsored worm farm and/or backyard composting program, which is actively supported by a portion of the community, is in actual fact contrary to the efficient operation of the MRC Neerabup RRF, which currently process the organic waste in the ToVP resident's green wheelie bin. The possible implementation of an organics bin system to further divert greenwaste and possibly food waste out of the general waste bin is contrary to both worm farm/backyard composting and the Neerabup RRF. These are numerous options for the management of domestic organic waste. Which is the option that the community members are to embrace and why? Community education needs to clearly address the desired outcomes, but also provide information as to the reasons why.

Community education is an ongoing activity, whereby the same message, or a slight variation thereof is regularly communicated to the community to reinforce and remind the community of the desired outcome. This can be an expensive and time-consuming activity; however, is essential in achieving the desired outcomes over the long-term. A one-off education campaign will have a one-off spike in success, with a rapid drop-off in interest to the vast majority of the community. Invariably, those members of the community that actively embrace community education are the converted 20% (if not less) of the community. It is the remaining 80% of the community that will have the most influence over what is trying to be conveyed and it is this portion of the community that needs the ongoing "subliminal" re-education in order to dramatically improve the success rate.

Unfortunately, the success of community education is often difficult to gauge and with the large cost associated with this ongoing process, it is sometimes difficult for the Town to justify the expense in lieu of other relevant Local Government activities.

Often, the message that is being communicated to the community is relevant to all Metropolitan Local Governments, if not all West Australian Local Governments. To this end, the ToVP should explore joint community education activities amongst other Local Governments. To a degree this is being achieved by the MRC; however, with more of a northern suburbs orientation due to the proximity of the MRC activities at Tamala Park and Neerabup, the affect thereof being somewhat minimal to the ToVP.

12.12. Community Involvement

The vast majority of waste recycling activities cost more than a typical landfill disposal solution, even after the impact of the landfill levy. As the ToVP progresses with increased waste diversion from landfill and also strives to achieve an improved recycling hierarchy outcome, the cost of recycling will increase dramatically. To reduce the impact of this dramatic cost increase, the ToVP should encourage community participation in specific focused areas. This community involvement can vary from word-of-mouth education to direct involvement in managing and operating small-scale waste management activities. Community involvement is about tapping community enthusiasm and effort to further progress recycling and waste diversion activities within the Town at minimal direct cost and effort by the ToVP. The ToVP is to primarily provide a supporting role to facilitate the community involvement. It is not about the ToVP avoiding waste recycling costs and effort at the expense of the community, but more about the community assisting the ToVP to achieve a higher waste recycling outcome by joint involvement in the overall recycling activities within the Town.

Typically, community groups are well suited to provide small-scale services to others in the community. This could involve the operation of a permanent reuse shop and targeted recycling activities at a convenient local venue, the promotion and managing of a temporary community swap meet in shopping centre parking lots or sports fields through to the holding of community education workshops to further educate the wider community on the “dos and don’ts” of recycling within the Town. All of these activities should be run and managed by the community with overarching support from the ToVP. For the activities to be self-sustaining, there is a need that the community be actively supportive, involved and see the ultimate benefit of the effort in advancing waste diversion and recycling. If there is some net revenue gained from the community activities, this should be returned to the community, ideally to further the recycling activities or to implement additional recycling activities.

The extent of involvement of the ToVP in these community activities should ideally be at a level of facilitating meetings and providing venues to encourage the community to conceptualise activities and to then take the lead in implementing the solutions. If the ToVP needs to be extensively involved in the initial development process, then it is likely that there will be insufficient community enthusiasm to carry forward the project over the long-term and hence, the ToVP will need to have a permanent role in managing or operating the particular activity.

Ideally, the community only get involved in activities that they are willing and able to manage and operate, with the ToVP only providing a supporting role. With the ToVP providing this supporting role, there is significantly more opportunity for the community to access funding for various projects than would be the case if the ToVP was not involved.

The Waste Authority and other State, Federal and private organisations provide funding opportunities for community groups to support a wide range of waste diversion and recycling activities. Typically, these activities need to be aligned with the specific strategic direction promoted by the funding organisation in order to receive funding.

Waste management related community activities could also be combined with other broader community involvement within the ToVP. This increases the exposure of the recycling activity and potentially feeds into existing community activities, which lessens the organisational effort for the waste management activity.

An additional aspect of community involvement that the ToVP may consider is a model whereby the ToVP identifies a specific recycling need or opportunity and takes the lead in developing the solution; however, there is a role for the community as the operator or part-operator of the solution. An example may be where the ToVP sets up a swap/reuse shop, provides the location, covers the running cost and promotes the activity to the residents of the Town, while the community runs the facility with only minimal involvement of the ToVP. This is seen as more of a cooperative arrangement, whereby the ToVP provides the foundation for the activity, while the community provide the manpower. The benefit to the ToVP is that it is able to shape operations in a direction that reduces its effort in particular waste management activities or achieves a preferred waste recycling hierarchy outcome, that being reduced bulk verge waste to be collected and the material being reused by the community – a win-win situation.

12.13. Funding

There are numerous sources of funding to support a wide range of waste management activities. Funding is available for the ToVP as well as local community groups, typically, funding is directed to encourage the desired outcomes sought by the fund provider, with the extent of funding proportional to the desired outcome.

The ToVP is to monitor the availability of funding sources and the outcomes sought by the funding suppliers. Should the ToVP and the local community's waste management direction align with the outcome of the available funding, then there is a substantial opportunity to obtain some funding to assist in a range of waste management activities.

The ToVP is to be aware that generally funding is seen as “seed funding”, whereby the fund provider hopes to encourage the establishment of an activity and in time, the activity operator, be it the ToVP and/or the community takes over the cost of operating the activity, or in the rare circumstance, the activity becomes self-funding or profitable.

The Waste Authority is the primary source of funding and sets out an annual business plan which provides insight into the direction that the funding is likely to be focused.

13. Waste Minimisation Strategy

13.1. Strategy Drivers

In determining the waste management strategy for the Town, there is a need to consider the drivers that influence the decision-making process; these include:

- Federal and State Government direction;
- Essential services;
- Community needs and aspirations;
- Environmental considerations; and,
- Financial implications.

Of all of the above drivers, only the provision of a general waste disposal service to the community is a mandatory activity that the ToVP is required to provide. All other waste management activities are discretionary. Consequently, it is for the ToVP to determine which drivers influence the direction taken in future strategic waste management.

Depending on the waste management initiatives being considered by the Town, the different drivers will have differing levels of importance when determining the benefit of each initiative. In some instances, community acceptance will be the primary driver, while in others, the Town's ability to afford the implementation and operational cost will be the determining factor. To a lesser degree environmental considerations will be the major driver, as typically, the management of waste streams that have a high potential for environmental harm are regulated at State Government level and the management thereof prescribed and consequently non-discretionary.

Ultimately the Town has a finite financial ability to pay for all waste management activities. Once the essential services are covered, discretionary spending can be considered.

13.2. Strategic Direction

For the Town to plan its long-term strategic waste management initiatives, there needs to be relatively firm overall direction established to guide decision-making. Over time, this overall direction will be subject to change as there are changes within the waste industry, such as Government direction and funding initiatives, new technology or new waste processing facilities.

Although the State Waste Strategy sets 65% waste diversion from landfill by the end of June 2020 as the ultimate target, this is not a regulatory target, simply an aspiration. Many Local Governments within the Perth Metropolitan area have adopted this as the benchmark of success. This is seen as a reasonable position for the ToVP to adopt as its primary motivation towards improved waste management within the town. Community involvement and satisfaction being another important consideration.

June 2020 is only two years into the duration of this five-year Strategic Waste Management Plan; consequently, it is highly likely that the State Government will increase this waste diversions targets in later years to maintain a process of continuous improvement. This will provide further incentive and direction to the Town for the last three years of this Plan.

13.3. Strategic Success

Having a finite waste diversion target (currently 65%) provides a solid and easily defined benchmark from which to gauge the success of past waste management activities and to guide future activities.

Gauging the success of community involvement and satisfaction with past (and proposed) waste management activities is less easily determined; however, this can be assessed through interest in activities requiring active community participation and through community surveys. Care is to be taken to ensure that the waste strategy achieves broader community involvement and satisfaction and not simply that of a small group of waste management activists.

Financial success is measured by the cost of achieving the above successes. It is not about saving money, but spending available resources to achieve the maximum success.

14. Proposed Activities

14.1. Proposed Activity Descriptions

Following the review of the previous strategic waste management plan, the degree of success in achieving the previously proposed activities, discussions with the ToVP, community consultation and based on an understanding of the requirements within the Town, the Proposed Activities for the period 2018 to 2023 are presented in the order of priority.

Table 14.1 – Proposed Activities – 2018 to 2023 provides the table of Proposed Activities in the order of priority, including related details and comments.

Table 14.1 – Proposed Activities – 2018 to 2023

No.	Activity	Details/Comment
Year 1 - 2018 – 2019 Financial Year		
1.1	Appoint a responsible Council Officer as the custodian of the SWMP.	Formalise the appointment of a Council Officer as the custodian of the SWMP. The typical role of the officer would be to manage the implementation of the SWMP to ensure that, as best possible, the proposed activities are actioned in a timely and efficient manner. The responsible officer would ideally be at management level and be in a position to allocate sufficient resources to undertake the various waste management activities, ensure that the activities are carried out and then report to Council on a regular basis.
1.2	Develop a clear policy statement on the drivers that influence waste management decision-making to increase waste diversion within the ToVP and establish relevant benchmark targets against which achievements can be gauged.	Typically, Local Governments use the State Waste Strategy Targets against which to benchmark success. This is a reasonable starting point; however, there also needs to be consideration for community involvement and satisfaction. Once the decision-making drivers have been agreed by Council, these drivers will provide the Council Officers with a framework around which to investigate and recommend future waste minimisation activities.
1.3	Develop a comprehensive community education strategy.	Once the waste minimisation decision-making drivers have been agreed by Council, the ToVP should then develop a comprehensive community education strategy, in conjunction with community input. The strategy should relate to the overall method of community education, not the specific message relating to a particular activity. Typically, the strategy would identify aspects such as general education (eg. Annual Waste Guide, waste education courses such as WASTEless) and also the project specific education (eg. the rollout of an organics bin collection with an initial, intensive education campaign and then subsequent smaller “top-up” education campaigns reaffirming the message and providing an update of success). Along with the development of the community education strategy, there is a need to identify the conceptual budget costs associated with these activities, not the dollar values, but possibly a percentage of the annual waste management budget for general education and a percentage of the annual project cost for the project specific education process. The project specific percentage will vary depending on the complexity of the proposed project and the degree of community involvement required.

No.	Activity	Details/Comment
		<p>The strategy should also consider how to gauge the success of the community education effort (education cost) versus the results achieved (cost reduction due to effective community participation). This is not necessarily an easy exercise and will generally only be identified by trend changes monitored over time; typically, annual trends.</p>
1.4	<p>Detailed investigation of bulk bin vergeside collection or other system changes to improve vergeside recycling and potentially reduce costs and then if deemed advantageous, implement the system(s).</p>	<p>Liaise with other Local Governments that have implemented an on-demand bulk bin verge waste collection service to gauge the relevant success of this system. Success being primarily an assessment of the associated cost in comparison to the Local Government's costs prior to the implementation of the new system. The cost should be broken down into the collection/sorting cost and the residual disposal cost. A further determining factor being the change in waste quantity being collected (presumed reduction). This may be as a result of stockpiling of waste by residents who are yet to embrace the new system and in time, this waste will be presented and hence the Town will ultimately incur the waste handling cost. Another consideration is the potential reduction in vergeside "scavenging" opportunity which will reduce the reuse component of this waste stream and result in more waste going to landfill.</p> <p>Other considerations are to retain the current collection method; however, pursue improved sorting and recycling opportunities for the waste stream prior to going to landfill.</p>
1.5	<p>Work with community groups and charity organisations to identify opportunities to extract reusable items from the bulk verge waste prior to collection.</p>	<p>Reuse of materials is preferred to recycling; hence, prior to bulk verge waste being collected and sent to a sorting facility, it is preferable that as much reusable material as possible has been removed from the waste stream before collection. Historically, kerbside "scavenging" has resulted in the removal of some reusable materials. With increased community and/or charity organisation involvement more can be done to remove reusable materials. This activity becomes more important if the ToVP opts to implement an on-demand bulk bin service to replace its current vergeside collection service. The ToVP can play a coordination and community education role in improving the diversion of reusable material from the vergeside bulk waste. The ToVP would then have the benefit of reduced waste generation and an associated reduction in collection, sorting and disposal costs.</p>
1.6	<p>Assess the State Waste Strategy review outcome and the possible impact to the ToVP.</p>	<p>The State Waste Strategy is currently under review, with the outcome anticipated to be announced in late 2018. The ToVP should assess the outcome of the review to confirm whether there are any changes required to this SWMP.</p>

No.	Activity	Details/Comment
Year 2 - 2019 – 2020 Financial Year		
2.1	Serious discussion with MRC member councils about the potential dramatic impact of the kerbside organics bin on the RRF and the eventual future of the MRC and the possible impact on the ToVP future waste and recycling strategy.	With the larger MRC member councils opting to embrace the kerbside organics bin system, which will ultimately result in the Neerabup RRF becoming less efficient and significantly more expensive to operate, there is little benefit in the ToVP not following suit. The MRC is now put in a situation where there is potentially a need to reinvent its benefit to its member councils (as is currently occurring with the Southern Metropolitan Regional Council). This is an ideal opportunity for the member councils to have a constructive discussion on the future of the MRC, with each member councils considering the individual and communal benefit of the MRC. In these considerations, the ToVP should assess the possible impact on its future waste and recycling strategy and ability to achieve its stated Strategic Policy.
2.2	Detailed investigation of the option of a kerbside organics bins and then if deemed advantageous, implement the system.	With the larger MRC member councils opting to embrace the kerbside organics bin system, which will ultimately result in the Neerabup RRF becoming less efficient and significantly more expensive to operate, there is little benefit in the ToVP not following suit. Based on information available from those Local Governments that have implemented or are in the process of implementing a kerbside organics bin system, there appears to be some financial benefit to the ToVP in following suit. The Town should liaise with these Local Governments to gauge the relevant success of this system. Success being primarily an assessment of the associated cost in comparison to the Local Government’s costs prior to the implementation of the new system (green bin vs red bin and lime green bin). A further determining factor being the potential negative impact on the Neerabup RRF and the subsequent increase in the RRF operating cost, which the ToVP will have to share with the other MRC member councils. Ultimately, the impact of the relatively low waste tonnage generated by the ToVP in comparison to the overall tonnage that the RRF processes, will mean that the implementation of a kerbside organics bin service by the ToVP will have minimal impact on the RRF gate fee; however, the ToVP will still have to contribute to the change in RRF gate fee due to other member councils changing to an organics bin service. Effectively, the ToVP should make its determination based on cost, as the Town has minimal ability to sustain the RRF operating efficiency by not pursuing the organics bin service option.

No.	Activity	Details/Comment
2.3	Increase participation in existing recycling systems.	<p>Improving the efficiency or expanding the coverage of existing systems is a highly cost-effective means of increasing waste diversion from landfill. This can incorporate discussion/agreement with existing service providers to increase the range or scale of the existing service and/or community education to better utilise the existing services. Examples being:</p> <ul style="list-style-type: none"> • Ensuring that the appropriate material is placed in the green bin and the yellow bin. That is to reduce the residual content in the yellow bin and to remove recyclable packaging material from the green bin; • Encouraging residents to use larger yellow bins (360 L) if needed as opposed to placing recyclable in the green bin once the yellow bin is full; • Increased promotion of Hazardous Household Waste collection days and locations; and, • Install additional small item recycling stations at public places such as shopping centres, swimming pool, post offices, police stations and larger office complexes etc. (batteries, fluoro globes, mobile phones, ink cartridges and other small items).
2.4	Discussion with the City of South Perth about increasing the range of waste diversion activities at the South Perth Recycling Centre.	<p>The ToVP residents are able to utilise the City of Perth waste transfer station. There is an opportunity to increase the range of waste diversion activities at this facility, which would benefit both the ToVP and the City of South Perth. The Town should discuss opportunities for an expanded range of waste diversion activities at this facility. Typically, these could include household hazardous waste, used paint, gas bottles, fire extinguishers etc.).</p>
2.5	Data collection refinement.	<p>The ToVP currently collects data on its waste management achievements from a range of sources, mainly the MRC and its waste collection contractors. In order to better understand the current position and to identify potential future waste minimisation improvements and initiatives, the ToVP should refine its data collection system to gather more information on the type and quantity of waste going to landfill. This includes the green wheelie bin (MRC waste audits have assisted in this), residue from the yellow bin, residue from the vergeside bulk waste system and self-haul waste to drop-off facilities. Ideally there should be some liaison with the MRC and its individual member councils to try and develop a consistent data reporting system.</p>

No.	Activity	Details/Comment
2.6	Consider the impact of any changes to the State Waste Strategy Targets (current targets end on 30 June 2020).	The State Waste Strategy period of currency ends on 30 June 2020, as does the National Waste Policy. Prior to this date, it is anticipated that the State Government would issue an updated or new State Waste Strategy for a further five-year period, which is likely to be guided by changes at national level. Once this has been announced, the Town is to review the new State Waste Strategy to determine if the Town's current waste management strategy and/or direction remains relevant. If necessary, this Strategic Waste Management Plan may need to be amended to cater for the new State strategic direction.
Year 3 - 2020 – 2021 Financial Year		
3.1	Assess the impact of the introduction of the Container Deposit Scheme on waste management systems and costs.	Based on the assumption that the Container Deposit Scheme will be introduced in early 2019, once it has been in operation for a minimum of one year, the Town should undertake an investigation to assess the impact of the Container Deposit Scheme on the type and quantity of materials presented in the yellow bin and the potential cost impact to the Town (change in processing cost, up or down). The kerbside collection contractor would assist in this regard. The Town should also liaise with other Local Governments to compare statistics to gain a more aggregated view across the Metropolitan area. Based on the outcomes of the investigation, there may be a need to implement some changes to the Town's waste management activities or to undertake some community education to improve system efficiencies.
3.2	Consider the development of a reuse shop, possibly in conjunction with the MRC, City of Perth and/or the City of South Perth, ideally operated by an active community group.	The MRC and the City of Stirling both operate successful reuse and recycling facilities. The Town should investigate the possibility of developing a reuse and recycling shop in conjunction with other neighbouring Local Governments or the southern MRC member councils. The most obvious candidate being the City of South Perth at its South Perth Recycling Centre, as this is an existing waste management facility and in close proximity to the ToVP. Ideally, once set up, the facility could be operated by a local community group. This reduces the facility operating cost, provides a facility for the community to be actively involved in waste minimisation and provides an opportunity for knowledge sharing amongst the community (operators and customers). The MRC would likely be willing to assist in the establishment of the facility and possibly contribute to the facility operating cost.

No.	Activity	Details/Comment
3.3	Optimise community involvement in local small-scale recycling solutions and initiatives.	<p>There are a range of relatively simple, small-scale activities that the community can get involved in that would divert waste from landfill or increase the opportunity/efficiency of recycling. The ToVP should liaise with the various active community groups within the Town to identify where there are opportunities, these being improvements to existing activities or the implementation of new activities. Through the Town's involvement, there will be more encouragement for the community to get involved and also the opportunity to obtain some funding from the Waste Authority or other sources for the implementation of recycling activities.</p> <p>Typically, these small-scale recycling solutions could include:</p> <ul style="list-style-type: none"> • Worm farms and backyard composting. Organic materials are currently being processed at the Neerabup RRF and potentially through a future kerbside organics service; hence community education and the cost benefit of this type of solution needs to be considered; • Increased number of drop-off facilities at community locations for small recyclable items such as batteries, fluoro globes/tubes, mobile phones, ink cartridges and other small items. This could be expanded to larger items such as E-waste, wet cell batteries etc. at some locations. The collection and appropriate handling of the material needs to be considered; • Working with community groups to expand knowledge base, improve community involvement, get ideas, promote community education from within. Use current momentum of the recent plastic bag ban to increase waste minimisation awareness. With the impending introduction of a container deposit scheme, there will presumably be significant state-wide community education, this is again an opportunity to increase waste minimisation awareness; and, • With the immanent implementation of the Container Deposit Scheme (early 2019) there is an opportunity to develop improved small-item recycling drop-off stations in close proximity to the container return stations.
3.4	Increased community education about what can be placed in the yellow bin (and lime green bin if the organics bin option has been implemented).	<p>There is currently approximately 15% to 20% waste residue in the yellow bin (typical Metropolitan wide average) and approximately 30% recyclable materials in the green bin (MRC waste audits). With some dedicated community education, the percentage of waste going to landfill could be easily reduced below current levels in both the yellow and green bins. This improvement in waste diversion would be achieved without any need to change waste services, simply get the community to use the</p>

No.	Activity	Details/Comment
		existing systems more correctly. The cost of the community education campaigns (this would need to be an ongoing process) would be compared to the reduction in landfill waste disposal cost to assess the net financial benefit of this activity. Again, the recycling benefit is not to be ignored. This activity is to include the organics bin if it has been implemented.
Year 4 - 2021 – 2022 Financial Year		
4.1	Investigation of possible contingency planning to ensure continuous waste management services.	Based on current waste management services, assess the possible impact to the Town of each of these services being suspended or ceased. If the consequence is deemed significant, then there is a need to consider possible contingency measures to best manage the consequence of this type of event occurring. The main services that would have a direct impact on the community would be the kerbside waste and recyclable collection services. These services have a collection component and a disposal component. Either of these components could potentially interrupt the service to the community. Typically, the collection component is the more challenging to replace with short notice, as there are not fleets of side-lift vehicles readily available to take up the additional workload (in 2014 Cleanaway had its whole national fleet grounded; hence, this is a real consideration). The Town is to work with its service providers to develop contingency plans in the event that there is an interruption to one of its major waste management services.
4.2	Work with the collection contractors to increase the range of materials that can be recycled.	The Town should discuss with the current recycling collection contractor the option of increasing the range of recyclable materials that can be placed in the yellow bin. If agreed, this will increase the quantity of material being recycled. There may be some resistance to change by the current collection contractor, unless the ToVP is prepared to cover any cost increases; however, moving forward, the Town should include in its future recycling collection tenders either the stipulation that the successful contractor must receive a specific, expanded range of materials or have a tender selection criterion whereby there is preference for a greater range of acceptable material types. Typically, the increase range of materials could include plastic film (plastic bags/wrap), polystyrene, small household appliances, crockery/cutlery, all plastics, ceramic and terracotta etc. In addition, It is to be noted that the green bin is processed through the Neerabup RRF, which only removes organic material; consequently, the more inorganic material that can be removed from the green bin, which has a processing cost in the order of \$250/t, and transferred to the yellow bin, which is processed for substantially less, would result in a cost saving to the Town, even though the inorganic material may not be recyclable and still end up in a landfill. If there is an increase in the quantity of residue being

No.	Activity	Details/Comment
		<p>generated in the yellow bin, this will result in an increase in the sorting cost of the yellow bin material, which will be passed on to the Town. However, this increased sorting cost will still be substantially less than the RRF processing cost; hence, a net cost saving to the ToVP.</p> <p>With the bulk verge waste also being sorted before going to landfill, the same opportunity exists with this waste stream; however, the benchmark cost would be the landfill disposal cost in order to assess the net cost benefit. The recycling benefit is not to be ignored.</p>
4.3	Encourage and monitor sustainable purchasing within the ToVP.	<p>Sustainable purchasing forms part of the Town's Sustainable Procurement and Corporate Social Responsibility policy. The implementation of this policy should be actively encouraged and monitored to ensure that where possible, sustainable purchasing is undertaken. In particular the use of recycled construction products and the use of soil conditioner produced by the Neerabup RRF should be encouraged. Monitoring of the range and quantity of sustainable products should be undertaken and an annual summary thereof produced. This should then be used as the benchmark as the minimum level of sustainable purchasing used for the following year. Continuous improvement will see the Town leading by example and demonstrating to the community that it is committed to waste minimisation.</p>
4.4	Waste avoidance initiatives with other Local Governments.	<p>The vast majority of the Town's waste minimisation activities, challenges and opportunities are common to all Metropolitan Local Governments; consequently, there are similar solutions and community education requirements. The ToVP should work with other Local Governments to identify synergies between the organisations that could be developed to improve waste minimisation and/or reduce the cost of these activities to the individual organisations. In addition, there is the increased opportunity to obtain state funding for a wider range of waste minimisation activities if there is a greater population being served or the potential for a greater quantity of waste to be recycled. To a degree, the ToVP achieves this through the MRC; however, there are additional synergies that could be identified between some of the MRC member councils or some neighbouring councils outside of the MRC structure.</p>

No.	Activity	Details/Comment
Year 5 - 2022 – 2023 Financial Year		
5.1	Continuation with carry-over activities from previous years.	Continue with previous years' activities as necessary.
5.2	Develop a new Strategic Waste Management Plan for the next five-year period.	Use this current SWMP (amended as applicable over the years) as the basis for the development of the new SWMP, which will be ready for implementation by 30 June 2023.
General Items – Relevant to most years		
1	Annual in-house review of this Strategic Waste Management Plan	Towards the end of the year or early in the following year, the Council Officer responsible for the custody of the SWMP is to undertake a review of the SWMP to assess its current relevance and to review the Town's waste management achievements against the Proposed Activities for the year and to assess the Proposed Activities for the following year, including if, who and how these future Proposed Activities are to be undertaken. Ideally this review will include a comparison of the current waste diversion percentage achieved against the previous year's achievement and the Town's strategic policy benchmark targets (State Waste Strategy target). Following this annual review, a brief report should be presented to Council as an update to the ongoing waste management activities within the Town.
2	Allocated budgets for the implementation of identified activities.	
3	Continuous improvement of existing systems.	
4	Progress carry-over activities from previous years.	

14.2. Proposed Activity Timing

The proposed activities have been listed in order of priority; however, to provide some guidance on the potential timing of the proposed activities, they have been split into the first four years of the five-year plan, with the last year being available for the development of the new Strategic Waste Management Plan for the next five years, implementation of projects identified or partly completed in the previous years, continuous improvement and to undertake any activities that have been delayed or are lagging behind the proposed timeline.

The potential timing of the proposed activities is simply a guide to the Town. Following consideration of the proposed activities, the Town may change the timing of activities to suit its specific needs and changing waste management environment.

15. Review

This Strategic Waste Management Plan sets out the Town's proposed activities for the period 2018 to 2023. In order to achieve this, it is essential that this Strategic Waste Management Plan be regularly reviewed.

The review is primarily to gauge the Town's actual achievements against the proposed activities to provide direction as to where the necessary effort is required in order to achieve the desired outcomes by the end of the Plan validity period.

A secondary component of the review is to assess the validity of the Strategic Waste Management Plan direction in comparison to the Town's and the Waste Authority's direction. It is acknowledged that during the five-year validity period of this Plan, there is the possibility that some aspects of this Plan may lose relevance and may need to be amended to suit the latest Town or Waste Authority direction.

In the event that there is a major change in waste management direction, such as the establishment of a waste to energy facility or substantial change to the MRC structure, then the impact of the change on the ToVP should be considered and if necessary, this SWMP review and amended accordingly.

As a minimum, this Plan should be reviewed internally on an annual basis, with a summary review presented at a Council meeting.

Towards the end of the Plan validity period, the ToVP should develop a subsequent Strategic Waste Management Plan for the next five-year period. This current Plan would form the baseline against which the successes over the past five years can be gauged and be the basis for the development of the future plan.

Appendices

Appendix No. 1 – 2008 – 2013 SWMP Actions

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TOWN OF
VICTORIA PARK



JOHN MACMILLAN PRECINCT

Project Business Case



WE'RE OPEN
VIC PARK

Document Control Business Case - Document History

Document Revisions

Proposal Author	Release Date	Reason for Changes	Version #	Rev Approval
Jack Bidwell	10/05/2019	<Original>	BC0.1	21/05/2019
Jack Bidwell	24/05/2019	<Final>	BC1.1	24/05/2019

Joh

Version #	Release Date	Summary of Changes (since previous version)
Draft BC0.1*	10/05/2019	<Original>
BC1.1	24/05/2019	Revision updates

Approval Authority Position	This document requires the following approvals:
Ben Killigrew, Chief Operations Officer	

Distribution History

This document has been distributed to:

Name	Position	Bus Unit	Distribution Date	Distributed Version #
Ben Killigrew	COO	C-Suite	10/05/2019	BC0.1
David Doy	Manager Place Planning	Place Planning	20/05/2019	BC0.1
Jayde Robbins	Coordinator Strategic Assets	Assets	22/05/2019	BC0.1

Electronic document source file is located at	
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NOTES:	<ul style="list-style-type: none"> *Draft versions to be numbered "D0.1", "D0.2", etc. Accepted Releases should be version numbered "1.X". As a printed draft this copy is only valid on the day it was printed.
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1. Executive Summary

This business case will analyse and outline the proposed options to deliver the ‘John Macmillan Precinct’ project. The project was identified as one of the top five key priority projects by Elected Members during recent planning for the Long Term Financial Plan.

2. Strategic Objectives

The project will seek to initially deliver against the following Strategic Community Plan Objectives but further objectives may be achieved as the project progresses past the planning stages. These initial objectives are:

Civic Leadership	
Strategic Outcome	Intended public value outcome or impact
CL01 – Everyone receives appropriate information in the most efficient and effective way for them	Updates on the project (including this business case) will be distributed by appropriate communication channels to ensure Elected Members and Community Members receive the relevant information.
CL02 - A community that is authentically engaged and informed in a timely manner.	Community Engagement stages have been established in each business option and will form a core part of the deliverables for the project.
CL03 - Well thought out and managed projects that are delivered successfully.	The project will be delivered through the Town’s draft Project Management Framework.
CL06 - Finances are managed appropriately, sustainability and transparently for the benefit of the community.	The costs associated with maintenance and reactive works for the existing facilities are forecast to increase over the next 15 years, therefore increasing the financial liability to the Town if long term planning for the precinct is not established.
Economic	
Strategic Outcome	Intended public value outcome or impact
EC01 - A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship.	Option 1 and option 2 will allow for a potential increase in commercial, office and retail space therefore providing opportunities for increased local employment.
EC02 - A clean, safe and accessible place to visit.	The project will include significant accessibility and inclusion upgrades to the precinct through all three options.
Environment	
Strategic Outcome	Intended public value outcome or impact
EN01 - Land use planning that puts people first in urban design, allows for different housing options for people with different housing need and enhances the Town's character.	The project will provide co-ordinated land-use planning across the precinct.
EN05 - Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed.	All three options of the project will increase the ability for facilities to be built/upgraded to current Australian Standards.

EN06 - Appropriate, inviting and sustainable green spaces for everyone that are well maintained and well managed.	The project outcomes will influence the relationship of John Macmillan Park and the surrounds and how they are maintained or upgraded in the future.
Social	
Strategic Outcome	Intended public value outcome or impact
S02 - An informed and knowledgeable community.	Regular points along the project timeline have been scheduled for community notification and Councillor decision making.
S03 - An empowered community with a sense of pride, safety and belonging.	The community engagement will heavily influence the vision of the project and provide the community with an identity for the precinct.

3. Project Objectives

The project will also seek to achieve the following project objectives:

- Enhance community, cultural, civic, recreation and commercial activities on the site;
- Respond to community needs within the precinct;
- Make public space and Town assets work for the community;
- Make the precinct a multi-functional place; and
- Revitalise assets and spaces within the precinct.

4. Reasons

4.1. Background

Since 2001 works around and within John Macmillan Park have been subject to the investigation and planning of an identifiable 'Town Centre'. Over a period of 16 years the precinct went through various recommended plans and proposals that would deliver an active 'Town Centre' to the community. From 2005 to 2015, the town entered into various negotiations with the adjacent shopping centre owner (Hawaiian Group), which fell through due to financial viability, and later Landcorp, which was not progressed due to significant negative community feedback about the project business plan.

At the Council meeting held 10 February 2015, Council resolved not to progress the advertised Town Centre Redevelopment Business Plan following the conclusion of the public consultation period and that any future action on the land be driven by the community's aspirations. This decision led to several years of low capital investment in the precinct and has resulted in degraded and under-utilised facilities which are reaching the end of their useful life.

In 2018, to address issues with aging facilities and on-going anti-social issues in the area, Elected Members approved the 'John Mactivation' project. A \$1.1M capital upgrade project aimed to revitalise the area along Sussex Street, outside the Town Library. This project re-ignited community interest in the precinct and has led to questions being raised by the community regarding the long term planning and vision of the area. With no long-term plans prepared and approved by Council, these questions are unable to be sufficiently answered.

4.2. Site History

An overview of the history of plans relating to the site is provided in the table below.

2001	Council endorsed the Town Centre Masterplan (previously called the John Macmillan Superblock). The masterplan envisaged a partnership approach to development of the Town Centre.
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2005	The Town entered into discussions with Hawaiian and on the 6 Sept 2005 resolved to advise Hawaiian of what could form the basis for negotiations for the development. MoU signed with Hawaiian in November 2005.
2008	Council and Hawaiian again expressed interest in developing their sites.
2010	A draft Structure Plan is prepared and sits with the Town awaiting resolution of relocation of Bowls Club, future direction on Leisurelife, Library and other community users.
2011	Hawaiian outline their intentions to seek a greater expansion of their shopping centre. Options are re-examined by looking at both sites as a whole.
2011	Workshops held with the community, Elected Members and key stakeholder groups.
2011	Second round workshop held where a design evolved that required a land swap/purchase.
2012	Council agree to the concept design, subject to financial outcomes being quantified.
2013	The Town determines to progress the project without Hawaiian due to non-alignment on land valuations.
2013	The Town determines alternative methods of delivering the project without Hawaiian.
2013	Concept of project-partnering with Landcorp is progressed.
2014	Local Government Amalgamations are announced – The Town accelerates planning for the project to meet the amalgamation deadline of 30 June 2015.
2014	The Town re-initiates the project with Landcorp, establishes a Project Team and releases the Business Plan for feedback.
2015	The Town terminates the project based on strong community feedback
2018	Council approves the 'John Mactivation' upgrade project.

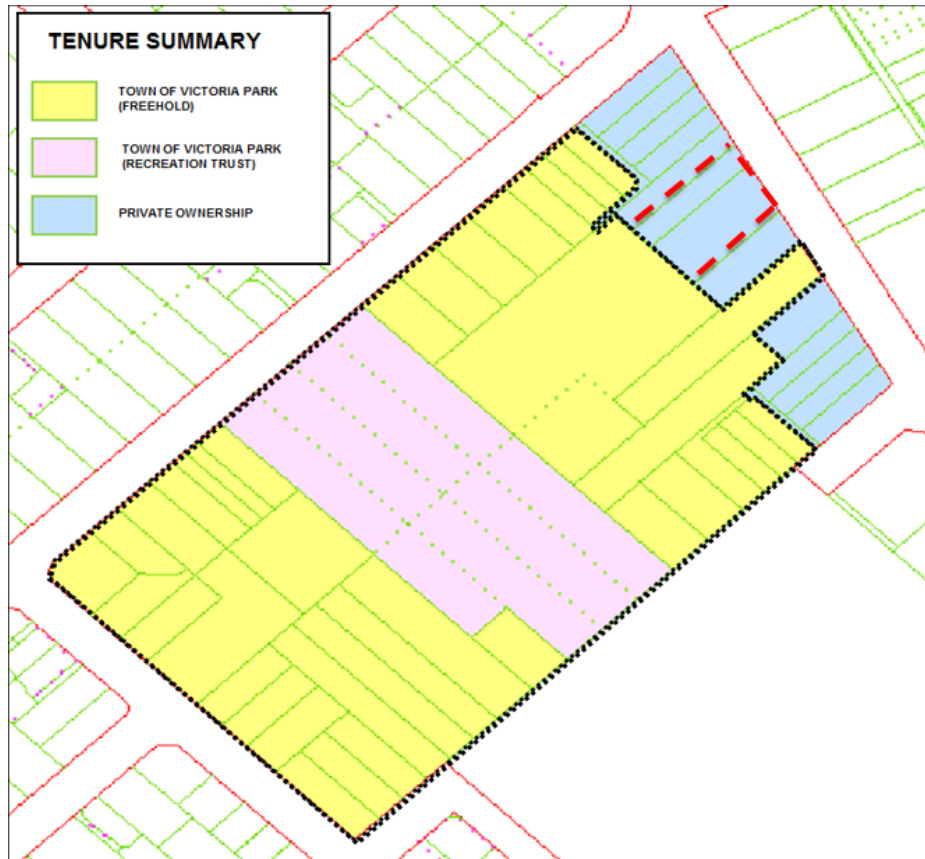
4.3. Site Information

The site is located in East Victoria Park and is bounded by Sussex Street to the south-east, Kent Street to the north-west, Gloucester Street to the south-west and Albany Highway to the north-east. The site is neighbour to the Park Centre Shopping Centre owned by Hawaiian Group and various private land ownerships along Albany Highway.



The broadly rectangular site comprises a combined land area of approximately 5.7 hectares which generally falls from south-west to north-west with a central low point in the POS where the site falls below road level. The cross fall of the site is approximately 8 metres and soils in the area are generally underlain with “Bassendean Sands”.

The site (outlined in black dots) comprises a total of 46 individual land titles, as depicted in the following cadastral plan. Two additional lots (outlined in red dashes) are currently being acquired by the Town and will provide a strategic landholding fronting Albany Highway.

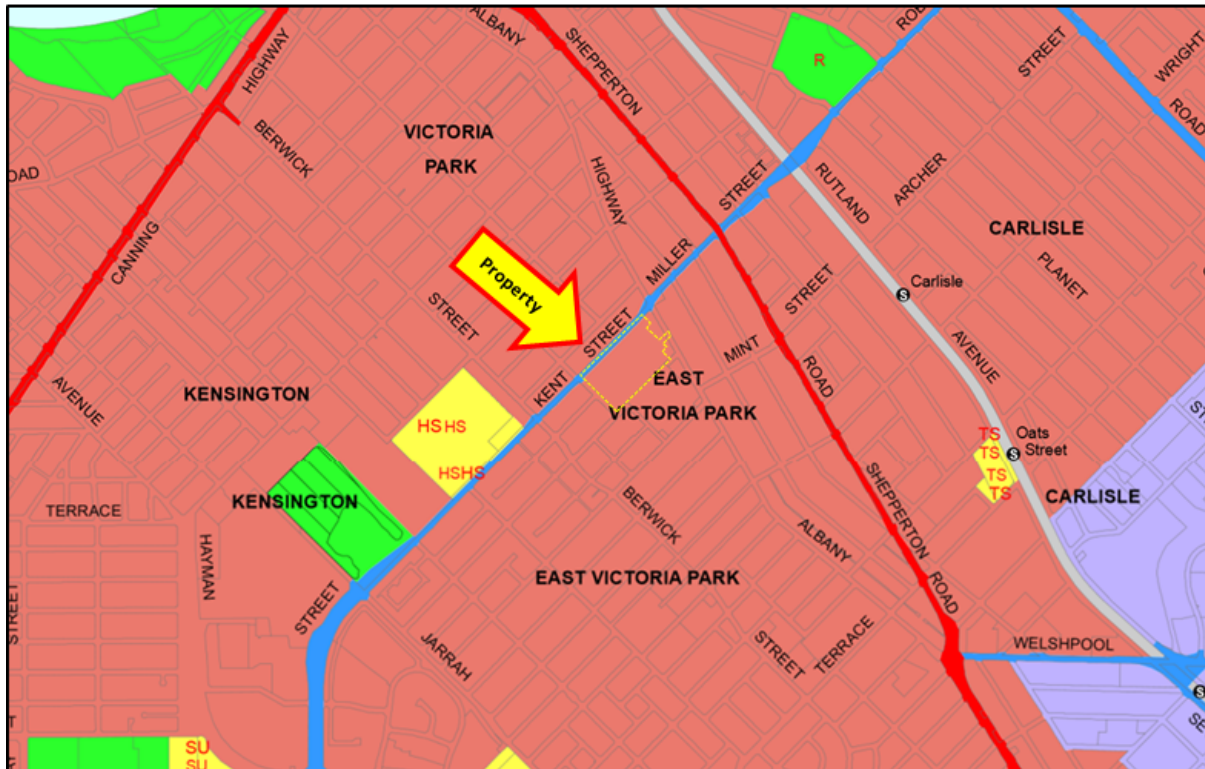


The Town of Victoria Park is the registered proprietor of all the above-mentioned 46 Titles in Freehold; however eight lots (highlighted in pink above) are encumbered by Registrar’s Caveat F867566. This Caveat was lodged in 1941 by the Town of Victoria Park’s predecessor in title (City of Perth) to protect the interests disclosed in Declaration of Trust No 19/1941 that the Land is held for the purposes of “recreation for the people”.

Advice previously provided by lawyers Jackson MacDonald outlined the procedure and principles for having the Caveat removed or varied for both commercial and non-commercial redevelopment purposes; with a similar process successfully completed previously by the Town of Cambridge.

4.4. Planning Context Metropolitan Region Scheme

The entire site is classified as “Urban”, with an approximate 5 metre deep road widening corridor extending along the north-western boundary (Kent Street road frontage) reserved for “Other Regional Roads”.

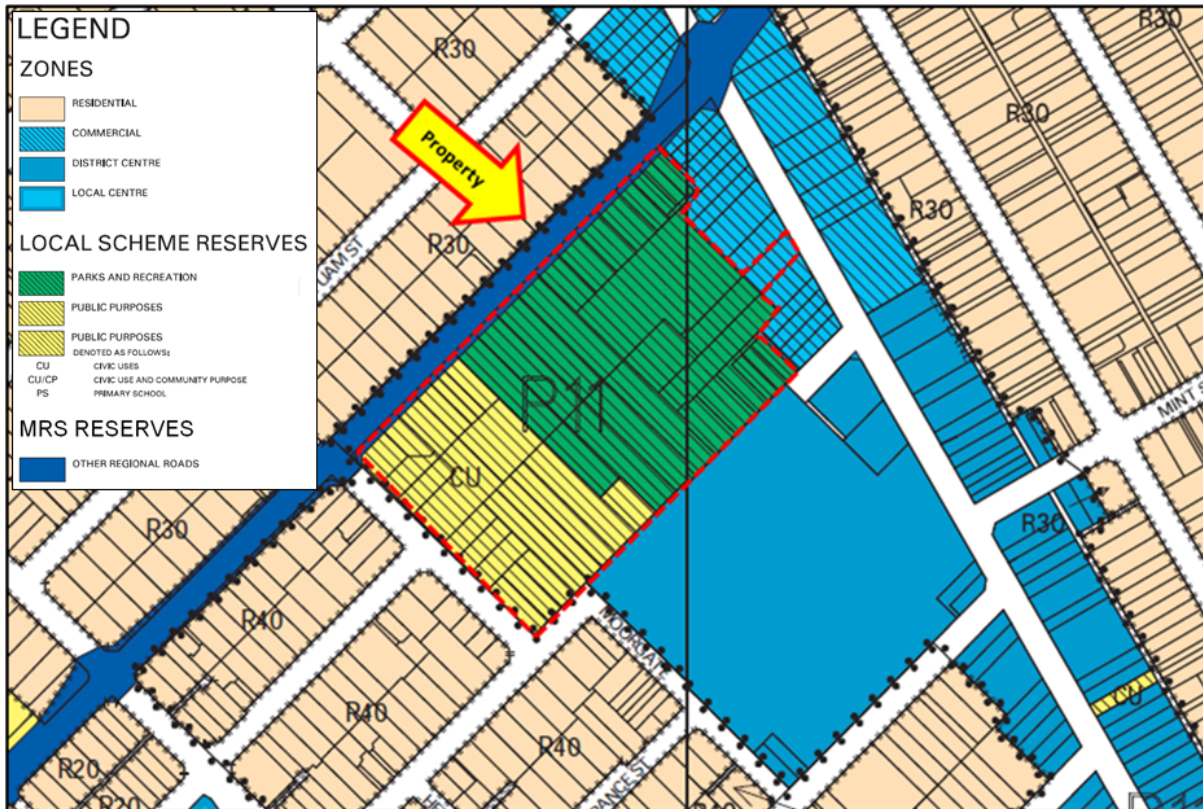


Town of Victoria Park Town Planning Scheme No.1

The south-western precinct of the site (shaded yellow on the plan) is reserved for “Civic Uses”, with the site remainder (shaded green) reserved for “Parks & Recreation”. The drainage sump lot and Car Yard lots fronting to Albany Highway are zoned “Commercial” and a five metre corridor along the Kent Street frontage is reserved for “Other Regional Roads”.

The site is situated in Planning Precinct P11, comprising all the shopping and commercial zoning along Albany Highway in Victoria Park. The overall objective for the Albany Highway precinct is that it is to be revitalised as a major urban/shopping commercial axis incorporating the ‘strip’ imagery that is part of its heritage.

Precinct P11 is subdivided into six policy sub-areas each related to a segment of Zoning along the Highway. The site is situated in the East Victoria Park Shopping Area – District Centre Zone. This area is intended to be consolidated as a centre containing retail, community, civic and recreational facilities. New development should be used to integrate and tie the elements into a cohesive centre. Residential development will be permitted above and behind street front shopping development. Nil setback and glass front will be promoted along Albany Highway frontage.



Town of Victoria Park Draft Local Planning Strategy – TOWARDS 2050

The Town has prepared a Local Planning Strategy to outline the vision and strategic land use planning direction for the Town’s future towards 2050. In July 2018 the draft LPS was adopted by Council and will influence the future planning framework for the site.

The Town has a current population of approximately 39,000 people and hosts around 35,000 jobs, with both figures having grown by 35% in the past decade. The State Government has set a target for the Town to add 19,400 new dwellings by 2050, potentially seeing the population increase to around 75,000 people.

The site is identified in the draft LPS as the ‘Town Centre Sub-Precinct’ of the ‘Albany Highway Secondary Centre’. This area is seen as strategically significant to the Towns future planning framework and a comprehensive design theme should be created for the sub-precinct.

This design theme should include landscaping, public art, street furniture, activity and small parks to create a unique identity. Reduced parking standards for shop/retail uses should be implemented and consistent design themes for new development and public areas should be promoted.

4.5. Current Site Facilities & Services

The Town currently operates and leases a number of on-site buildings for various purposes. All of the facilities not operated by the Town are operated on short term lease arrangements which can be amended, cancelled or renewed with reasonable and appropriate notice. These include:

Leisurelife	District level recreation facility providing three multi-purpose dry courts, a gymnasium and substantial ancillary uses and facilities (Perth Basketball Association, group fitness, physio, aerobics room, drama
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	room, spin room, squash courts, café, crèche, meeting rooms, offices, semi—commercial kitchen etc.).
Town Library	The Town’s only library facility operating under a traditional model.
Community Law Service centre	Non-commercial peppercorn lease to community service provider.
Vic Park Community Centre	Non-commercial peppercorn lease to Department of Communities.
Vic Park – Carlisle Bowling Club	District level bowling facility with three bowling greens and two Area5 soccer courts.
Billabong Childcare Centre	Non-commercial peppercorn lease to community service provider.
Kent Street Houses	Four houses which provide a range of community services, Town staff administration and private rental.
Sump	Presently fulfils a minor drainage role.
Car Yard	Under the process of being acquired by the Town and will be retained as a short to medium-term commercial lease to a private tenant.

Recently, the Town engaged NS Group to undertake Building Condition Assessments and Strategic Asset Reviews for Leisurelife, Library, Community Centre and the Law Service Centre. These findings will inform the business options.

The arrangement of facilities and services on the site can be seen in the map below.



4.6. Long Term Financial Plan

During the recent planning process for the Long Term Financial Plan, consideration was given to the inclusion of a series of major new projects, services and facility upgrades to be included in the Plan. Elected Members undertook a priority process to determine the future focus of the projects; however, insufficient scope and engagement meant that no additional major initiatives were included.

As the projects were considered to have insufficient scope and engagement to be included in the LTFP, Elected Members requested the top five priority projects have business cases prepared to determine the best approach to delivery. The 'John Macmillan Precinct' project was included in the list of the top five priority projects to have Business Cases submitted to Council for consideration by 30 June 2019. This Business Case will seek to provide a range of options that involve significant community engagement to ensure the long term future for the precinct is developed, driven and owned by the community.



5. Options & Justification

Three business options have been prepared for consideration for the 'John Macmillan Precinct' project, these include:

1. **Precinct Masterplan** – An overall planning project that will co-ordinate and maximise land uses across the entire precinct;
2. **Major Refurbishment** – Major upgrades to existing buildings to meet future service requirements split over two sub-precincts; and
3. **Do Nothing** – A continuation of the current state of service provision.

The three business options will be analysed in detail below.

5.1. Recommended Option - Precinct Masterplan

5.1.1. Option Summary

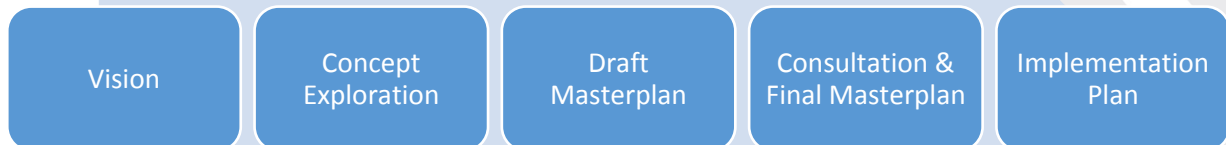
The option will outline the process and key information should Council adopt to undertake a Precinct Masterplan for the 'John Macmillan Precinct' project.

The Precinct Masterplan is the recommended option for the Town as it will determine the appropriate long term uses within the precinct in the context of the future state of the Town as well as deliver overall coordinated land use outcomes.

With existing facilities in the area there would be a significant focus on the future recreational, community, commercial and civic needs within the precinct and include options for maintaining or relocating existing facilities and would require input from informing projects such as the Higgins Park Masterplan and the Aqualife/Leisurelife project.

The Masterplan document produced from this process would be a strategic planning guide for the precinct and will seek to inform the future Town Planning Scheme. Therefore, it will be paired with an implementation plan which will outline the individual activities and projects required to deliver the vision of the Masterplan. These future elements can be delivered in stages and planned and delivered through the Town's Project Management Framework and funded through the Long Term Financial Plan.

The overview process to deliver the Precinct Masterplan is outlined below:



Vision Development

In developing a Masterplan for future of the precinct, it is essential to produce a vision which describes the improvements that can be achieved and reflects the needs of the community as a whole. The vision may also be used to guide design themes within the Masterplan to ensure the community needs are linking through to the delivery.

Concept Exploration

Based on the outcomes from the vision development and outputs from the Higgins Park Masterplan and Aqualife/Leisurelife projects, concepts will be developed, analysed and workshopped with key stakeholders to determine the best options for the precinct. An options report would be developed and submitted to Council for endorsement. This stage will include more detailed financial analysis, spatial analysis, land use planning and various other technical investigations which will be used to inform the draft masterplan.

Draft Masterplan

Following endorsement of the preferred option, the Draft Masterplan will be developed. This will include further explanatory diagrams, imagery, implementation options, opinion of probable costs and the masterplan report.

Consultation & Final Masterplan

Once the draft masterplan has been reviewed and approved by key stakeholders, an external community consultation process is required to be held for detailed engagement and feedback. Any amendments required will then be finalised in the final masterplan document. The final masterplan documents will be submitted to Council for final endorsement.

Implementation Plan

Following endorsement of the final masterplan document, the implementation plan will be finalised which will outline all the required stages, costs, activities and projects required to deliver the precinct vision.

Upon completion of the masterplanning process, the Town will be in a position to accurately forecast and scope capital works over the medium to long-term which will deliver the masterplan vision.

5.1.2. Benefits

The following benefits would be achieved through the delivery of this option

- A vision for the precinct would be endorsed and used to guide all future decisions within the precinct;
- Council would better understand the needs and aspirations of the business and residential community in relation to the future of the precinct;
- Council would better understand the current and future positioning of the precinct in relation to the wider region;
- Council would better understand the future needs and options available for the existing Town owned and operated facilities and services in the precinct;
- Council would maximise opportunity for improved layout for the entire precinct through co-ordinated land use planning and traffic management;
- Council would better understand the feasibility of undertaking each individual activity but in the context of an overall redevelopment of the precinct;
- Council would be in a position to make long term financial planning decisions in relation to the whole precinct and subsequent facilities existing with the precinct;
- Council will be better informed regarding future strategic land acquisitions in proximity to the precinct;

- Council would better understand how to prepare the future Town Planning Scheme and subsequent Activity Centre planning framework required for the precinct.

5.1.3. Dis-benefits

The following dis-benefits could be attributed to delivery of this option:

- Council would need to maintain existing facilities for the medium term whilst planning is completed within the precinct;
- Decision-making regarding the leases, upgrades and services within the precinct will be in fluctuation until needs and options are explored and agreed upon for existing facilities;
- Detailed costings for long term financially planning will not be available until the concept exploration is complete.

5.1.4. Time

An overview of the option delivery timeline is provided below:

Key Activity	2019												2020											
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
1 Project Initiation																								
1.2 Project Initiation Document																								
1.2.1 Prepare PID																								
1.2.2 Approve PID																								
2 Precinct Masterplan																								
2.1 Precinct Visioning																								
2.1.1 Previous Visioning Review																								
2.1.2 Stakeholder Workshops/Community Engagement																								
2.1.3 Vision Developed																								
2.1.4 Vision Endorsed by Council																								
2.2 Concept Exploration																								
2.2.1 Concept Options Prepared																								
2.2.2 Stakeholder Workshops/Community Engagement																								
2.2.3 Option Endorsed by Council																								
2.3 Draft Masterplan																								
2.3.1 Draft Masterplan Prepared																								
2.3.2 Internal Review																								
2.3.3 Draft Masterplan Endorsed by Council																								
2.4 Community Consultation																								
2.4.1 Draft Masterplan Available for Comment																								
2.5 Final Masterplan																								
2.5.1 Comments Reviewed																								
2.5.2 Amendments Prepared																								
2.5.3 Amendments Reviewed																								
2.5.4 Masterplan Adopted by Council																								
2.6 Implementation Plan																								
2.5.4 Implementation Prepared																								
3 Informing Documents																								
3.1 Higgins Park Masterplan																								
3.1.1 Needs Analysis																								
3.1.2 Option Exploration																								
3.1.3 Option Endorsed by Council																								
3.2 Aqualife/Leisurelife																								
3.2.1 Needs Analysis																								
3.2.2 Option Exploration																								
3.2.3 Option Endorsed by Council																								

Note: Outputs of the Higgins Park Masterplan and Aqualife/Leisurelife projects will be required before this project can commence.

5.1.5. Cost

Capital costs for the delivery of the capital works that are derived from the masterplan will be largely determine by the final design and implementation plan. A detailed financial analysis will be included in the Concept Exploration and Draft Masterplan stages.

To commence this project option the operational costs are estimated below:

Key Activity		2019												2020											
		J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	
1	Project Initiation																								
1.2	Project Initiation Document	\$0																							
2	Precinct Masterplan																								
2.1	Precinct Visioning	\$10,000																							
2.2	Concept Exploration	\$20,000																							
2.3	Draft Masterplan	\$30,000																							
2.4	Community Consultation	\$10,000																							
2.5	Final Masterplan	\$20,000																							
2.6	Implementation Plan	\$20,000																							
	Contingency																								
	Other Costs	\$40,000																							
	TOTAL COST ESTIMATES	\$150,000																							

5.1.6. Major Risks

The major risks associated with delivering this option are listed below:

ID	Risk Description	Risk Type	Impact	Likelihood	Risk Rating	Mitigation
1	Long Term Financial Planning delayed for this project	Financial	Major	Possible	High (12)	Financial modelling is included within the concept exploration stage
2	Negative Community Feedback	Reputational	Major	Possible	High (12)	Significant levels of community engagement established early in the project lifecycle
3	Delayed decisions regarding major maintenance of buildings may lead to further degradation of facilities	Property	Moderate	Likely	High (12)	Asset Plans are maintained with required expenditure, timed to the delivery of the masterplan outputs to minimise short-term expenditure
4	Delayed outputs of informing projects delays this project	Service Interruption	Major	Unlikely	Moderate (8)	All projects are planned together in the implementation phase to ensure cohesive timelines

5.1.7. Project Management Team Structure

The project management team roles and responsibilities are defined as per the Project Management Framework. The suggest project team for the implementation phase of this option is listed below.

Project Role	Description	Title	Commitment
Corporate	Project Oversight	C-Suite	Oversight
Project Executive	<nominated by the C suite>	Strategic Projects Manager	Chair – Project Board
Project Manager	<nominated by Project Exec>	Manager Place Planning	Project Board
Senior User	*This person represents the end users	Place Leader East Victoria Park	Project Board
Senior Supplier	*This person represents the project suppliers	External Planning Consultant	Project Board
Subject Matter Expert	Subject Matter Expert	Senior Planning Officer	Project Team Member
Team Manager	Assets	Coordinator Strategic Assets	Project Team Member

Team Manager	Parks	Manager Infrastructure Operations	Project Team Member
Team Manager	Engineering	Manager Technical Services	Project Team Members
Team Manager	Stakeholder Relations	Manager Stakeholder Relations	Project Team Member
Team Manager	Business Services	Manager Business Services	Project Team Member
Team Manager	Community	Manager Community	Project Team Member

Additional Team Managers or Subject Matter Experts may be added along the project lifecycle.

5.1.8. *Outputs*

This option will deliver the following outputs:

1. An adopted vision for the future of the precinct driven by the community;
2. A Precinct Masterplan to strategically guide the future development of the precinct;
3. An implementation plan to guide the delivery of the individual activities and/or projects which will deliver the Vision; and
4. Detailed costings to inform long term financial planning for the precinct.

5.2. *Alternative Option - Major Refurbishment or Redevelopment*

5.2.1. *Option Summary*

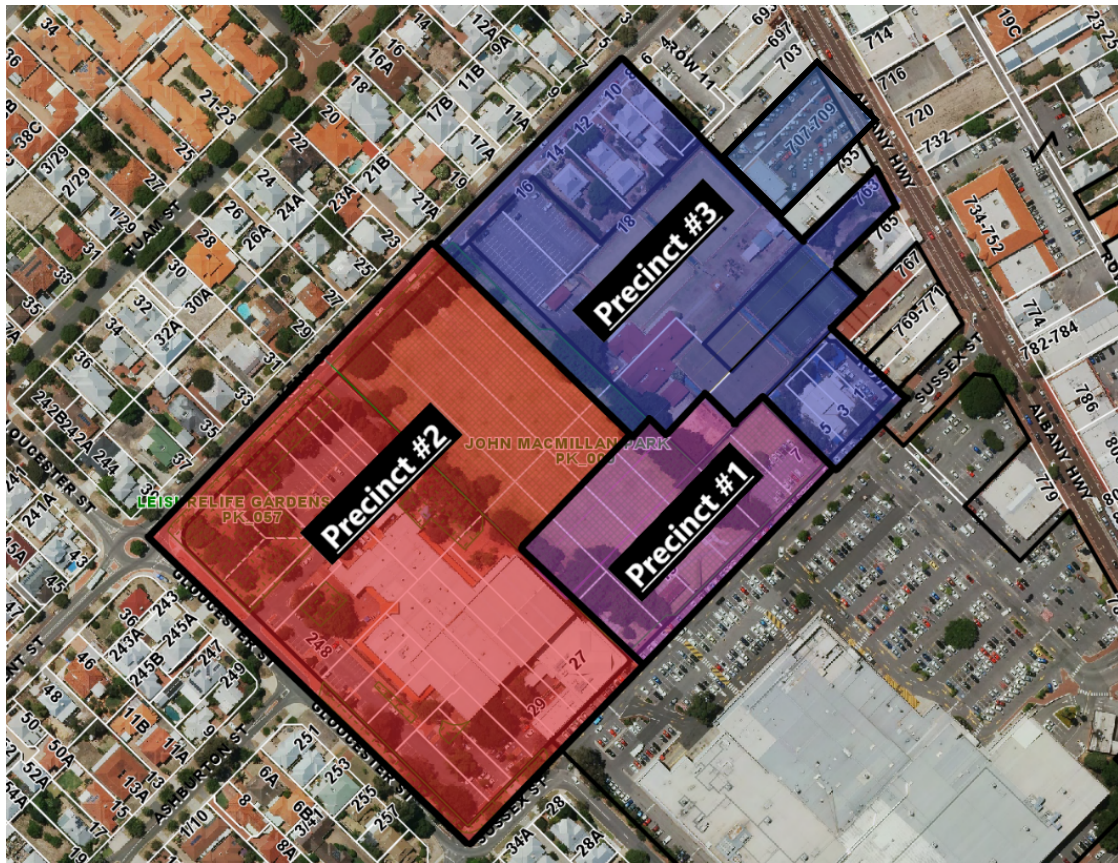
This option will outline the process and key information should Council adopt to undertake a Major Refurbishment or Redevelopment option for the 'John Macmillan Precinct' project.

The Refurbishment/Redevelopment option for the project area is an alternative option for the Town as it will provide the opportunity to refurbish, redevelop or rebuild existing facilities within the same footprint that they currently exist in a theoretical shorter period of time should funding be available.

This option has limitations to the outcomes achievable as the ability to change zoning or maximise on coordinated land uses within the precinct is restricted. There is also physical limitations to the building footprints and a needs and options analysis of the current services is needed to inform what is achievable.

To spread the capital expenditure requirements and limit service disruptions this option is proposed to be delivered in two stages, noting that 'Precinct 1' is currently being delivered as the 'John Mactivation' project. The first stage will be 'Precinct 2' which includes the Library, Leisurelife, Community Centre, Sussex Law Centre and John Macmillan Park. 'Precinct 3' includes the remaining sites within the John Macmillan Precinct.

A map of the precincts can be seen below:



The overview process to deliver the Major Refurbishment or Redevelopment is outlined below:



Situation Analysis & Stakeholder Consultation

Following on from the delivery of the Aqualife/Leisurelife needs and options analysis an initial situation analysis will be conducted which will include site feature surveys and preliminary stakeholder consultation to understand the needs of the community weighed against the needs and options of the technical reports.

Concept Exploration

After the summarisation of the community feedback is received, an external design consultant will be engaged to undertake conceptual level analysis to determine what refurbishment or redevelopment options are achievable within the existing building footprint. This will include

technical investigations such as engineering reports, geotechnical reports and preliminary costs estimates.

Feasibility Study & Financial Planning

Once the options have been analysed and narrowed down by key stakeholders, a draft feasibility report will be developed to determine the economic, environmental, social and sustainable viability of undertaking this project.

Landscape Masterplan

Following endorsement from Council based on the feasibility study, a landscape masterplan will be developed to determine how the surrounding park lands will integrate with the facilities.

Detailed Design

Detailed design and tender specifications will be developed by an external consultant for when Council is ready to go to public tender for the refurbishment or redevelopment works.

Implementation Plan

An implementation plan will be developed alongside the landscape masterplan and detailed design to outline the staging, delivery and management plans for 'Precinct 2'.

Following the completion of this process for 'Precinct 2' the same process will be completed for 'Precinct 3'.

5.2.2. Benefits

The following benefits would be achieved through the delivery of this option:

- Council would better understand the needs and aspirations of the business and residential community in relation to the future of the Leisurelife, Library and community service buildings within 'Precinct 2';
- Council would better understand the opportunities and limitations of redeveloping or refurbishing existing facilities;
- Council would maximise opportunity for improved layout for 'Precinct 2';
- Council would better understand the feasibility of undertaking a major refurbishment or redevelopment of facilities in 'Precinct 2'; and
- Council would be in a position to make long term financial planning decisions in relation to the refurbishment or redevelopment of facilities existing with the precinct.

5.2.3. Dis-benefits

The following dis-benefits could be attributed to delivery of this option:

- Council would limit their understanding of the communities vision for the precinct;
- Council would be restricted to rebuilding, refurbishing or redevelop existing facilities under the same zoning and building codes that currently existing in the precinct;
- Council would not better understand how to prepare the new Town Planning Scheme and Activity Centre framework in relation to the precinct;
- Council would limit the ability to maximise the redevelopment potential through co-ordinated land use planning within the precinct; and
- Council would restrict the ability to develop mixed-use facilities in the precinct.

5.2.4. Time

An overview of the project delivery timeline is provided below:

Key Activity		2019												2020											
		J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	
1	Project Initiation																								
1.2	Project Initiation Document	\$0																							
1.2.1	Prepare PID		█																						
1.2.2	Approve PID			█																					
2	Major Refurbishment or Redevelopment																								
2.1	Situation Analysis & Stakeholder Consultation																								
2.1.1	Previous Report Review				█																				
2.1.2	Stakeholder Workshops/Community Engagement					█																			
2.1.3	Aqua/Leisure Needs Analysis Review						█																		
2.1.4	Aqua/Leisure Site Options Review							█																	
2.2	Concept Exploration																								
2.2.1	Concept Options Prepared						█																		
2.2.2	Stakeholder Workshops/Community Engagement							█																	
2.2.3	Option Endorsed by Council								█																
2.3	Draft Feasibility Study & Financial Planning																								
2.3.1	Draft Feasibility Study									█															
2.3.2	Cost Estimates Review										█														
2.3.3	Funding Options Analysis											█													
2.3.4	Feasibility Study & Financial Modelling Endorsed by Council												█												
2.4	Landscape Masterplan																								
2.4.1	Draft Landscape Masterplan													█											
2.4.2	Community Engagement														█										
2.4.3	Landscape Masterplan Endorsed by Council															█									
2.5	Detailed Design																								
2.5.1	Detailed Design for Facilities																								
2.5.2	Amendments Prepared																								
2.5.3	Amendments Reviewed																								
2.5.4	Detailed Design & Specifications Finalised																								
2.6	Implementation Plan																								
2.6.1	Implementation Prepared																								
2.6.2	Planning commenced for Precinct 3																								
3	Informing Documents																								
3.1	Aqualife/Leisurelife																								
3.3.1	Needs Analysis																								
3.3.2	Option Exploration																								
3.3.3	Option Endorsed by Council																								

Note: Outputs of the Aqualife/Leisurelife project will be required before this project can commence.

Note: Delivery timing of the capital works would be subject to funding availability.

5.2.5. Cost

Capital costs for the redevelopment or refurbishment of the facilities will be largely determine by the final design and included elements of the facilities. A detailed feasibility study will be developed and presented to Council for endorsement.

To commence this project option the operational costs are estimated below:

Key Activity		2019												2020											
		J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	
1	Project Initiation																								
1.2	Project Initiation Document	\$0																							
2	Major Refurbishment or Redevelopment																								
2.1	Situation Analysis & Stakeholder Consultation	\$10,000																							
2.2	Concept Exploration	\$10,000																							
2.3	Draft Feasibility Study & Financial Planning	\$10,000																							
2.4	Landscape Masterplan	\$50,000																							
2.5	Detailed Design	\$50,000																							
2.6	Implementation Plan	\$10,000																							
	Contingency																								
	Other Costs	\$10,000																							
	TOTAL COST ESTIMATES	\$150,000																							

5.2.6. Major Risks

The major risks associated with delivering this option are listed below:

ID	Risk Description	Risk Type	Impact	Likelihood	Risk Rating	Mitigation
1	Long Term Financial Planning delayed	Financial	Major	Possible	High (12)	Financial modelling is included within the concept exploration stage to inform feasibility report
2	Negative Community Feedback	Reputational	Major	Possible	High (12)	Significant levels of community engagement established early in the project lifecycle
3	Delayed decisions regarding major maintenance of buildings may lead to further degradation of facilities	Property	Moderate	Likely	High (12)	Asset Plans are maintained with required expenditure, timed to delivery of outputs to minimise spend
4	Delayed outputs of informing projects delays this project	Service Interruption	Major	Unlikely	Moderate (8)	All projects are planned together in the implementation phase to ensure cohesive timelines
5	Opportunities for best land use within the precinct are restricted/reduced	Financial/Reputational	Major	Likely	High (12)	Council informed of the impact of delivering a redevelopment option over masterplan option
6	Needs analysis may determine that the footprint is too small to achieve required service provision in the future	Financial/Reputational/Service Interruption	Major	Possible	High (12)	Needs and Options analysis from Aqualife/Leisurelife project will be completed before this project commences

5.2.7. Project Management Team Structure

The project management team roles and responsibilities are defined as per the Project Management Framework. The suggest project team for the implementation phase of this option is listed below.

Project Role	Description	Title	Commitment
Corporate	Project Oversight	C-Suite	Oversight
Project Executive	<nominated by the C suite>	Chief Operations Officer	Chair – Project Board
Project Manager	<nominated by Project Exec>	Strategic Projects Manager	Project Board
Senior User	*This person represents the end users	Manager Business Services & Manager Community	Project Board
Senior Supplier	*This person represents the project suppliers	External Consultant	Project Board
Subject Matter Expert	Place Planning	Manager Place Planning & Place Leader East Victoria Park	Project Team Member
Team Manager	Assets	Coordinator Strategic Assets	Project Team Member

Team Manager	Parks	Manager Infrastructure Operations	Project Team Member
Team Manager	Engineering	Manager Technical Services	Project Team Members
Team Manager	Stakeholder Relations	Manager Stakeholder Relations	Project Team Member
Team Manager	Business Services	Manager Business Services	Project Team Member
Team Manager	Community	Manager Community	Project Team Member

Additional Team Managers or Subject Matter Experts may be added along the project lifecycle.

5.2.8. Outputs

This option will deliver the following outputs:

1. An adopted concept for the redevelopment of 'Precinct 2'
2. Detailed costings and feasibility study to inform long term financial planning for 'Precinct 2';
3. An adopted landscape masterplan for 'Precinct 2';
4. Detailed design and specifications for future capital works tender based on the endorsed concept option; and
5. An implementation plan to guide the delivery of the capital works required.

5.3. Alternative Option - Do Nothing

5.3.1. Option Summary

This second alternative option proposed for the 'John Macmillan Precinct' project is a base-line for on-going provision of service and maintenance of existing infrastructure should Council elect not to progress with any proposed redevelopment or upgrade options.

In March 2019, the Town engaged NS Group to undertake building condition assessments and strategic asset reviews of the Town's major buildings (including Leisurelife/Community Centre and the Library/Law Centre building). From these building assessments the Town is able to determine a baseline for on-going maintenance and upgrade estimates should no redevelopment or upgrades occur in the area over the next 15 years.

In the reports, NS Group has assessed the building conditions, estimated the expenditure required over the next 15 years and provided strategic recommendations should the Town wish to continue utilising these facilities in their current capacity.

Based upon the results of the building condition and performance assessments, the following **Short-Term** recommendations are suggested:

- Commit to accurately scope identified general maintenance defects requiring a qualified quote and rectify within 12 months;
- Commit budget to renew assessed components in a poorer (C5) condition over the next 12 months;
- Commit budget to renew assessed components in poor (C4) condition over the next 1-3 years;
- Commit to accurately scope and assess the short-term recommendations provided in each individual asset report.

Based upon the strategic assessment the following **Long-Term** recommendations are suggested:

- The buildings are aging (35+ years) and whilst they represents a required ongoing use for the Town and community, the buildings have significant functional limitations (poor access, dated condition and poor aesthetic appeal). Further investigation and scoping to rectify these issues is required;
- The assess components on average have a remaining useful life of 40-50%. To this end, the presentation and functionality of the building are likely to decrease over the next 5-10 years with the assets likely to be both physically and functionally obsolete at this time;
- Any future spatial planning requirements would need to be dictated by a needs assessment with the needs analysis further informing the Town on a strategic direction in relation to Leisure and Library services. This may include substantial capital works programming on the existing site or construction of a new recreation facility at an alternative site;
- Initial analysis indicates that the existing Library provision is inadequate based on the Town's current and projected population. Takin into consideration the condition and limited expansion opportunities for the existing facility, it is recommended that the Town investigate alternative sites/locations for a second library facility;
- Internally, the Town should further consider their ongoing requirement to assist in the provision of services that the Community Centre and Law Services provides. These functions may be able to be incorporated within the Leisurelife facility long term or determine to be operated out of other facilities and thus make further space available in the facility.

5.3.2. *Benefits*

The following benefits would be achieved through the Do Nothing option:

- Council will be able to minimise and prioritise capital expenditure on a needs basis to other areas of the Town;
- Council will be able to maintain status-quo in the precinct with regards to service provision from existing facilities;
- Council will be provided opportunity to investigate alternative solutions or locations for new facilities that are currently provided in the precinct; and
- Council will be provided viable opportunity for long term asset management expenditure on facilities that represent practical on-going use and need for the Town and broader community.

5.3.3. *Dis-benefits*

The following dis-benefits could be attributed to the Do Nothing option:

- Council will need to provide continued asset expenditure on facilities that are degrading in condition and require significant compliance and practical upgrades;
- Council will be delaying a strategic decision on the direction of the overall precinct;
- Council would not understand the needs and aspirations of the business and residential community in relation to the future of the precinct;
- Council would not maximise opportunity for improved layout for the entire precinct through co-ordinated land use planning and traffic management;

5.3.4. Time

An overview of the option delivery timeline is provided below:

Key Activity	2019												2020											
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	
2																								
2.1 General Maintenance Defects																								
2.1.1 Scope																								
2.1.2 Quote																								
2.1.3 Budget Request																								
2.1.4 Delivery																								
2.2 Poorer Condition Components (C5)																								
2.2.1 Scope																								
2.2.2 Quote																								
2.2.3 Budget Request																								
2.2.4 Delivery																								
2.3 Poor Condition Components (C4)																								
2.3.1 Scope																								
2.3.2 Quote																								
2.3.3 Budget Request																								
2.3.4 Delivery																								
2.4 Short Term Recommendations																								
2.5 Long Term Recommendations																								

Long-term recommendations would need to be scoped as individual projects and delivered on a priority and needs basis beyond 2020.

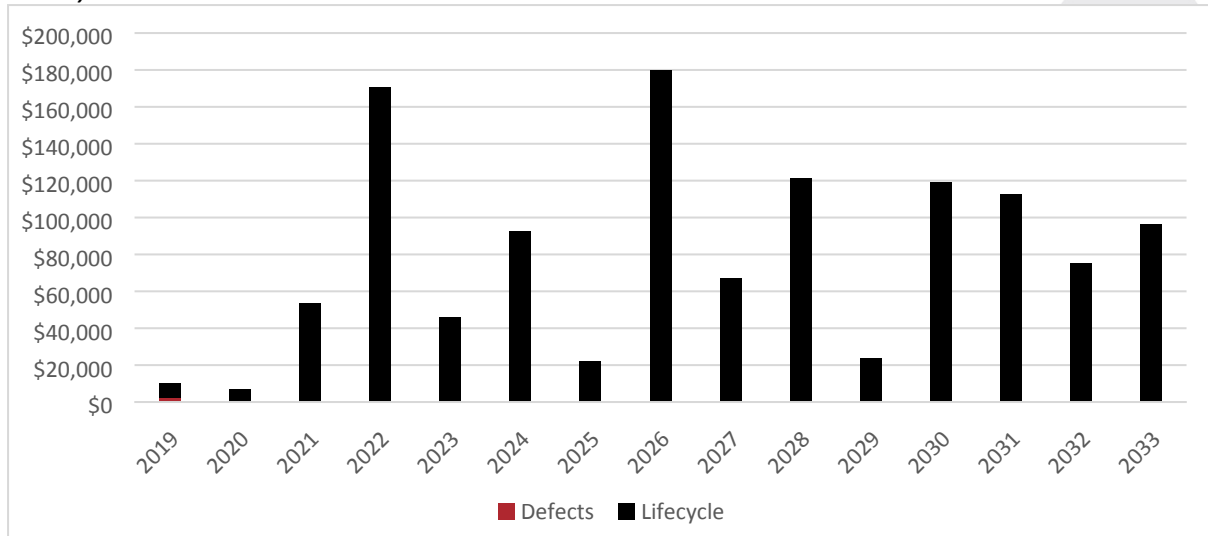
5.3.5. Cost

To maintain the service provision in the existing facilities it is estimated the Town would need to spend an estimated \$4M on the Leisurelife/Community Centre and Library/Law Centre facilities over the next 15 years on general maintenance and C4 and C5 lifecycle expenditure. With three of the largest expenditure years being within the next 5-7 years.

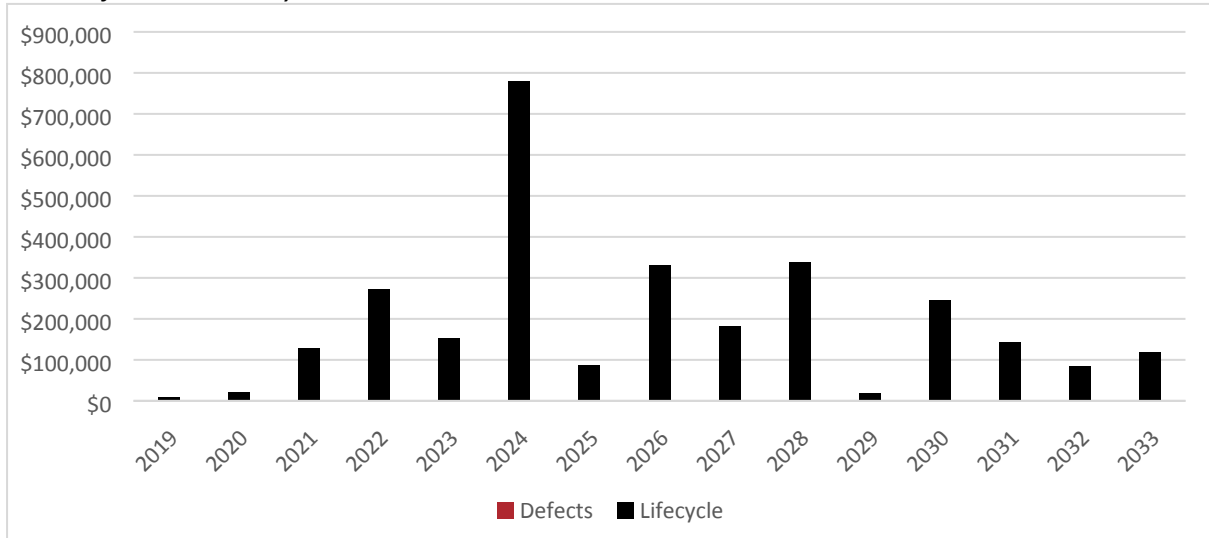
It is important to note that the estimated \$4M required over the next 15 years does not account for any upgrades to the facilities or take into account the current and future service provision improvement costs.

The cash flow estimates of the required expenditure are estimated below:

Library & Sussex Law Centre



Leisurelife & Community Centre



Note that long-term recommendations would need to be scoped in further detail to understand the capital costs required to better inform the long term financial plan.

5.3.6. Major Risks

The major risks associated with delivering this option are listed below:

ID	Risk Description	Risk Type	Impact	Likely-hood	Risk Rating	Mitigation
1	Facilities degraded beyond usefulness	Financial	Major	Possible	High (12)	Long-term implementation plans are in place for upgrades as and when required
2	Facilities no longer service functional needs of the Community	Reputational	Major	Possible	High (12)	Detailed needs assessments undertaken for service provisions of the existing facilities for future planning.
3	Delayed decisions regarding major maintenance of buildings may lead to further degradation of facilities	Property	Moderate	Likely	High (12)	Asset Plans are maintained with required expenditure, timed to budget submissions.

5.3.7. Project Management Team Structure

The project management team roles and responsibilities are defined as per the Project Management Framework. The suggested project team for the delivery of maintenance items is listed below. Long-term recommendations would need individual project teams established based on the individual scope of works required.

Project Role	Description	Title	Commitment
Corporate	Project Oversight	Chief Operations Officer	Oversight
Project Executive	<nominated by the Org/ C suite>	Manager Technical Services	Chair – Project Board

Project Manager	<nominated by Project Exec>	Coordinator Strategic Assets	Project Board
Senior User	*This person represents the end users	Coordinator Strategic Assets	Project Board
Senior Supplier	*This person represents the project suppliers	External Contractor	Project Board
Subject Matter Expert	Place Planning	Place Leader East Victoria Park	Project Team Member
Team Manager	Assets	Building Officer/s	Project Team Member
Team Manager	Stakeholder Relations	Manager Stakeholder Relations	Project Team Member
Team Manager	Business Services	Manager Business Services	Project Team Member
Team Manager	Community	Manager Community	Project Team Member

5.3.8. Outputs

This option will deliver the following outputs:

1. An adopted asset management plan for each individual facility;
2. A cash-flowed expense profile to inform long term financial planning figures; and
3. An implementation plan to address short-term and long-term asset maintenance items.



6. Summary

In summary, the 'John Macmillan Precinct' project will require additional work to comprehensively determine the capital costs required to inform the long term financial planning of Council. In order to undertake the work required to make this determination Council is requested to endorse an option as outlined in this business case.

Of the three options outlined in this business case, the option of the 'Precinct Masterplan' is recommended due to the significant benefits achieved through this approach. Specifically in regards to co-ordinated land use planning, determining the future of Town owned and leased facilities in the precinct and ability to comprehensively engage the community and key stakeholders on their vision for the future of this precinct.



Quality Criteria Checklist

Quality criteria that apply to this business case are summarised as

<i>The project reasons are consistent with corporate, programme management or customer strategies</i>	Yes/ No
<i>The business case is aligned with the Mandated Project Proposal</i>	Yes/ No
<i>The benefits and their justification is clearly identified</i>	Yes/ No
<i>How the project benefits will be realized is clearly described</i>	Yes/ No
<i>What will be a successful outcome for this project is clearly defined</i>	Yes/ No
<i>The reasons why the preferred business option is preferred is clearly defined</i>	Yes/ No
<i>Why the preferred sourcing option (procurement) is preferred is clearly defined</i>	Yes/ No
<i>The necessary funding and how it will be obtained is clearly described</i>	Yes/ No
<i>The business case describes project costs and risks, as well as subsequent operations and maintenance costs and risks</i>	Yes/ No
<i>The Business Case describes non-financial criteria for the success of this project</i>	Yes/ No
<i>Major risks faced by the project are fully defined</i>	Yes/ No

Business Case Approval

Approved by	Name	Date	Signature
< Project Executive >			
Approved by	Name	Date	Signature
<CEO>			
<CCO>			
<CCP>			
<CFO>			

CAFELIFE (HISP) PROPOSAL AQUALIFE CENTRE

REQUEST FOR TENDER

Peter Agostino & Carlo Bambaci
DIRECTORS OF HISP |

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Attachment 1- Key Details and Proposed Lease Terms

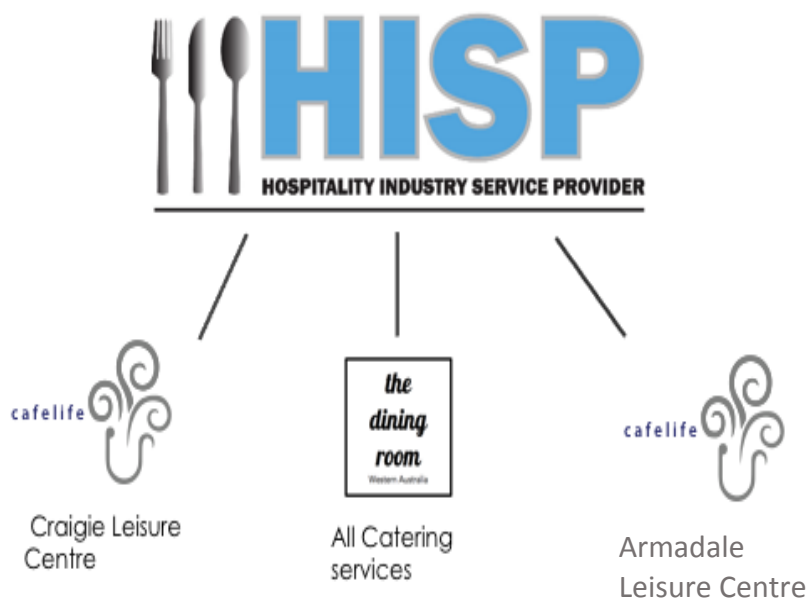
Site Address	Aqualife Centre , 42 Somerset St, East Victoria Park
Land Details	Lot 331 on plan 63589 Certificate of the Title Volume 2798 folio 118
Land Zoning	Town Centre
Land Owner	Town of Victoria Park
Lease Use	Commercial lease
Term	12 month 4 months grace
Further Terms	2 x further 24 months Review performance over the 12-month period, upon which, we can re-negotiate future options.
Rent	\$12, 500 per annum (approx. \$6249.78 per annum for the first year). Suggested grace period due to the upcoming cooler months which project less attendance.
Rent Reviews	Annually indexed to CPI, market review on lease's renewal
Utilities	Tenant to pay utilities directly consumed + outgoings
Lease Premises	Approx. 60 sqm plus indoor and outdoor seating areas
Vending Machines	Currently 1 vending machine- no contract Currently 1 x coffee vending machine- contract Cafelife will supply and manage our own.
Preferred Café Trading Hours	To be negotiated and varied to suit market conditions. Previous trading hours: <ul style="list-style-type: none"> Monday to Friday: 8am to 12noon & 3pm to 6pm Saturday & Sunday: 8.30am to 3/4pm Weekdays: 8am-6pm (without closing shop during the day) Weekends: 8am-6pm (without closing shop during the day) Subject to change depending on seasonality, leisure centre timetable/events calendar.
Cafe Configuration	Currently: <ul style="list-style-type: none"> Lease area <ul style="list-style-type: none"> Kitchen, storage

	<ul style="list-style-type: none"> ○ Indoor seating (25 people approx.) ○ Outdoor seating area
Café Access	<ul style="list-style-type: none"> ● Accessed via main entrance ● Deliveries by car, from parking area on Somerset St ● One dry side service area and one wet side service area
Included in fitout	<ul style="list-style-type: none"> ● Cool room ● Rheem 50L hot water system ● Fixed benches ● Commercial exhaust ● 2 x wall exhaust ● Tables and chairs ● Dry storeroom
<p>Equipment available for purchase</p> <p>We would appreciate if the council can provide the following</p>	<ul style="list-style-type: none"> ● Baine Marie ● Westinghouse upright Freezers x 2 ● Counter top fridge display ● Dishwasher ● Vitamix smoothie maker ● Roband contact Grill ● Chest Freezer ● Chip fryer
<p>3rd Part Equipment</p> <p>*Tenant will need to enter agreements with 3rd Parties if it wants to continue using these items.</p>	<ul style="list-style-type: none"> ● Drinks display fridge- Schweppes ● Ice-cream display fridges- Perth Frozen foods ● Oil disposal unit- Fataway
<p>*If possible, can the council please service all equipment before we take over and commence trading. After which point, HISP will take on the responsibility for maintaining and servicing the equipment.</p>	

Attachment 2- Organisation Structure

Hospitality Industry Service Provider (HISP) is managed by Directors' Peter Agostino and Carlo Bambaci and currently comprises of **Cafelife Craigie Leisure Centre** and **Cafelife Armadale Leisure Centre**, along with our catering service, **The Dining Room**, which caters for events run by the leisure centre, private functions and children's parties.

An overview of the above can be found below, including a brief history of our company.



The growth of HISP started with successfully winning several contracts:

- Subiaco Oval, formally known as Domain Stadium.
- NIB Stadium
- Karrinyup International Golf Tournament (IMG)
- Craigie Leisure Centre
- Woodbridge Riverside Park

HISP currently consists of the following:

- 2 directors
- Approximately 20 employees
- 2 cafes (3 as of March 2019)
- 1 catering service
- Admin team
- 1 full-time chef
- 1 assistant cook

Attachment 3- ASIC Company Extracts

Inquires 1300 300 630

Issue date 28 Jan 18

Company Statement

CORPORATE KEY: 55446509

Extract of particulars - s346A(1) Corporations Act 2001

Check this statement carefully

You are legally obligated to ensure that all your company details listed on this company statement are complete and correct. This is required under s346C (1) and/or s346B and s346C (2) of the *Corporations Act 2001*.

You must check this statement carefully and inform ASIC of any changes or corrections immediately. **Do not return this statement.** You must notify ASIC within 28 days after the date of change, and within 28 days after the date of issue of your annual company statement. Late lodgement of changes will result in late fees. These requirements do not apply to the **Additional company information**.

ACN 167 755 188
FOR HOSPITALITY INDUSTRY SERVICE PROVIDERS (HISP) PTY LTD

REVIEW DATE: 28 January 18

You must notify ASIC of any changes to company details — Do not return this statement



To make changes to company details or amend incorrect information

- go to www.asic.gov.au/changes
- log in to our online services and make the required updates
- first time users will need to use the corporate key provided on this company statement



Phone if you've already notified ASIC of changes but they are not shown correctly in this statement.
Ph: 1300 300 630



Use your agent.

Company Statement

These are the current company details held by ASIC. You must check this statement carefully and inform ASIC of any changes or corrections immediately. Late fees apply. **Do not return this statement.**

1 Registered office
5 IVY PLACE THORNLIE WA 6108

2 Principal place of business
5 IVY PLACE THORNLIE WA 6108

3 Officeholders

Name:	PIETRO AGOSTINO
Born:	SUBIACO WA
Date of birth:	11/10/1962
Address:	5 IVY PLACE THORNLIE WA 6108
Office(s) held:	DIRECTOR, APPOINTED 28/01/2014; SECRETARY, APPOINTED 28/01/2014
Name:	CARLO BAMBACI
Born:	FREMANTLE WA
Date of birth:	19/12/1968
Address:	35 SHAW ROAD DIANELLA WA 6059
Office(s) held:	DIRECTOR, APPOINTED 01/10/2015

Attachment 4- Financial Position

Financial referees

- 1. HISP Accountant Caroline Muia**
 - Meta Accounting
 - caroline@metaaccounting.com.au
 - (08) 63611406

- 2. Personal Accountant Alan Taylor**
 - alanptaylor@optusnet.com.au
 - 0412252905

Attachment 5- Insurance Certificates



Insurance | Risk Management | Consulting

Arthur J. Gallagher & Co (Aus) Limited
ABN 34 005 543 920

Level 2, 235 St Georges Terrace
Perth WA 6000

PO Box 7415
Cloisters Square WA 6850

T +61 8 6250 8300
F +61 8 6250 8400
W www.ajg.com.au

30 October 2018

Mr P Agostino
Hospitality Industry Service Provider (HISP) Pty Ltd
PO BOX 284
HILLARYS WA 6923

CONFIRMATION OF COVER

We confirm that the insurance policy detailed below is current at the date of this advice.

INSURED : Hospitality Industry Service Provider (HISP) Pty Ltd
Cafelife WA Pty Ltd

CLASS : Public & Products Liability Insurance

EXPIRY : 17 May 2019 at 4.00pm

INTEREST : The Insured's legal liability to pay compensation to third parties in respect of

- Property damage or bodily injury (as defined)
- Happening during the period of insurance arising from an occurrence in connection with the Insured's business or products manufactured sold or supplied.

LIMITS : \$20,000,000 any one accident or occurrence
\$20,000,000 Product Hazard aggregate limit any one policy period

INSURER : Allianz Australia Insurance Limited

POLICY NO. : 61-1141981-LCP



SIGNATURE



STAMP

Note: This advice confirms the existence of an insurance policy. The policy terms and conditions incorporate provisions which may enable Insurers to cancel or vary the policy on the happening of prescribed circumstances or events (ie. non-payment of premium). Therefore this confirmation of insurance is not to be construed as guaranteeing that the policy will remain in force throughout the period as specified hereon.



Insurance | Risk Management | Consulting

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30 October 2018

Mr P Agostino
Hospitality Industry Service Provider (HISP) Pty Ltd
PO BOX 284
HILLARYS WA 6923

CONFIRMATION OF COVER

We confirm that the insurance policy detailed below is current at the date of this advice.

INSURED : Hospitality Industry Service Provider (HISP) Pty Ltd
Cafelife WA Pty Ltd

CLASS : Industrial Special Risks Insurance

EXPIRY : 17 May 2019 at 4.00pm AWST

INTEREST : All real and personal property of the Insured anywhere in Australia

LIMITS : \$400,000 any one loss, any one location

INSURER : Chubb Insurance Australia Limited

POLICY NO. : 05FX003509-252



SIGNATURE



Note: This advice confirms the existence of an insurance policy. The policy terms and conditions incorporate provisions which may enable Insurers to cancel or vary the policy on the happening of prescribed circumstances or events (ie. non-payment of premium). Therefore this confirmation of insurance is not to be construed as guaranteeing that the policy will remain in force throughout the period as specified hereon.



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30 October 2018

Mr P Agostino
Hospitality Industry Service Provider (HISP) Pty Ltd
PO BOX 284
HILLARYS WA 6923

CONFIRMATION OF COVER

We confirm that the insurance policy detailed below is current at the date of this advice.

INSURED : Hospitality Industry Service Provider (HISP) Pty Ltd
Cafelife WA Pty Ltd
Peter Agostino

CLASS : Commercial Motor Vehicle Insurance

EXPIRY : 17 May 2019 at 4.00pm

INTEREST : 1. 2012 Holden Commodore Omega MY12 (1DZA715)
2. 2012 Holden Commodore Omega MY12 (1ESD010)

SUM INSURED : Agreed Value - \$12,500

LEGAL LIABILITY : \$35,000,000 (Property damage)
\$35,000,000 ("GAP" bodily injury)

INSURER : Insurance Australia Limited t/as CGU Insurance

POLICY NO. : 24C9986242

SIGNATURE



STAMP

Note: This advice confirms the existence of an insurance policy. The policy terms and conditions incorporate provisions which may enable Insurers to cancel or vary the policy on the happening of prescribed circumstances or events (ie. non-payment of premium). Therefore this confirmation of insurance is not to be construed as guaranteeing that the policy will remain in force throughout the period as specified hereon.



Insurance | Risk Management | Consulting

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ABN 34 005 543 920

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30 October 2018

Mr P Agostino
Hospitality Industry Service Provider (HISP) Pty Ltd
PO BOX 284
HILLARYS WA 6923

CONFIRMATION OF COVER

We confirm that the insurance policy detailed below is current at the date of this advice.

INSURED : Hospitality Industry Service Provider (HISP) Pty Ltd
Cafelife WA Pty Ltd

CLASS : Employers' Indemnity (Workers Compensation) Insurance

EXPIRY : 17 May 2019 at 4.00pm

INTEREST : Liability in terms of WA Workers Compensation & Injury Management Act 1981 including Common Law Liability to workers.

LIMITS : Statutory Liability - As per Act
Common Law - \$50,000,000 any one person/any one event

INSURER : Allianz Australia Insurance Limited

POLICY NO. : WWH0075079



SIGNATURE



STAMP

Note: This advice confirms the existence of an insurance policy. The policy terms and conditions incorporate provisions which may enable Insurers to cancel or vary the policy on the happening of prescribed circumstances or events (ie. non-payment of premium). Therefore this confirmation of insurance is not to be construed as guaranteeing that the policy will remain in force throughout the period as specified hereon.

Attachment 6- Expertise in the Industry

Business Proposal

HISP is a highly professional and independently managed company specialising in business within the Hospitality Industry. HISP is managed by Directors Peter Agostino and Carlo Bambaci, who between the two of them have 50 years' experience in the running of successful businesses. Over the years HISP has proven itself to be a leading example of professionalism within the Hospitality Industry and more specifically leisure centre cafes. This has been achieved through the tireless efforts of both directors along with a dedicated team of staff.

HISP is eager to present an overview of how we can work in collaboration with the local council and leisure centre to provide a premium café experience for leisure centre patrons. We believe that our company can achieve this by incorporating the procedures that are already instilled in our current successful cafe businesses, accompanied by consistently high-quality food, beverages and customer service.

Operating agenda

As previously mentioned, if successful in the tender process HISP intends to implement the same procedures and services already proven to be successful in our current businesses. However, we pride ourselves on being versatile and these processes will be modified to suit the specific needs of the café.

Over the years HISP has developed and instilled a code that we expect everyone involved in our business to abide by. In doing such we ensure that the highest quality of service is always maintained and provided.

Our Mission

Cafelife's mission is to provide premium quality food and service, tailored to the specific needs of our patrons. We aim to deliver consistently high standards, offering customers a range of healthy food and beverage options all the while providing friendly and efficient service.

Our Philosophy

Here at Cafelife, we promote a professional and enjoyable working environment. As a member of the Cafelife team, you are expected to be respectful towards your colleagues and patrons and to focus on completing every task to the best of your ability. We believe that our success is measured according to the following core values:

High-quality service | Continual growth | Honesty and trust | Equality
Continuous training and development | Teamwork | Professionalism | Innovation
deals with solutions | 100% commitment | marketing/promotion

Staff Structure

HISP is currently comprised of approximately 20 staff members. All staff have received extensive training to ensure they are able to provide a consistently high level of customer service. HISP is currently in the process of developing training seminars to further develop our staffs' skills in all aspects of customer service. We aim to have these seminars ready to present in the next coming months.

HISP has a head chef, who is responsible for producing high quality, fresh and healthy food daily. He is assisted by a cook who co-manages the kitchen and provides a helping hand specifically on weekends and busy periods of trading.

Furthermore, HISP has a Management and Accounts team who are responsible for the behind-the-scenes paperwork, rostering, ordering and other such tasks that are essential to the successful operation of the business. Management has developed and implemented a monthly rostering system that takes into consideration both the needs of the staff and business. This ensures that there is always the appropriate staff rostered to meet the demands of our customers.

Experience in the operation of cafes

HISP is currently comprised of **Cafelife Craigie Leisure Centre** and **Cafelife Armadale Leisure Centre** along with our catering service, **The Dining Room**.

In the past we have been successful in winning the following contracts:

- Subiaco Oval, formally known as Domain Stadium.
- NIB Stadium
- Karrinyup International Golf Tournament (IMG)
- Craigie Leisure Centre
- Woodbridge Riverside Park
- Cafelife Armadale Leisure Centre

Business scale, nature and setting

With each of these contracts, HISP ensured that our staff were adequately trained for the needs of the specific venue. In each of these venues, we employed the same protocols and procedures, modifying them when necessary to suit the specific needs of the venue. For stadium venues, it was essential for our staff to be able to cope with the large scale of patrons. Therefore, we have experience serving large crowds of people under pressure. We have proven time and time again we can cope with the demands of a large venue.

Ability to operate the café

As experienced business owners, we are able to commence the running of the café at its first availability. We already run two café businesses, Cafelife Craigie and Cafelife Armadale. We believe this demonstrates our ability to take on another café and be successful in this venture.

Local council experience

Leisure Centre experience

HISP has currently been successfully managing and operating Cafelife Craigie Leisure Centre for the past six years. We pride ourselves on our ability to work in collaboration with The Craigie Leisure Centre staff and management along with the Joondalup council. HISP Directors' work closely with

leisure centre coordinator Josh Wixon who they have monthly meetings with. It is during such meetings that HISP seeks constructive feedback and ensure any issues are discussed. If any such concerns do arise HISP is quick to rectify these as soon as possible.

Reserve/park experience

In the past, HISP managed Cafelife at Woodbridge Reserve Riverside Park. While this cafe was on a smaller scale it provided us with a different kind of business experience. Once again, we worked very closely with the local council, the City of Swan and together aimed to provide the best service for patrons. The demographics of Cafelife Woodbridge also differed slightly to that of Cafelife Craigie. This provided us with the opportunity to tailor our services to a specific demographic, which in this case was mostly families.

Ability to provide a high level of customer service

HISP believes having successfully operated for the past six years reflects the high-level customer service we provide. In 2016 we won the tender to continue another term of lease at Craigie Leisure Centre. This achievement was a clear indication that not only are the patrons pleased with our café, but also the council.

Constructive feedback

Here at HISP, we believe that the best feedback is that received from our customers. While we always strive for positive feedback, we understand that there is a constant need for improvement. We have a number of regular customers as well as many new customers many of which have been recommended to the café by friends and family. Therefore, we believe our café has a positive track record in providing exceptional customer service.

Market opportunities

Loyalty reward program

We have recently introduced a coffee-based loyalty card; which customers have responded very favourably to.

Food specials

We also have a number of daily specials, which we rotate throughout the week. During winter this year we introduced a 'Winter Warmers' menu. This was set up as a buffet selection and provided customers with a number of different hot meals such as curry, pasta, roast meat and vegetables. This proved to be very popular with leisure centre patrons. We are always striving to further improve our menu, with the constant feedback from our customers. For example, we added several healthier options to satisfy the health conscious.

Advertising & Marketing

In addition to the above we are also currently in the process of improving our social media presence and in the near future seek to utilise this tool to further advertise our business. Furthermore, we use meetings with the centre management staff as an opportunity to discuss new options/opportunities to improve our advertising and marketing techniques.

Cafelife Craigie



Cafelife Armadale





Attachment 7- Operating Services

Examples of products

The following is a sample menu of the products offered at Cafelife Craigie.

This is subject to change.

Coffee

	8oz	12oz	16oz
Flat White	\$4.20	\$4.70	\$5.70
Cappuccino	\$4.20	\$4.70	\$5.70
Long Black	\$4.20	\$4.70	\$5.70
Latte	\$4.20	\$4.70	\$5.70
Chai Latte	\$4.70	\$5.20	\$6.20
Hot Chocolate	\$4.20	\$4.70	\$5.70
Mocha	\$4.70	\$5.20	\$6.20
Affogato	\$5.70	\$6.70	\$7.70
Espresso	\$3.60		
Double Espresso	\$4.20		
Short Macchiato	\$4.00		
Long Macchiato	\$4.60	\$5.30	\$6.10
Tea	\$4.00	\$4.20	\$4.50
<i>(English Breakfast, Earl Grey, Malabar Chai, Peppermint, Spring Green, Fruits Of Eden, Chamomile, Lemongrass & Ginger)</i>			
Babyino			\$2.00
Extras: extra shot, decaf, soy, almond, lactose free			\$0.60
Syrups (Vanilla, Caramel & Hazelnut)			\$1.00



Iced Drinks

Iced Chocolate	\$6.50
Iced Coffee	\$6.50
Milksake	\$6.00
Slushies	\$4.00
- Raspberry	
- Tropical	
- Blueberry	

Ice Creams

Pre-packaged:

A range of Peters Pre-packaged Ice-cream available at the counter.

Scoop ice cream:

A range of flavours available at Pool-side counter.

- Single scoop cup	\$4.50
- Double scoop cup	\$6.50
- Single Scoop Cone	\$5.00
- Double Scoop Cone	\$7.00
- Sundae	\$7.50

Add nuts, sprinkles, flavoured syrups 50c

Cold Drinks

Soft drinks (600ml)	\$4.70
Sparkling water (500ml)	\$4.00
Juice (375ml)	\$4.20
Chill Flavoured Milks (300ml, 600ml)	\$3.00, \$4.60
Iced tea (500ml): Peach, Lemon, Mango	\$4.40
Gatorade	\$4.80
Pop Tops (Orange, Apple, Apple & Blackcurrant)	\$2.80
Water (600ml, 1 litre)	\$3.00, \$4.50



Menu

76 Champion Dr, Seville
Grove, 6112

(08) 9402 3820

Opening hours:

Mon-Fri: 6am-8pm

Sat-Sun: 7am-6pm

All catering enquires:

thediningroom@hisppwa.com.au

Breakfast

(7.30am-10.30am)

Eggs on toast (poached, scrambled, fried)
\$10.50

Bacon & Egg \$13.50

Smashed Avocado on toast \$12.50

Toast (x2)

- Thick toast \$4.00

- Fruit toast \$5.00

Ham & Cheese croissant \$6.50

Bacon & Egg Sandwich \$7.50

Bircher Muesli \$8.00

Banana Bread \$4.00

Extras:

- Toast (\$2.00)

- Grilled tomato (\$2.00)

- Spinach (\$2.00)

- Bacon (\$3.50)

- Egg (\$2.00)



Lunch

Hot chips:

Small \$4.50

Large \$6.50

Sausage roll \$6.00

Chicken nuggets & chips \$7.50

Toasties:

Ham & Cheese \$7.00

Swiss Cheese, Tomato & Pesto \$7.00

Chicken, Cheese & Mayo \$7.50

Fresh Wraps (Changes daily) \$9.50

Fresh Sushi & Rice Paper rolls \$7.50

- Chicken

- Tuna

Focaccia (see cabinet for daily specials)

\$8.50

Home-style Quiches (see cabinet for daily specials)

-prices may vary \$6.50-\$8.50

Variety of Salads (Changes daily)-

\$12.50

Add Chicken \$3.00



Desserts

Cakes \$5.00

Muffins (Apple & Cinnamon, Blueberry, Raspberry & White Choc, Choc Chip) \$5.50

Home-Made Muesli Slice \$5.50

Fruit Salad (Add Yoghurt .50c) \$7.50

Jelly Cups \$3.00

Lolly Pop \$1.00

Killer Python \$1.00

Fresh Fruit (Apple, Banana) \$1.50- \$2.00

Cookies \$4.00

Lolly Cup \$3.00

Crisps \$3.00

Freddo Frog:

Small \$1.00

Large \$2.00



Chef's Specials

Chicken Schnitzel, salad, chips \$15.95

Arrancini, salad, chips \$15.95

Quiche, salad, chips \$15.95

Scotch Fillet (200g), salad, chips

\$16.95

Homemade Sausage Roll, Salad, Chips

\$13.95

[See blackboards for daily deals.](#)

Suggested food and beverages

HISP intends to serve a similar range of food and beverages to those already provided at our current cafes. However, we reiterate that the menu will be tailored to the specific needs of the café and its patronage.

Product range brand offerings

The following is an example of the products HISP provides:

- High quality Dimattina coffee (Prima Tazza).
- Full range of milk products (Brownes extra creamy, Brownes skim milk, Vitasoy Almond milk, Vitasoy Lactose free and Vitasoy soy milk).
- Range of coffee flavoured syrups (Hazelnut, Vanilla and Caramel).
- Range of high quality teas (English Breakfast, Earl Grey, Peppermint, Chamomile, etc.).
- Range of freshly made fruit smoothies and milkshakes.
- Range of dessert options.

Daily specials

- Beef/chicken schnitzel.

- Vegetarian and Meat quiches.
- Salad bar.
- A range of Turkish rolls, Focaccias, Bagels and Wraps.
- Homemade jumbo Sausage Roll.
- Our extremely popular Muesli Slice.



Winter Warmers Menu (introduced 2018)



Winter Warmer Menu

Starting the 8th of June

Every Friday 10 am- 2pm

Adult \$15.90 per plate

Kids (under 12) \$8.00 per plate

Homemade Ravioli with a
Bolognese sauce

Roast Beef with Vegetables or salad

Home made Curry & Rice

Arancini balls with a side salad

Extra: dinner roll & butter
60c

Dine in or take away

**Menu May change
weekly**



Ability to serve a diversity of food and beverage services

While at HISP we believe we already provide our customers with a diversity of food and beverages, we always strive to continuously meet our customers' expectations. This has led us to update our menus, reconsider pricing options and introduce the addition of seasonal menus, like our 'Winter Warmers' menu which is shown above. We have also introduced a Health-conscious menu, with a range of gluten-free and low-fat options. This modified range of products have proven to be extremely popular with the leisure centre customers.

Health-conscious menu examples

- Freshly made sushi.
- Salad bar.
- Vegetarian quiches.
- Fruit salads.
- Jelly cups.

- Bircher Muesli.
- Muesli slice.
- Range of homemade soups.
- Healthy breakfast range.

Birthday party catering

The following are examples of the documents supplied with our birthday party catering and private function catering.

Document 1: Kid's party catering at Cafelife

Thank you for your enquiring regarding catering at Cafelife.

Placing an order:

We require 7 days-notice prior to the party, to place an order please fill out the attached forms and send to...

Please note:

We require a compulsory deposit of \$50.00 prior to the date and a payment in full on the day of the party. The deposit is recoverable if the order has been cancelled five days before the party.

Dietary requirements:

If there is any special dietary or allergy requirements, please inform us what those are, and we will be more than happy to accommodate your needs.

We look forward to hearing from you soon.

Any enquires please don't hesitate to contact us:

Phone (08) 9402 3820

Email: thediningroom@hispwa.com.au

Kind Regards,

Cafelife.

Document 2: Kid's party menu

Each package is catered for a minimum of 15-30 people.

***Please selected one of the following packages,
(Menu selection all made by our in-house chef):***

Package 1:

Cocktail sausage rolls

Mini hot dogs

Chicken nuggets

Mixed sandwich selection

Price: \$9.95 per person

Package 2:
 Mini beef party pies
 Mini beef Cheeseburgers
 Ham and pineapple pizza
 Mixed sandwich selection
Price: \$10.95 per person

Additional extra options:

Chips- small box \$ 4.50
Traffic light jelly \$ 2.50
Ice- creams

Parents Platters (min 15 people)
 Gourmet wraps and sandwiches
Price: \$6.95 Per person

Document 3: Order Form

Name:	
Phone number:	
Email address:	
Number of guests:	
Date of the party:	
Time:	

*Please
circle
the
packa
ge*

option:

Package one	Yes	No
Package two	Yes	No

Please select extras:

Choices Single portions	Quantities required	Total price
Chips \$		
Traffic light Jelly \$		
Ice- cream \$		

Parents platter \$		
------------------------------	--	--

Total price:	
---------------------	--

Office use only:

Total Price:	
Payment method on the day:	CASH OR EFTPOS
Staff Name:	
Staff Signature:	

Fight Night Menu

Cold Section

Cold Meat Assortments
Accompanied by
Dips, Cheese, Olives, fresh salad strips & Crackers



Hot Section

Marinated Chicken wings
Meat Balls
Arancini
Dinner rolls



Later

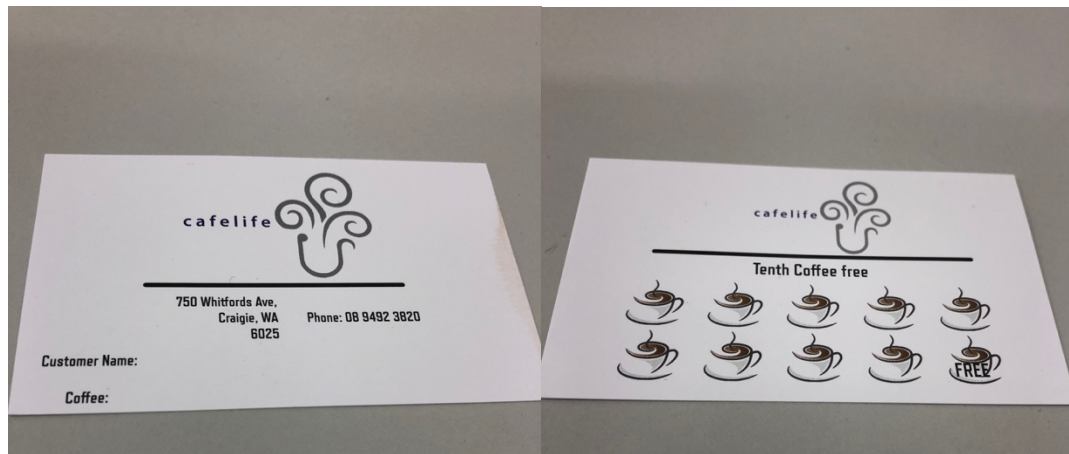
Fruit & Nut Platters

Please note this is only a sample menu and therefore, is subject to change.

Value-added services

Loyalty cards

HISP has introduced a loyalty program this year, where customers have been issued a loyalty card that rewards them with a free coffee, every 9 purchased.



Pensioner Discount

We also offer a Pensioner discount of 10% to our senior patrons.

Staff discount

Staff are issued a 20% discount on our range of food and beverages.

CAFELIFE (HISP) PROPOSAL LEISURELIFE CENTRE

REQUEST FOR TENDER

Peter Agostino & Carlo Bambaci
DIRECTORS OF HISP |

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Attachment 1- Key Details and Proposed Lease Terms

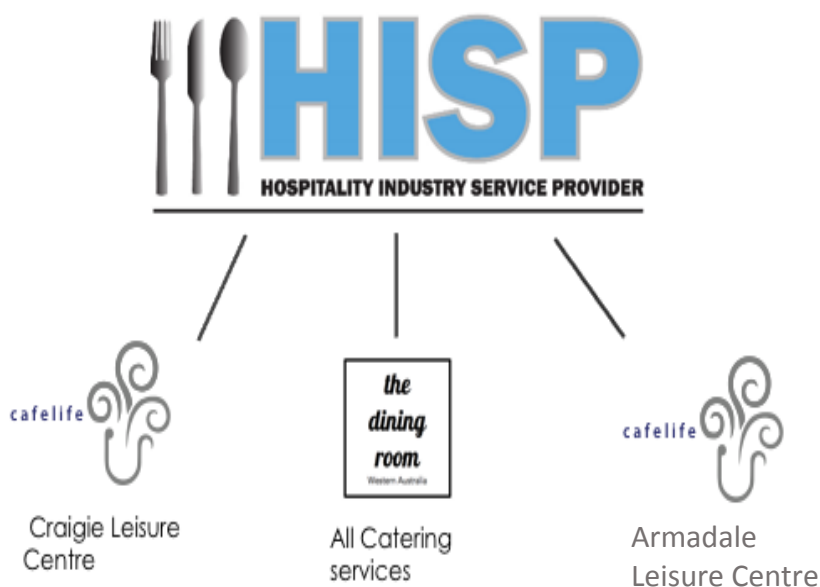
Site Address	Leisurelife Centre, 248 Gloucester St, East Victoria Park
Land Details	-
Land Zoning	Town Centre
Land Owner	Town of Victoria Park
Lease Use	Commercial lease
Term	12 month 4 months grace
Further Terms	2 x further 24 months
Rent	\$12, 500 per annum (approx. \$6249.78 per annum for the first year). Suggested grace period due to the upcoming cooler months which project less attendance.
Rent Reviews	Annually indexed to CPI, market review on lease's renewal
Utilities	Tenant to pay utilities directly consumed + outgoings
Lease Premises	Café space approx. 24 sqm + indoor seating area
Vending Machines	-
Preferred Café Trading Hours We would like to discuss the following trading hours and be provided with more information regarding the schedule of the centre (reasons for the specific trading hours).	Outside of School Holidays <ul style="list-style-type: none"> Monday- Friday: 3:30pm-8pm Saturday: 8am-9pm (Based on booking scheduling) Sunday: 8am-3pm (Based on WA Basketball Fixtures) School Holidays <ul style="list-style-type: none"> Monday-Friday: 6pm-10pm Saturday: 8am-9pm (Based on booking scheduling)
Kitchen Configuration	Currently: <ul style="list-style-type: none"> Lease area <ul style="list-style-type: none"> Kitchen, storage Flexibility with the usage of the commercial kitchen when required.
Kitchen Access	<ul style="list-style-type: none"> Accessed via main entrance- Gloucester St or Kent St

	<ul style="list-style-type: none"> • Deliveries by car, from parking directly at doorway • One service area
Included in fitout	<ul style="list-style-type: none"> • Cool room • Fixed benches • Commercial exhaust • Tables and chairs • Dry storeroom
Equipment available for purchase We would appreciate if the council can provide the following	<ul style="list-style-type: none"> • Baine Marie • Westinghouse upright Freezers x 2 • Counter top fridge display • Dishwasher • Roband contact Grill • Chest Freezer • Chip fryer to be supplied by council
3rd Part Equipment *Tenant will need to enter agreements with 3 rd Parties if it wants to continue using these items.	<ul style="list-style-type: none"> • Drinks display fridge- Schweppes • Ice-cream display fridges- Perth Frozen foods • Oil disposal unit- Fataway
*If possible, can the council please service all equipment before we take over and commence trading. After which point, HISP will take on the responsibility for maintaining and servicing the equipment.	

Attachment 2- Organisation Structure

Hospitality Industry Service Provider (HISP) is managed by Directors' Peter Agostino and Carlo Bambaci and currently comprises of **Cafelife Craigie Leisure Centre** and **Cafelife Armadale Leisure Centre**, along with our catering service, **The Dining Room**, which caters for events run by the leisure centre, private functions and children's parties.

An overview of the above can be found below, including a brief history of our company.



The growth of HISP started with successfully winning several contracts:

- Subiaco Oval, formally known as Domain Stadium.
- NIB Stadium
- Karrinyup International Golf Tournament (IMG)
- Craigie Leisure Centre
- Woodbridge Riverside Park
- Armadale Leisure Centre

HISP currently consists of the following:

- 2 directors
- Approximately 20 employees
- 2 cafes (3 as of March 2019)
- 1 catering service
- Admin team
- 1 full-time chef
- 1 assistant cook

Attachment 3- ASIC Company Extracts

Inquires 1300 300 630

Issue date 28 Jan 18

Company Statement

CORPORATE KEY: 55446509

Extract of particulars - s346A(1) Corporations Act 2001

Check this statement carefully

You are legally obligated to ensure that all your company details listed on this company statement are complete and correct. This is required under s346C (1) and/or s346B and s346C (2) of the *Corporations Act 2001*.

You must check this statement carefully and inform ASIC of any changes or corrections immediately. **Do not return this statement.** You must notify ASIC within 28 days after the date of change, and within 28 days after the date of issue of your annual company statement. Late lodgement of changes will result in late fees. These requirements do not apply to the **Additional company information**.

ACN 167 755 188
FOR HOSPITALITY INDUSTRY SERVICE PROVIDERS (HISP) PTY LTD

REVIEW DATE: 28 January 18

You must notify ASIC of any changes to company details — Do not return this statement



To make changes to company details or amend incorrect information

- go to www.asic.gov.au/changes
- log in to our online services and make the required updates
- first time users will need to use the corporate key provided on this company statement



Phone if you've already notified ASIC of changes but they are not shown correctly in this statement.
Ph: 1300 300 630



Use your agent.

Company Statement

These are the current company details held by ASIC. You must check this statement carefully and inform ASIC of any changes or corrections immediately. Late fees apply. **Do not return this statement.**

1 Registered office
5 IVY PLACE THORNLIE WA 6108

2 Principal place of business
5 IVY PLACE THORNLIE WA 6108

3 Officeholders

Name:	PIETRO AGOSTINO
Born:	SUBIACO WA
Date of birth:	11/10/1962
Address:	5 IVY PLACE THORNLIE WA 6108
Office(s) held:	DIRECTOR, APPOINTED 28/01/2014; SECRETARY, APPOINTED 28/01/2014
Name:	CARLO BAMBACI
Born:	FREMANTLE WA
Date of birth:	19/12/1968
Address:	35 SHAW ROAD DIANELLA WA 6059
Office(s) held:	DIRECTOR, APPOINTED 01/10/2015

Attachment 4- Financial Position

Financial referees

- 1. HISP Accountant Caroline Muia**
 - Meta Accounting
 - caroline@metaaccounting.com.au
 - (08) 63611406

- 2. Personal Accountant Alan Taylor**
 - alanptaylor@optusnet.com.au
 - 0412252905

Attachment 5- Insurance Certificates



Insurance | Risk Management | Consulting

Arthur J. Gallagher & Co (Aus) Limited
ABN 34 005 543 920

Level 2, 235 St Georges Terrace
Perth WA 6000

PO Box 7415
Cloisters Square WA 6850

T +61 8 6250 8300
F +61 8 6250 8400
W www.ajg.com.au

30 October 2018

Mr P Agostino
Hospitality Industry Service Provider (HISP) Pty Ltd
PO BOX 284
HILLARYS WA 6923

CONFIRMATION OF COVER

We confirm that the insurance policy detailed below is current at the date of this advice.

INSURED : Hospitality Industry Service Provider (HISP) Pty Ltd
Cafelife WA Pty Ltd

CLASS : Public & Products Liability Insurance

EXPIRY : 17 May 2019 at 4.00pm

INTEREST : The Insured's legal liability to pay compensation to third parties in respect of

- Property damage or bodily injury (as defined)
- Happening during the period of insurance arising from an occurrence in connection with the Insured's business or products manufactured sold or supplied.

LIMITS : \$20,000,000 any one accident or occurrence
\$20,000,000 Product Hazard aggregate limit any one policy period

INSURER : Allianz Australia Insurance Limited

POLICY NO. : 61-1141981-LCP



SIGNATURE



STAMP

Note: This advice confirms the existence of an insurance policy. The policy terms and conditions incorporate provisions which may enable Insurers to cancel or vary the policy on the happening of prescribed circumstances or events (ie. non-payment of premium). Therefore this confirmation of insurance is not to be construed as guaranteeing that the policy will remain in force throughout the period as specified hereon.



Insurance | Risk Management | Consulting

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ABN 34 005 543 920

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Perth WA 6000

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F +61 8 6250 8400

W www.ajg.com.au

30 October 2018

Mr P Agostino
Hospitality Industry Service Provider (HISP) Pty Ltd
PO BOX 284
HILLARYS WA 6923

CONFIRMATION OF COVER

We confirm that the insurance policy detailed below is current at the date of this advice.

INSURED : Hospitality Industry Service Provider (HISP) Pty Ltd
Cafelife WA Pty Ltd

CLASS : Industrial Special Risks Insurance

EXPIRY : 17 May 2019 at 4.00pm AWST

INTEREST : All real and personal property of the Insured anywhere in Australia

LIMITS : \$400,000 any one loss, any one location

INSURER : Chubb Insurance Australia Limited

POLICY NO. : 05FX003509-252



SIGNATURE



Note: This advice confirms the existence of an insurance policy. The policy terms and conditions incorporate provisions which may enable Insurers to cancel or vary the policy on the happening of prescribed circumstances or events (ie. non-payment of premium). Therefore this confirmation of insurance is not to be construed as guaranteeing that the policy will remain in force throughout the period as specified hereon.



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Perth WA 6000

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W www.ajg.com.au

30 October 2018

Mr P Agostino
Hospitality Industry Service Provider (HISP) Pty Ltd
PO BOX 284
HILLARYS WA 6923

CONFIRMATION OF COVER

We confirm that the insurance policy detailed below is current at the date of this advice.

INSURED : Hospitality Industry Service Provider (HISP) Pty Ltd
Cafelife WA Pty Ltd
Peter Agostino

CLASS : Commercial Motor Vehicle Insurance

EXPIRY : 17 May 2019 at 4.00pm

INTEREST : 1. 2012 Holden Commodore Omega MY12 (1DZA715)
2. 2012 Holden Commodore Omega MY12 (1ESD010)

SUM INSURED : Agreed Value - \$12,500

LEGAL LIABILITY : \$35,000,000 (Property damage)
\$35,000,000 ("GAP" bodily injury)

INSURER : Insurance Australia Limited t/as CGU Insurance

POLICY NO. : 24C9986242



SIGNATURE



STAMP

Note: This advice confirms the existence of an insurance policy. The policy terms and conditions incorporate provisions which may enable Insurers to cancel or vary the policy on the happening of prescribed circumstances or events (ie. non-payment of premium). Therefore this confirmation of insurance is not to be construed as guaranteeing that the policy will remain in force throughout the period as specified hereon.



Insurance | Risk Management | Consulting

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Perth WA 6000

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F +61 8 6250 8400

W www.ajg.com.au

30 October 2018

Mr P Agostino
Hospitality Industry Service Provider (HISP) Pty Ltd
PO BOX 284
HILLARYS WA 6923

CONFIRMATION OF COVER

We confirm that the insurance policy detailed below is current at the date of this advice.

INSURED : Hospitality Industry Service Provider (HISP) Pty Ltd
Cafelife WA Pty Ltd

CLASS : Employers' Indemnity (Workers Compensation) Insurance

EXPIRY : 17 May 2019 at 4.00pm

INTEREST : Liability in terms of WA Workers Compensation & Injury Management Act 1981 including Common Law Liability to workers.

LIMITS : Statutory Liability - As per Act
Common Law - \$50,000,000 any one person/any one event

INSURER : Allianz Australia Insurance Limited

POLICY NO. : WWH0075079



SIGNATURE



STAMP

Note: This advice confirms the existence of an insurance policy. The policy terms and conditions incorporate provisions which may enable Insurers to cancel or vary the policy on the happening of prescribed circumstances or events (ie. non-payment of premium). Therefore this confirmation of insurance is not to be construed as guaranteeing that the policy will remain in force throughout the period as specified hereon.

Attachment 6- Expertise in the Industry

Business Proposal

HISP is a highly professional and independently managed company specialising in business within the Hospitality Industry. HISP is managed by Directors Peter Agostino and Carlo Bambaci, who between the two of them have 50 years' experience in the running of successful businesses. Over the years HISP has proven itself to be a leading example of professionalism within the Hospitality Industry and more specifically leisure centre cafes. This has been achieved through the tireless efforts of both directors along with a dedicated team of staff.

HISP is eager to present an overview of how we can work in collaboration with the local council and leisure centre to provide a premium café experience for leisure centre patrons. We believe that our company can achieve this by incorporating the procedures that are already instilled in our current successful cafe businesses, accompanied by consistently high-quality food, beverages and customer service.

Operating agenda

As previously mentioned, if successful in the tender process HISP intends to implement the same procedures and services already proven to be successful in our current businesses. However, we pride ourselves on being versatile and these processes will be modified to suit the specific needs of the café.

Over the years HISP has developed and instilled a code that we expect everyone involved in our business to abide by. In doing such we ensure that the highest quality of service is always maintained and provided.

Our Mission

Cafelife's mission is to provide premium quality food and service, tailored to the specific needs of our patrons. We aim to deliver consistently high standards, offering customers a range of healthy food and beverage options all the while providing friendly and efficient service.

Our Philosophy

Here at Cafelife, we promote a professional and enjoyable working environment. As a member of the Cafelife team, you are expected to be respectful towards your colleagues and patrons and to focus on completing every task to the best of your ability. We believe that our success is measured according to the following core values:

High-quality service | Continual growth | Honesty and trust | Equality
Continuous training and development | Teamwork | Professionalism | Innovation
deals with solutions | 100% commitment | marketing/promotion

Staff Structure

HISP is currently comprised of approximately 20 staff members. All staff have received extensive training to ensure they are able to provide a consistently high level of customer service. HISP is currently in the process of developing training seminars to further develop our staffs' skills in all aspects of customer service. We aim to have these seminars ready to present in the next coming months.

HISP has a head chef, who is responsible for producing high quality, fresh and healthy food daily. He is assisted by a cook who co-manages the kitchen and provides a helping hand specifically on weekends and busy periods of trading.

Furthermore, HISP has a Management and Accounts team who are responsible for the behind-the-scenes paperwork, rostering, ordering and other such tasks that are essential to the successful operation of the business. Management has developed and implemented a monthly rostering system that takes into consideration both the needs of the staff and business. This ensures that there is always the appropriate staff rostered to meet the demands of our customers.

Experience in the operation of cafes

HISP is currently comprised of **Cafelife Craigie Leisure Centre** and **Cafelife Armadale Leisure Centre** along with our catering service, **The Dining Room**.

In the past we have been successful in winning the following contracts:

- Subiaco Oval, formally known as Domain Stadium.
- NIB Stadium
- Karrinyup International Golf Tournament (IMG)
- Craigie Leisure Centre
- Woodbridge Riverside Park
- Armadale Leisure Centre

Business scale, nature and setting

With each of these contracts, HISP ensured that our staff were adequately trained for the needs of the specific venue. In each of these venues, we employed the same protocols and procedures, modifying them when necessary to suit the specific needs of the venue. For stadium venues, it was essential for our staff to be able to cope with the large scale of patrons. Therefore, we have experience serving large crowds of people under pressure. We have proven time and time again we can cope with the demands of a large venue.

Ability to operate the café

As experienced business owners, we are able to commence the running of the café at its first availability. We already run two café businesses, Cafélife Craigie and Cafelife Armadale. We believe this demonstrates our ability to take on another café and be successful in this venture.

Local council experience

Leisure centre experience

HISP has currently been successfully managing and operating Cafelife Craigie Leisure Centre for the past six years. We pride ourselves on our ability to work in collaboration with The Craigie Leisure Centre staff and management along with the Joondalup council. HISP Directors' work closely with

leisure centre coordinator Josh Wixon who they have monthly meetings with. It is during such meetings that HISP seeks constructive feedback and ensure any issues are discussed. If any such concerns do arise HISP is quick to rectify these as soon as possible.

Reserve/park experience

In the past, HISP managed and operated Cafelife at Woodbridge Reserve Riverside Park. While this cafe was on a smaller scale it provided us with a different kind of business experience. Once again, we worked very closely with the local council, the City of Swan and together aimed to provide the best service for patrons. The demographics of Cafelife Woodbridge also differed slightly to that of Cafelife Craigie. This provided us with the opportunity to tailor our services to a specific demographic, which in this case was mostly families.

Ability to provide a high level of customer service

HISP believes having successfully operated for the past six years reflects the high-level customer service we provide. In 2016 we won the tender to continue another term of lease at Craigie Leisure Centre. This achievement was a clear indication that not only are the patrons pleased with our café, but also the council.

Constructive feedback

Here at HISP, we believe that the best feedback is that received from our customers. While we always strive for positive feedback, we understand that there is a constant need for improvement. We have a number of regular customers as well as many new customers many of which have been recommended to the café by friends and family. Therefore, we believe our café has a positive track record in providing exceptional customer service.

Market opportunities

Loyalty reward program

We have recently introduced a coffee-based loyalty card; which customers have responded very favourably to.

Food specials

We also have a number of daily specials, which we rotate throughout the week. During winter this year we introduced a 'Winter Warmers' menu. This was set up as a buffet selection and provided customers with a number of different hot meals such as curry, pasta, roast meat and vegetables. This proved to be very popular with leisure centre patrons. We are always striving to further improve our menu, with the constant feedback from our customers. For example, we added several healthier options to satisfy the health conscious.

Advertising & Marketing

In addition to the above we are also currently in the process of improving our social media presence and in the near future seek to utilise this tool to further advertise our business. Furthermore, we use meetings with the centre management staff as an opportunity to discuss new options/opportunities to improve our advertising and marketing techniques.

Cafelife Craigie



Cafelife Armadale





Attachment 7- Operating Services

Examples of products

The following is a sample menu of the products offered at Cafelife Craigie.

This is subject to change

Coffee

	8oz	12oz	16oz
Flat White	\$4.20	\$4.70	\$5.70
Cappuccino	\$4.20	\$4.70	\$5.70
Long Black	\$4.20	\$4.70	\$5.70
Latte	\$4.20	\$4.70	\$5.70
Chai Latte	\$4.70	\$5.20	\$6.20
Hot Chocolate	\$4.20	\$4.70	\$5.70
Mocha	\$4.70	\$5.20	\$6.20
Affogato	\$5.70	\$6.70	\$7.70
Espresso	\$3.60		
Double Espresso	\$4.20		
Short Macchiato	\$4.00		
Long Macchiato	\$4.60	\$5.30	\$6.10
Tea	\$4.00	\$4.20	\$4.50
<i>(English Breakfast, Earl Grey, Malabar Chai, Peppermint, Spring Green, Fruits <u>Of Eden</u>, Chamomile, Lemongrass & Ginger)</i>			
Babyino			\$2.00
Extras: extra shot, decaf, soy, almond, lactose free			\$0.60
Syrups (Vanilla, Caramel & Hazelnut)			\$1.00



Iced Drinks

Iced Chocolate	\$6.50
Iced Coffee	\$6.50
Milkhake	\$6.00
Slushies	\$4.00
- Raspberry	
- Tropical	
- Blueberry	

Ice Creams

Pre-packaged:

A range of Peters Pre-packaged Ice-cream available at the counter.

Scoop ice cream:

A range of flavours available at Pool-side counter.

- Single scoop cup	\$4.50
- Double scoop cup	\$6.50
- Single Scoop Cone	\$5.00
- Double Scoop Cone	\$7.00
- Sundae	\$7.50

Add nuts, sprinkles, flavoured syrups 50c

Cold Drinks

Soft drinks (600ml)	\$4.70
Sparkling water (500ml)	\$4.00
Juice (375ml)	\$4.20
Chill Flavoured Milks (300ml, 600ml)	\$3.00, \$4.60
Iced tea (500ml): Peach, Lemon, Mango	\$4.40
Gatorade	\$4.80
Pop Tops (Orange, Apple, Apple & Blackcurrant)	\$2.80
Water (600ml, 1 litre)	\$3.00, \$4.50



Menu



76 Champion Dr, Seville
Grove, 6112

(08) 9402 3820

Opening hours:

Mon-Fri: 6am-8pm

Sat-Sun: 7am-6pm

All catering enquires:

thediningroom@hisppwa.com.au

Breakfast

(7.30am-10.30am)

- Eggs on toast (poached, scrambled, fried) \$10.50
- Bacon & Egg \$13.50
- Smashed Avocado on toast \$12.50
- Toast (x2)
 - Thick toast \$4.00
 - Fruit toast \$5.00
- Ham & Cheese croissant \$6.50
- Bacon & Egg Sandwich \$7.50
- Bircher Muesli \$8.00
- Banana Bread \$4.00
- Extras:
 - Toast (\$2.00)
 - Grilled tomato (\$2.00)
 - Spinach (\$2.00)
 - Bacon (\$3.50)
 - Egg (\$2.00)



Lunch

- Hot chips:
 - Small \$4.50
 - Large \$6.50
- Sausage roll \$6.00
- Chicken nuggets & chips \$7.50
- Toasties:
 - Ham & Cheese \$7.00
 - Swiss Cheese, Tomato & Pesto \$7.00
 - Chicken, Cheese & Mayo \$7.50
- Fresh Wraps (Changes daily) \$9.50
- Fresh Sushi & Rice Paper rolls \$7.50
 - Chicken
 - Tuna
- Focaccia (see cabinet for daily specials) \$8.50
- Home-style Quiches (see cabinet for daily specials)
 - prices may vary \$6.50-\$8.50
- Variety of Salads (Changes daily) \$12.50
- Add Chicken \$3.00



Desserts

- Cakes \$5.00
- Muffins (Apple & Cinnamon, Blueberry, Raspberry & White Choc, Choc Chip) \$5.50
- Home-Made Muesli Slice \$5.50
- Fruit Salad (Add Yoghurt .50c) \$7.50
- Jelly Cups \$3.00
- Lolly Pop \$1.00
- Killer Python \$1.00
- Fresh Fruit (Apple, Banana) \$1.50- \$2.00
- Cookies \$4.00
- Lolly Cup \$3.00
- Crisps \$3.00
- Freddo Frog:
 - Small \$1.00
 - Large \$2.00



Chef's Specials

- Chicken Schnitzel, salad, chips \$15.95
- Arancini, salad, chips \$15.95
- Quiche, salad, chips \$15.95
- Scotch Fillet (200g), salad, chips \$16.95
- Homemade Sausage Roll, Salad, Chips \$13.95

[See blackboards for daily deals.](#)

Suggested food and beverages

HISP intends to serve a similar range of food and beverages to those already provided at our current cafes. However, we reiterate that the menu will be tailored to the specific needs of the café and its patronage.

Product range brand offerings

The following is an example of the products HISP provides:

- High quality Dimattina coffee (Prima Tazza).
- Full range of milk products (Brownes extra creamy, Brownes skim milk, Vitasoy Almond milk, Vitasoy Lactose free and Vitasoy soy milk).
- Range of coffee flavoured syrups (Hazelnut, Vanilla and Caramel).
- Range of high quality teas (English Breakfast, Earl Grey, Peppermint, Chamomile, etc.).
- Range of freshly made fruit smoothies and milkshakes.
- Range of dessert options.

Daily specials

- Beef/chicken schnitzel.
- Vegetarian and Meat quiches.

- Salad bar.
- A range of Turkish rolls, Focaccias, Bagels and Wraps.
- Homemade jumbo Sausage Roll.
- Our extremely popular Muesli Slice.



Winter Warmers Menu (introduced 2018)



**Winter Warmer
Menu**

Starting the 8th of June

Every Friday 10 am- 2pm

Adult \$15.90 per plate

Kids (under 12) \$8.00 per plate

Homemade Ravioli with a
Bolognese sauce

Roast Beef with Vegetables or salad

Home made Curry & Rice

Arancini balls with a side salad

Extra: dinner roll & butter

60c

Dine in or take away

**Menu May change
weekly**



[Ability to serve a diversity of food and beverage services](#)

While at HISP we believe we already provide our customers with a diversity of food and beverages, we always strive to continuously meet our customers' expectations. This has led us to update our menus, reconsider pricing options and introduce the addition of seasonal menus, like our 'Winter Warmers' menu which is shown above. We have also introduced a Health-conscious menu, with a range of gluten-free and low-fat options. This modified range of products have proven to be extremely popular with the leisure centre customers.

Health-conscious menu examples

- Freshly made sushi.
- Salad bar.
- Vegetarian quiches.
- Fruit salads.

- Jelly cups.
- Bircher Muesli.
- Muesli slice.
- Range of homemade soups.
- Healthy breakfast range.

Birthday party catering

The following are examples of the documents supplied with our birthday party catering and private function catering.

Document 1: Kid's party catering at Cafelife

Thank you for your enquiring regarding catering at Cafelife.

Placing an order:

We require 7 days-notice prior to the party, to place an order please fill out the attached forms and send to...

Please note:

We require a compulsory deposit of \$50.00 prior to the date and a payment in full on the day of the party. The deposit is recoverable if the order has been cancelled five days before the party.

Dietary requirements:

If there is any special dietary or allergy requirements, please inform us what those are, and we will be more than happy to accommodate your needs.

We look forward to hearing from you soon.

Any enquires please don't hesitate to contact us:

Phone (08) 9402 3820

Email: thediningroom@hispwa.com.au

Kind Regards,

Cafelife.

Document 2: Kid's party menu

Each package is catered for a minimum of 15-30 people.

***Please selected one of the following packages,
(Menu selection all made by our in-house chef):***

Package 1:

Cocktail sausage rolls

Mini hot dogs

Chicken nuggets

Mixed sandwich selection

Price: \$9.95 per person

Package 2:
Mini beef party pies
Mini beef Cheeseburgers
Ham and pineapple pizza
Mixed sandwich selection
Price: \$10.95 per person

Additional extra options:

Chips- small box \$ 4.50
Traffic light jelly \$ 2.50
Ice- creams

Parents Platters (min 15 people)
Gourmet wraps and sandwiches
Price: \$6.95 Per person

Document 3: Order Form

Name:	
Phone number:	
Email address:	
Number of guests:	
Date of the party:	
Time:	

Please circle the package option:

Package one	Yes	No
Package two	Yes	No

Please select extras:

Choices Single portions	Quantities required	Total price
Chips \$		
Traffic light Jelly \$		

<i>Ice- cream</i> \$		
Parents platter \$		
		Total price:

Office use only:

Total Price:	
Payment method on the day:	CASH OR EFTPOS
Staff Name:	
Staff Signature:	

Fight Night Menu

Cold Section

Cold Meat Assortments
Accompanied by
Dips, Cheese, Olives, fresh salad strips & Crackers



Hot Section

Marinated Chicken wings
Meat Balls
Arancini
Dinner rolls



Later

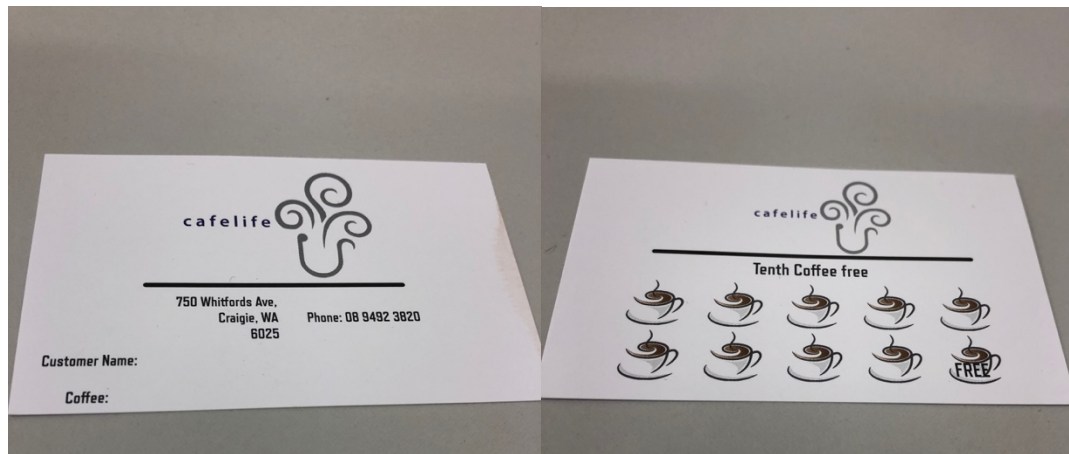
Fruit & Nut Platters

Please note this is only a sample menu and therefore, is subject to change.

Value-added services

Loyalty cards

HISP has introduced a loyalty program this year, where customers have been issued a loyalty card that rewards them with a free coffee, every 9 purchased.



Pensioner Discount

We also offer a Pensioner discount of 10% to our senior patrons.

Staff discount

Staff are issued a 20% discount on our range of food and beverages.



PEMBER WILSON & EFTOS
PROPERTY CONSULTANTS VALUERS

RENTAL VALUATION

Aqualife Café, Aqualife Centre

42 Somerset Street
East Victoria Park WA

Prepared for:

Town of Victoria Park
Administration Centre
99 Shepparton Road
Victoria Park WA 6100

Attention: Terry McCarthy

Val Ref: V58/19
Date: 22nd May 2019

CONSULTANTS TO THE PROPERTY INDUSTRY

**Subject Property – Aqualife Cafe, 42 Somerset Street
East Victoria Park**





Assessment of Market Rental For Lease Negotiation Purposes

I, Donald Victor Eftos FAPI, Licensed Valuer of Pember Wilson & Eftos licensed and certified practicing valuers have been instructed by the Town of Victoria Park to assess the current market rental for the Aqualife Cafe within the Aqualife Centre, Somerset Street, East Victoria Park for lease negotiation purposes on the basis of vacant possession.

In preparing my market rental valuation I have inspected the premises, made independent market enquiries as to the level of fair market rental being paid for similar types of premises within other comparable commercial areas throughout the Perth metropolitan area.

My assessment of the current market rental value for the premises has been considered under the following.

THE LAND

The legal description of the land is as follows:

Lot 331 on Plan 63589 Certificate of Title Volume 2798 folio 118.

REGISTERED PROPRIETOR

Town of Victoria Park.

LEASE DETAILS

The leased suite the subject of this report include the following:

Café: Approx 60 sqm

We have assumed that normal commercial lease terms apply.

PHYSICAL ATTRIBUTES

Site Details

The site lies slightly above the Somerset Street level and has a Somerset Street frontage of 300 m and extends to Withnell Street to the rear and is 50 meters south of the Banks Street intersection to the east.

The total land area of the complex including car parking and landscaping is approximately 2.0 ha.



The site gains primary access from Somerset Street with paved car park extending along the front.

Services:

All services are connected to the property including scheme water, electricity, telephone and deep sewerage.

Roads in the area are kerbed, drained and sealed with bitumen surface.

Location:

The property is located in the locale of East Victoria Park near the border of Carlisle approximately 5kms east of the Perth CBD with Shepperton Road being a major thoroughfare serving this section of the area, connecting through to the city via Graham Farmer Freeway.

The subject property is located on the eastern side of Somerset Street, between Withnell Street to the east and Banks Street to the north, approximately 50m from the intersection.

Surrounding development in the area comprises a combination of single residential homes of character style through to multi-residential flat and townhouse complexes with



commercial development predominantly along Albany Highway offering a variety of facilities and services ranging from retail, commercial, office and medical.

Zoning:

The local authority is Town of Victoria Park. The land is zoned "Community Use" Purposes under the local Town Planning Scheme No. 1.

DESCRIPTION OF IMPROVEMENTS

The main improvements comprise a modern style brick and metal roof aquatic and community recreation complex with main entry extending through to the aquatic areas including an outdoor and an indoor pool.

The facility also includes club rooms for various swimming groups and a hall for various functions for the use of various sporting and recreational groups.

The interior of the complex has been modernised in recent years offering a modern community facility. There are communal change rooms and toilet facilities plus a kiosk area centrally located.

Café:

Fully equipped café facility with all kitchen facilities including benches and sink. There is a servery onto the public seating area adjacent to the indoor pool area.

The café kitchen has an area of 60 m²



Ground Improvements

The surrounding grounds are attractively landscaped with abundant bitumen parking off Somerset Street.



Condition of Improvements:

The improvements have been upgraded and refurbished in recent years and offer a state of the art Aquatic Facility.

The clubrooms are situated within the original section of the facility and offer an average quality of accommodation which are well suited to the current occupiers.

The Kiosk/Cafe is specialised with limited trading capacity outside of the visitors to the leisure centre.

MARKET RENTAL ASSESSMENT

As per our standard valuation procedure for the assessment of current fair market rental for the premises such as the subject I have given emphasis in my assessment to the analysis of market rental evidence.

In comparing the rental evidence identified in the course of my enquiries I have given consideration to the location, position, size and quality of the premises and the proposed use.

As stated previously, we have not been provided a copy of the current leases which pertain to the tenancies and have assumed that the lease terms and conditions are relatively standard.

RELEVANT DATE OF MARKET ASSESSMENT

22nd May 2019 (Valuation date)

MARKET OVERVIEW

Since the date of our last valuation the Perth commercial rental market has further contracted with the office and retail sectors experiencing high vacancy levels with retailers expressing a general downturn in confidence as shoppers abandon the traditional shopping methods for the online shopping convenience.

The overall effect has been a further fall in rental rates across the full spectrum of the market.

Cafes such as the subject have a limited capacity to trade compared to similar operations on main café strips owing to the limited exposure to outside trade other than the patrons utilising the leisure centre.

A café such as the subject has a fixed catchment clientele from within the pool and leisure complex however is seasonal and is limited on the variety of goods it can offer owing to the facilities provided.



RENTAL MARKET AND ACTIVITY

In undertaking our current market rental value of the subject property we have concentrated on evidence of similar kiosk accommodation within larger complex premises offering best comparison to the subject which include the following:

Café Rentals (Within Community Complexes)

Café Craigie Leisure Centre

Area: 133 m²
Passing Rental: \$28,000 (\$210 per m² - Effective rate) – set April 2016
Comments: This café forms part of a well-established Leisure Centre attracting more the one million visitors annually. Café is located at the entrance to the centre which includes an aquatic centre and a fully equipped fitness centre, 4 basketball courts plus meeting and function rooms and crèche. Has use of non-exclusive dining areas.

Larger tenancy in similar however superior centre.

Internet Café Terry Tyzack Centre, Inglewood

Area: 131 m²
Passing Rental: \$42,000 (\$320 per m² - Effective rate) – set October 2015
Comments: This internet/café forms part of the Tyzack centre situated in a prime position within the aquatic centre which has indoor and indoor pools plus gymnasium and a Physiotherapy practice.

A well-established Leisure Centre that has use of non-exclusive dining areas including indoor and outdoor areas.

Larger tenancy in similar however superior centre.

Café Cannington Leisureplex

Area: 150 m²
Rental: \$25,500 (\$167 per m² - Effective rate September 2016)
Comments: A kiosk/café forms part of a modern Leisure Centre with access to common seating area.

The centre has a wide variety of health and fitness facilities including a gymnasium and swimming pool with 500,000 visitors annually.

Opportunity to expand customer base beyond complex through external serving point.



Café Fremantle Leisure Centre

Area: 64.4 m²

Passing Rental: \$15,183 (\$235 per m² - Effective rate) – set July 2013

Comments: A kiosk/café forms part of a well-established Fremantle Leisure Centre which includes a small alfresco serving area allowing custom from patrons not utilising the centre.

The centre has a wide variety of health and fitness facilities including a gymnasium and swimming pool.

The café has limited catchment trading between the hours of 7:30 am and 5:30 pm.

The kiosk is small as the subject with limited food and beverages options as the subject. Patrons are now seeking healthy food options.

The Rise Café Bayswater Recreation Centre

Area: 86 m²

Rental: \$26,000pa (\$167 per m² - Effective rate April 2015)

Comments: A café forms part of a modern Leisure Centre within the Maylands Town Centre.

The centre has a wide variety of health and fitness facilities including a gymnasium and function centre two basketball courts.

The café trades off both facility users and passing traffic being located opposite the Eight Avenue café strip.

Superior location with ability to trade externally making it overall superior to subject.



VALUATION ANALYSIS”

In assessing the rentals for the café we have been mindful of the nature of the premises which is a community leisure centre without the tenancies having any individual identity and generally not being able to attract normal commercial tenants who require a commercial image to appeal to their particular customer base.

Furthermore the kiosk tenancy provides a community facility as a service to the community using the leisure centre and would not be able to function as a viable commercial operation owing to the lack of a continued flow of patrons other than perhaps weekends and evenings when the facilities are being utilised.

From the cafe rental evidence analysed above the subject tenancy with its area of 60sqm falls in the category of being a small kiosk style facility with limited kitchen facilities and having a catchment from just within the complex.

The evidence shows that these type of kiosks have a limited earning capacity hence also pay lower rentals overall.

We have noted the recent leasing of the café at the Cannington leisure centre which is paying \$25,500 pa for a 150 sqm area which has full kitchen facilities.

Keeping in mind the small area of the subject with its limited capacity we believe that a rental of \$12,500 to \$15,000 pa is all that could be expected for the subject café owing to its trading limitations.

Adopt \$12,500 per annum net.



CONCLUSION:

Based on my analysis of evidence detailed previously, I conclude a fair market rental for the café tenancy to be as follows:

Kiosk/ Café	\$12,500 per annum (\$1,041.66 per calendar month) including outgoings, excluding utility charges, plus GST.
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In concluding my assessment I have recognised the following:

- a) The quality and size of the amenity provided;
- b) The location within a community leisure complex; and
- c) The location away from a commercial hub.

Pember Wilson & Eftos

A handwritten signature in black ink, appearing to read 'Don Eftos'.

Don Eftos
Licensed Valuer No 426 in WA

DISCLAIMER

This valuation is for the use only of the party to whom it is addressed and for no other purpose. No responsibility is accepted to any third party who may use or rely on the whole or any part of the content of this valuation.

The real estate market fluctuates and is likely to demonstrate activity, which cannot be accurately forecast. Except as may be specifically nominated, no liability is extended to the addressee or any other person for events which have occurred or will occur subsequent to the date of valuation which may affect the value of the property or properties the subject of this report.

Also, we must state that neither the whole nor any part of this Valuation Report, or any reference thereto may be included in any published document, circular or statement, nor published in part or in full in any way without written approval of Pember Wilson & Eftos of the format and context in which it may appear.



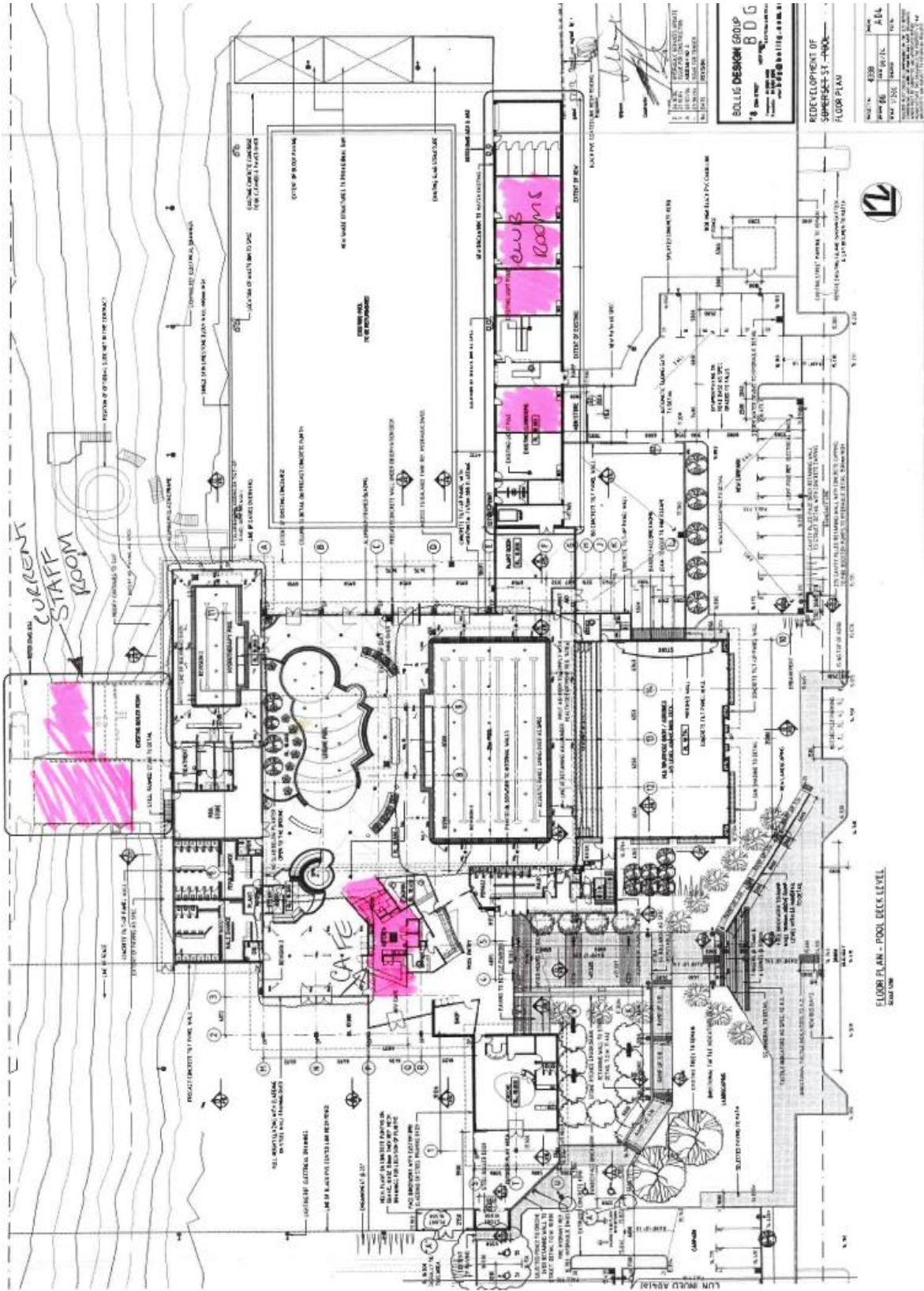
Annexures



Instructions



Site Plan





PEMBER WILSON & EFTOS
PROPERTY CONSULTANTS VALUERS

RENTAL VALUATION REPORT

Jacaranda Café
Leisurelife Complex
248 Gloucester Street (cnr Kent St)
East Victoria Park WA

Prepared for:

Town of Victoria Park
Administration Centre
99 Shepparton Road
Victoria Park WA 6100

Attention: Terry McCarthy

Val Ref: V58/19
Date: 22nd May 2019

CONSULTANTS TO THE PROPERTY INDUSTRY

Subject Property – 248 Gloucester Street, E Vic Park





Assessment of Market Rental For Lease Negotiation Purposes

I, Donald Victor Eftos FAPI, Licensed Valuer of Pember Wilson & Eftos licensed and certified practicing valuers have been instructed by the Town of Victoria Park to assess the current market rental for the café within the Leisurelife Complex, 248 Gloucester Street (corner Kent Street), East Victoria Park for lease negotiation purposes on the basis of vacant possession.

In preparing my market rental valuation I have inspected the premises, made independent market enquiries as to the level of fair market rental being paid for similar types of premises within the East Victoria Park area and other comparable commercial areas throughout the Perth metropolitan area.

My assessment of the current market rental value for the premises has been considered under the following.

THE LAND

The legal description of the land is as follows:

The proposed suite forms part of the larger Leisurelife Complex.

The complex is situated on a multiple title land holding with some fronting Gloucester Street and other lots fronting Sussex Street.

REGISTERED PROPRIETOR

Town of Victoria Park.

LEASE DETAILS

The leased suites the subject of this report include the following:

Jacaranda Café: 24.0 sqm

We have assumed that normal commercial lease terms apply.



PHYSICAL ATTRIBUTES

Site Details

The site lies slightly below Kent Street level and has a Gloucester Street frontage of 190.2m between Kent Street to the west and Sussex Street to the east and a frontage to Kent Street and Sussex Street, each of approximately 107.9m.

The total land area of the complex including car parking and landscaping is approximately 2.522 ha.

The site gains access from both Kent Street in the North West corner and Gloucester Street and Sussex Street with paved car park extending along the front.

Services:

All services are connected to the property including scheme water, electricity, telephone and deep sewerage.

Roads in the area are kerbed, drained and sealed with bitumen surface.

Location:

The property is located in the locale of East Victoria Park at the border of Victoria Park approximately 5kms east of the Perth CBD with Albany Highway being a major thoroughfare serving the area, connecting through to the city via Graham Farmer Freeway.

The subject property is located on the northern side of Gloucester Street, between Kent Street to the west and Sussex Street to the east, approximately 300m south of Albany Highway with The Park Shopping Centre adjacent on Sussex Street.

Surrounding development in the area comprises a combination of single residential homes of character style through to multi-residential flat and townhouse complexes with commercial development predominantly along Albany Highway offering a variety of facilities and services ranging from retail, commercial, office and medical.

Zoning:

The local authority is Town of Victoria Park. The land is zoned "Community Use" Purposes under the local Town Planning Scheme No. 1.

DESCRIPTION OF IMPROVEMENTS

The main improvements comprise a modern style brick and metal roof sporting and community recreation complex with main entry and passageway extending through to halls and indoor sport courts with multipurpose uses. The facilities also include a health club and crèche with a number of small office tenancies used for various sporting and recreational groups.

The interior of the complex has predominantly carpeted floors and acoustic ceiling panels for noise reduction extending through to the various suites and larger tenancies where required. There are communal change rooms and toilet facilities plus a kiosk area centrally located.

Café:

Fully equipped café facility with all kitchen facilities including benches and sink. There is a servery onto the public seating area adjacent to the Basketball arena.

The café kitchen has an area of 24 m²



Ground Improvements

The surrounding grounds are attractively landscaped with abundant bitumen parking off Kent and Gloucester Streets, with further access to Sussex Street.

Condition of Improvements:

The improvements have been well maintained and the subject suites offer a good standard of accommodation I.

The Kiosk is specialised with limited trading capacity outside of the visitors to the leisure centre.





MARKET RENTAL ASSESSMENT

As per our standard valuation procedure for the assessment of current fair market rental for the premises such as the subject I have given emphasis in my assessment to the analysis of market rental evidence.

In comparing the rental evidence identified in the course of my enquiries I have given consideration to the location, position, size and quality of the premises and the proposed use.

As stated previously, we have not been provided a copy of the current leases which pertain to the tenancies and have assumed that the lease terms and conditions are relatively standard.

RELEVANT DATE OF MARKET ASSESSMENT

22nd May 2019 (inspection date)

MARKET OVERVIEW

Since the date of our last valuation the Perth commercial rental market has further contracted with the office and retail sectors experiencing high vacancy levels with retailers expressing a general downturn in confidence as shoppers abandon the traditional shopping methods for the online shopping convenience.

The overall effect has been a further fall in rental rates across the full spectrum of the market.

Cafes such as the subject have a limited capacity to trade compared to similar operations on main café strips owing to the limited exposure to outside trade other than the patrons utilising the leisure centre.

A café such as the subject has a fixed catchment clientele from within the pool and leisure complex however is seasonal and is limited on the variety of goods it can offer owing to the facilities provided.



RENTAL MARKET AND ACTIVITY

In undertaking our current market rental value of the subject property we have concentrated on Kiosk evidence of similar sizes within larger complex premises offering best comparison to the subject which include the following:

Café Rentals (Within Community Complexes)

Café Craigie Leisure Centre

Area: 133 m²
Passing Rental: \$28,000 (\$210 per m² - Effective rate) – set April 2016
Comments: This café forms part of a well-established Leisure Centre attracting more the one million visitors annually. Café is located at the entrance to the centre which includes an aquatic centre and a fully equipped fitness centre, 4 basketball courts plus meeting and function rooms and crèche. Has use of non-exclusive dining areas.

Larger tenancy in similar however superior centre.

Internet Café Terry Tyzack Centre, Inglewood

Area: 131 m²
Passing Rental: \$42,000 (\$320 per m² - Effective rate) – set October 2015
Comments: This internet/café forms part of the Tyzack centre situated in a prime position within the aquatic centre which has indoor and indoor pools plus gymnasium and a Physiotherapy practice.

A well-established Leisure Centre that has use of non-exclusive dining areas including indoor and outdoor areas.

Larger tenancy in similar however superior centre.

Café Cannington Leisureplex

Area: 150 m²
Rental: \$25,500 (\$167 per m² - Effective rate September 2016)
Comments: A kiosk/café forms part of a modern Leisure Centre with access to common seating area.

The centre has a wide variety of health and fitness facilities including a gymnasium and swimming pool with 500,000 visitors annually.

Opportunity to expand customer base beyond complex through external serving point.



Café Fremantle Leisure Centre

Area:	64.4 m ²
Passing Rental:	\$15,183 (\$235 per m ² - Effective rate) – set July 2013
Comments:	<p>A kiosk/café forms part of a well-established Fremantle Leisure Centre which includes a small alfresco serving area allowing custom from patrons not utilising the centre.</p> <p>The centre has a wide variety of health and fitness facilities including a gymnasium and swimming pool.</p> <p>The café has limited catchment trading between the hours of 7:30 am and 5:30 pm.</p> <p>The kiosk is small as the subject with limited food and beverages options as the subject. Patrons are now seeking healthy food options.</p>

The Rise Café Bayswater Recreation Centre

Area:	86 m ²
Rental:	\$26,000pa (\$167 per m ² - Effective rate April 2015)
Comments:	<p>A café forms part of a modern Leisure Centre within the Maylands Town Centre.</p> <p>The centre has a wide variety of health and fitness facilities including a gymnasium and function centre two basketball courts.</p> <p>The café trades off both facility users and passing traffic being located opposite the Eight Avenue café strip.</p> <p>Superior location with ability to trade externally making it overall superior to subject.</p>

VALUATION ANALYSIS”

In assessing the rentals for the subject premises we have been mindful of the nature of the premises which is a community leisure centre without the tenancies having any individual identity and generally not being able to attract normal commercial tenants who require a commercial image to appeal to their particular customer base.

Furthermore the kiosk tenancy would not be able to function as a viable commercial operation owing to the lack of a continued flow of visitors other than perhaps weekends and evenings when the facilities are being utilised.

Taking into account the above factors and our knowledge that tenancies in community leisure centres as the subject generally command lower levels of rental than the open market we have assessed the rentals for the subject areas as follows.



Jacaranda Cafe.

From the cafe rental evidence analysed above the subject tenancy with its area of 24sqm falls in the category of being a small kiosk style facility with limited kitchen facilities and having a catchment from just within the complex.

The evidence shows that these type of kiosks have a limited earning capacity hence also pay lower rentals overall.

We have noted the recent leasing of the café at the Cannington leisure centre which is paying \$25,500 pa for a 150 sqm area which has full kitchen facilities.

Keeping in mind the small area of the subject tenancy with its limited capacity we believe that a rental of between \$12,500 to \$15,000 pa is all that could be expected for the subject café owing to its trading limitations.

Adopt \$12,500 per annum net.



CONCLUSION:

Based on my analysis of evidence detailed previously, I conclude a fair market rental for the café tenancy to be as follows:

Jacaranda Café \$12,500 per annum (\$1,041.66 per calendar month)
including outgoings, excluding utility charges, plus GST.

In concluding my assessment I have recognised the following:

- a) The quality and size of the amenity provided;
- b) The location within a community leisure complex; and
- c) The location away from a commercial hub.

Pember Wilson & Eftos

A handwritten signature in black ink, appearing to read 'Don Eftos'.

Don Eftos
Licensed Valuer No 426 in WA

DISCLAIMER

This valuation is for the use only of the party to whom it is addressed and for no other purpose. No responsibility is accepted to any third party who may use or rely on the whole or any part of the content of this valuation.

The real estate market fluctuates and is likely to demonstrate activity, which cannot be accurately forecast. Except as may be specifically nominated, no liability is extended to the addressee or any other person for events which have occurred or will occur subsequent to the date of valuation which may affect the value of the property or properties the subject of this report.

Also, we must state that neither the whole nor any part of this Valuation Report, or any reference thereto may be included in any published document, circular or statement, nor published in part or in full in any way without written approval of Pember Wilson & Eftos of the format and context in which it may appear.



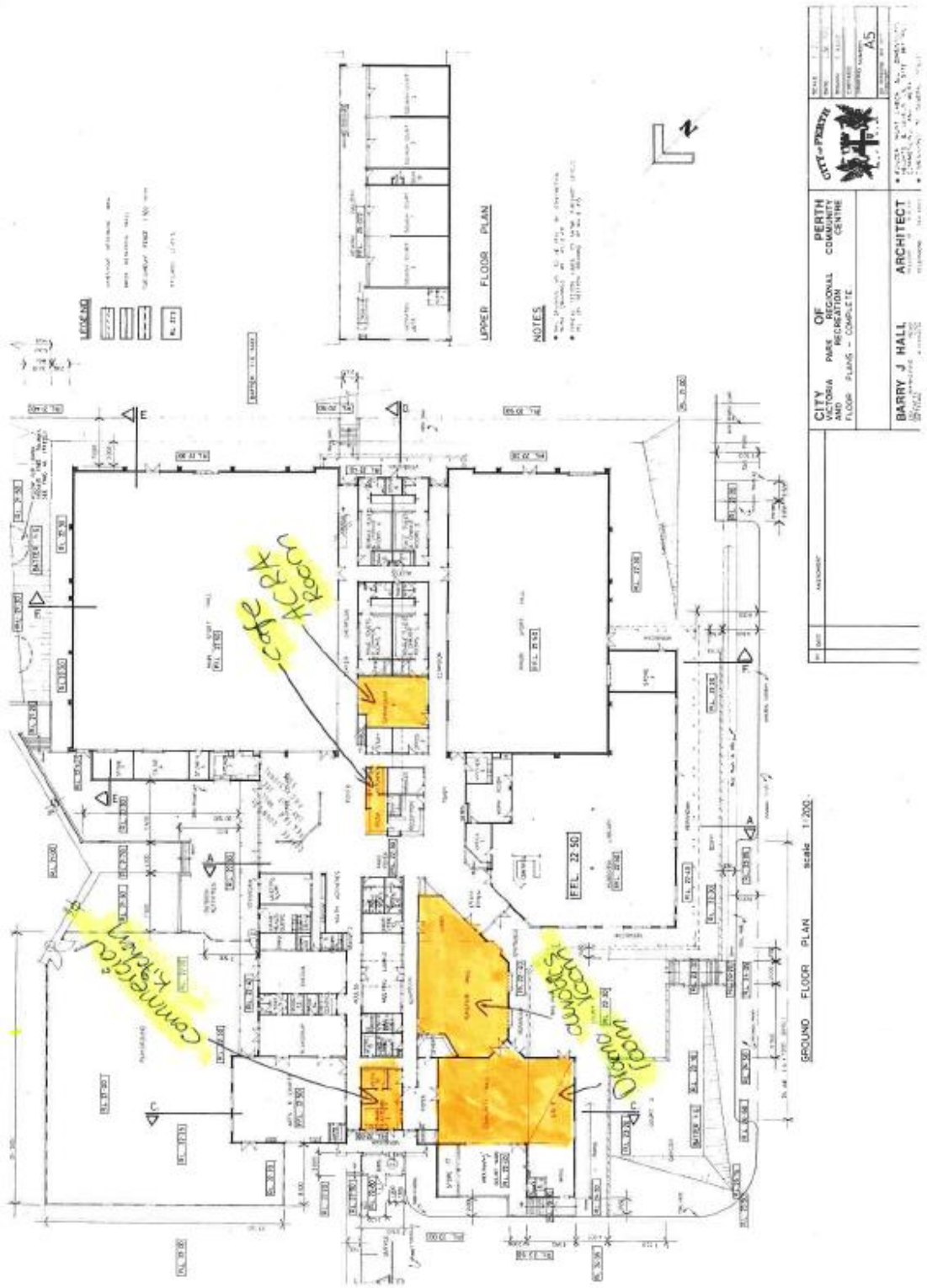
Annexures



Instructions



Site Plan





TOWN OF
VICTORIA PARK



HIGGINS PARK MASTERPLAN

Project Business Case



WE'RE OPEN
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Higgins Park Master Plan Business Case - Document History

Document Revisions

Proposal Author	Release Date	Reason for Changes	Version #	Rev Approval
Pierre Quesnel		<original>	BC0.1	

Version #	Release Date	Summary of Changes (since previous version)
Draft BC0.1*		<original>

Approval Authority Position	This document requires the following approvals:
David Doy, Manager Place Planning	
Ben Killigrew, Chief Operations Officer	

Distribution History

This document has been distributed to:

Name	Position	Bus Unit	Distribution Date	Distributed Version #
<recipient's name>				

Electronic document source file is located at	<TRIM CUP reference>
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<u>NOTES:</u>	<ul style="list-style-type: none"> *Draft versions to be numbered "D0.1", "D0.2", etc. Accepted Releases should be version numbered "1.X". As a printed draft this copy is only valid on the day it was printed.
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1.0 Executive Summary

This business case will analyse and set out options for the 'Higgins Park Master Plan' project. The project was identified as one of the top five key priority projects by Elected Members during recent planning for the Long Term Financial Plan.

2.0 Strategic Objectives

The project will be motivated by delivery of the following Strategic Community Plan Objectives:

Civic Leadership	
Strategic outcome	Intended public value outcome or impact

CL01 – Everyone receives appropriate information in the most efficient and effective way for them	Communication and engagement through very direct style with one on one conversations rather than survey questions.
CL02 - A community that is authentically engaged and informed in a timely manner.	Authentic engagement with key stakeholders especially sporting groups and local community
CL03 - Well thought out and managed projects that are delivered successfully.	Allowing an improved outcome through a coordinated plan for the site rather than ad hoc facility upgrades.
CL06 - Finances are managed appropriately, sustainably and transparently for the benefit of the community.	Improved efficiency and optimised usage to ensure maximum social return and economic sustainability from this town asset.
CL08 - Visionary civic leadership with sound and accountable governance that reflects objective decision-making.	Master Plan that follows a thorough Needs Assessment Project to ensure scope is based on contemporary, objective information.

Economic	
Strategic outcome	Intended public value outcome or impact

EC02 - A clean, safe and accessible place to visit.	Higgins Park services district level formal recreational needs and must be of a high quality to ensure positive visitor experience.
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Environment	
Strategic outcome	Intended public value outcome or impact

EN05 - Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed.	A successful master plan will ensure efficiency and maximum recreational value is obtained from the resources dedicated to the facilities.
---	--

EN06 - Appropriate, inviting and sustainable green spaces for everyone that are well maintained and well managed.	A Higgins park that is a major attractor, playing a significant role in the lives of the community
EN07 - Increased vegetation and tree canopy.	Explore opportunities to increase the tree and vegetation in the park to the benefit of both the park experience and the wider environment.

Social	
Strategic outcome	Intended public value outcome or impact

S01 - A healthy community.	Facilitate an active lifestyle for members of the Victoria Park community through the provision of high quality recreation opportunities.
S03 - An empowered community with a sense of pride, safety and belonging.	Involvement of the community and sporting clubs in the master plan design process to influence the outcomes of facilities to create a high quality recreation precinct that they are proud of and promote to visitors from outside the community.

The project will also seek to achieve the following project objectives:

- Optimise regional active recreation opportunities on the site;
- Enhance and provide passive recreation amenity to the local community;
- Make public open space and Town assets work for the community;
- Align with and deliver on objectives of the Public Open Space strategy.

3.0 Rationale

3.1 Background

Higgins Park, in East Victoria Park near the St James border, has played a significant role in the provision of sporting and recreational amenity to the local community for many years. Listed in the Municipal Heritage Inventory it has historic and social significance. The recreation program on the site has developed and is now considered one of the town's main centres for formal sports.

Given Higgins Parks' large land size and key role as a home for formal sport and recreation in the Town, consideration is now being given to the future direction of the Park, including the neighbouring Playfield Reserve. The Town will examine the opportunities to maximise and modernise the recreational offering of Higgins Park.

3.2 Site Information

Higgins Park, Fred Bell Drive and Playfield Reserve (the site) form an eight hectare parcel of Public Open Space situated within residential East Victoria Park near its southern border with St James. The site is regarded as one of the Town's main formal sporting facilities as well as a key amenity for the

local community.

Figure 1: Site Boundary



The site includes the Victoria Park Returned Services League Branch and a small public open space named Playfield Reserve in the northern portion of the site. Centrally located is the tennis club and football club rooms. A large southern portion of the site consists of open turf playing fields.

Recently the Victoria Park Croquet Club has relocated to the site and is co-located with the tennis facilities.

3.3 Planning Context

3.3.2 Town of Victoria Park Town Planning Scheme No.1

The Town Planning Scheme defines the portion of land west of Fred Bell Parade (Higgins Park) as Parks and Recreation and the land east of Fred Bell Parade as Civic Use. Aside from the adjacent portion of land zoned Primary School (Millen Primary) the site is surrounded by residential land use.

Figure 2: Town of Victoria Park Town Planning Scheme No.1 – Land Use Map



The site is subject to the provisions contained in Planning Precinct P12. This Precinct P12 has a predominantly residential land use characterised by mainly low density single dwellings. Higgins Park is one of the largest areas of Public Open Space within this precinct and has an important role servicing the recreational needs of local residents as well as the broader community.

3.3.2 Town of Victoria Park – Towards 2050 – Local Planning Strategy (Draft, 2018)

In July 2018 a Draft Local Planning Strategy (Draft LPS) was endorsed by Council which will influence the future planning framework for the site.

The Draft LPS includes the following action:

“Action 8.4 – Develop master plans for Town reserves identified in the Sports and Recreation Facilities Strategy.” (page 11, Town of Victoria Park).

The Draft LPS explains that the Town’s population is expected to grow and that much of the future housing is expected to be in a more compact form than is presently the case, making the site an important public open space asset.

“As apartments with balconies and small courtyards rather than the traditional spacious

backyards become more common, access for residents to attractive and functional POS will become increasingly important.” (page 92, Town of Victoria Park).

3.3.3 Town of Victoria Park Social Infrastructure Plan – (not adopted) 2017

Higgins Park has been considered within the Social Infrastructure Plan, which was received but not adopted by Council in 2017 with a specific recommendation to:

“R63: Develop a Master plan of Higgins Park to include:

- Dual use and potential integration of pitch space with Millen Primary School.
- Enhanced playing pitch provision through the re-alignment of the cricket ovals to provide two pitches and closer alignment to clubroom; reticulation upgrade / resurfacing and establishment of management plan to ensure pitch carrying capacity is maintained.
- Upgrade and increase the floodlighting of main playing oval to increase capability of evening training and matches.
- Explore opportunities to initially collocate Tennis and Football Club’s into one multi-purpose clubroom buildings.
- Liaise with Higgins Park Tennis Club in regard to amalgamating with the South Perth Tennis Club or others.” (pg 67, Town of Victoria Park, 2017)

Although not adopted by Council, the recommendations from the Social Infrastructure Plan provides the basis for a useful scope of works for a Recreational Needs Assessment of the site (explained in detail in Section 3.3.5 below). This Recreational Needs Assessment will include detailed options for a future master plan scope should Council wish to proceed with a master plan for the site (See Option 1 in Section 4.1 below).

3.3.4 Town of Victoria Park Sport and Recreation Facilities Strategy (not adopted - 2013)

The current and future role of the site was explored in relation to the broader recreational offering of the Town in the Sport and Recreation Facilities Strategy (2013).

This strategy was received, but not adopted by Council in 2013.

Key references to the site include:

“The Town need to determine whether ongoing investment will ultimately achieve a viable tennis club at Higgins Park. The Higgins Park Business Plan indicates that the club does not have a sustainable future without subsidy, merging with another tennis club and decommissioning of courts” (pg 17, Town of Victoria Park, 2013).

“Usage of the Town of Victoria Park Reserves: During the summer months the reserves which are operating at or near capacity are Carlisle and Harold Rossiter Reserves mainly due to the high level of cricket activity. During these months significant spare capacity appears to exist at Fraser Park, Higgins, JA Lee Reserve and Parnham” (pg 25, Town of Victoria Park, 2013).

“During the winter months it appears that Harold Rossiter, Higgins and Raphael Park operate at or near capacity. The remaining reserves appear to have significant capacity for expanded use” (pg 26, Town of Victoria Park, 2013).

Key recommendations relating to the site include:

“Recommendation 3: Hockey: The need for an additional synthetic turf pitch to facilitate the growth of Perth Xavier Hockey Club has not yet been proven. Opportunities exist in the short term to continue to use Curtin University for competitive matches and to undertake a detailed needs and feasibility study to determine whether Higgins Park can accommodate the Perth Xavier Hockey Club from 2018 onwards.

Recommendation 4: Develop a Master plan of Higgins Park to include:

- Dual Use and potential integration of pitch space with Millen Primary School.
- Enhanced playing pitch provision through the re-alignment of the cricket ovals to provide two pitches and closer alignment to clubroom; reticulation upgrade / resurfacing and establishment of management plan to ensure pitch carrying capacity is maintained.
- Upgrade and increase the floodlighting of main playing oval to increase capability of evening training and matches.
- Explore opportunities to initially collocate Tennis and Football Club’s into one multi-purpose clubroom buildings.
- Liaise with Higgins Park Tennis Club in regard to amalgamating with the South Perth Tennis Club or others.”

(pg 8, Town of Victoria Park, 2013)

The Sport and Recreation Facilities Strategy provides past context and understanding from 2013.

A Recreational Needs Assessment currently being undertaken for the site will bring a contemporary context to the examination of the considerations and recommendations provided in the Sport and Recreation Facilities Strategy.

The Sports and Recreation Facilities Strategy (2013) was not adopted by Council and therefore the above recommendations do not form the basis for future action. Should Council wish to proceed with a Master Plan (See Option 1 below) then the scope of this Master Plan will be informed by the preferred option of Council from the Recreational Needs Assessment identified above and explained in Section 3.3.5 below.

3.3.5 Higgins Park Recreational Needs Assessment (currently being prepared – 2019)

To ensure the broader formal sporting and local community amenity functions of the site are maximised a Recreational Needs Assessment is currently being prepared. It is anticipated this body of work will provide the Town with contemporary information upon which to base decisions affecting the future of the reserve along with providing justification and scope for any future upgrade works required to enable an optimisation of the park’s potential community benefit.

The Recreational Needs Assessment is anticipated to be completed by August 2019.

The Recreational Needs Assessment will generate a number of options for Council. These options

will likely include a series of combinations of tenants (existing and new), each requiring their own bespoke master planning response. Should Council choose to proceed with Option 1 in Section 4.1 from this business case, then the Town would present the options from the Recreational Needs Assessment for Council's determination and it will be Council's preferred option that would inform a future master plan.

A number of stakeholders with interests in the site or in recreation within the town have been identified and will be included in the Recreational Needs Assessment. These include (but are not limited to):

- Higgins Park Tennis Club
- Victoria Park Raiders Football Club
- Millen Primary School
- Victoria Park RSL Branch
- South Perth Junior Cricket Club
- Carlisle Cricket Club
- Victoria Park Bowls Club
- Perth Football Club
- Victoria Park Panthers Hockey Club
- Victoria Park Carlisle Bowls Club
- West Coast Eagles Football Club

3.3.6 Long Term Financial Plan

During the recent planning process for the Long Term Financial Plan (LTFP), consideration was given to the inclusion of a series of major new projects, services and facility upgrades to be included in the Plan. Elected Members undertook a priority process to determine the future focus of the projects, however the projects were not scoped in detail and public engagement had not occurred therefore no additional major initiatives were included.

As the projects were considered to have a lack of detailed scope and engagement to be included in the LTFP, Elected Members requested the top five priority projects have business cases prepared to determine the best approach to delivery. The 'Higgins Park Master Plan' project was included in the list of the top five priority projects to have Business Cases submitted to Council for consideration by 30 June 2019. This Business Case will seek to provide a range of options that involve significant community engagement to ensure the long term future for the precinct is developed, driven and owned by the community.

3.4 Current Site Facilities & Services

The Town currently operates and leases a number of on-site buildings for various purposes. All of the facilities not operated by the Town are operated on season hire agreements. These include:

J.J. Higgins Pavilion	Leased to the Higgins Park Tennis Club who manage the facility. The Victoria Park Croquet club have recently relocated and are utilising the pavilion.
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Higgins Park Club Rooms	Seasonal hire agreement and available for public bookings. In winter the clubrooms are booked by VP Raiders JFC. In summer the clubrooms are not used but change rooms are used Carlisle Cricket Club and South Perth Cricket Club. Neither Cricket clubs use Higgins Park as a home base but as spill over home grounds from their main home location.
RSL - Victoria Park branch	The facility is owned by the town and leased to the RSL – Victoria Park Branch.
Southern Ovals	Seasonal hire agreement and available for public bookings Winter VP Raiders JFC, summer Carlisle CC and SP CC (both use the ground as spill over). Schools do book the ovals sometimes.
Playfield Reserve	Is underutilized for bookings and general public use. It is only booked for RSL overflow parking on Anzac day.
Grass Courts	Leased to, and operated by the Higgins Park Tennis Club
Hard Courts	Leased to, and operated by the Higgins Park Tennis Club
Cricket nets	Two cricket nets are located adjacent the Ovals
Pavilion	A small pavilion is located near the playground.
Playground	A small playground is located near the football club rooms.



4.0 Options & Justification

The Town has prepared three (3) business options for consideration for the 'Higgins Park Master Plan' project, these include:

- **Precinct Master Plan (recommended option)** – An overall planning project to co-ordinate and maximise recreational land use and community benefit of the precinct;
- **Local Amenity upgrade plan** – Plan and deliver minor upgrades focused on the increase in the provision of local amenity and informal recreation opportunities (formal sports configuration and capacity maintained); and
- **Do Nothing** – A continuation of the current state of reserve optimisation and formal and informal recreational amenity provisional.

The three business options are analysed in detail below.

4.1 OPTION 1: Master Plan (Recommended Option)

4.1.1 Option Summary

The preferred option for the 'Higgins Park Master Plan' project is to deliver a Master Plan for the project area to determine and guide the long term uses within the site and future development to meet the needs of Victoria Park's future population.

The scope and objectives of the Higgins Park Master Plan will be defined by the Higgins Park Recreational Needs Assessment (currently in process and explained in Section 3.3.5).

The project will focus on the future recreational needs of the community and the ability for a Higgins Park sporting precinct to meet a portion of this need. The potential of the site will be explored and considered in the context of delivering a 'balanced outcome' (local amenity and formal sporting opportunities) that benefits rather than burdens community members in close proximity to Higgins Park.

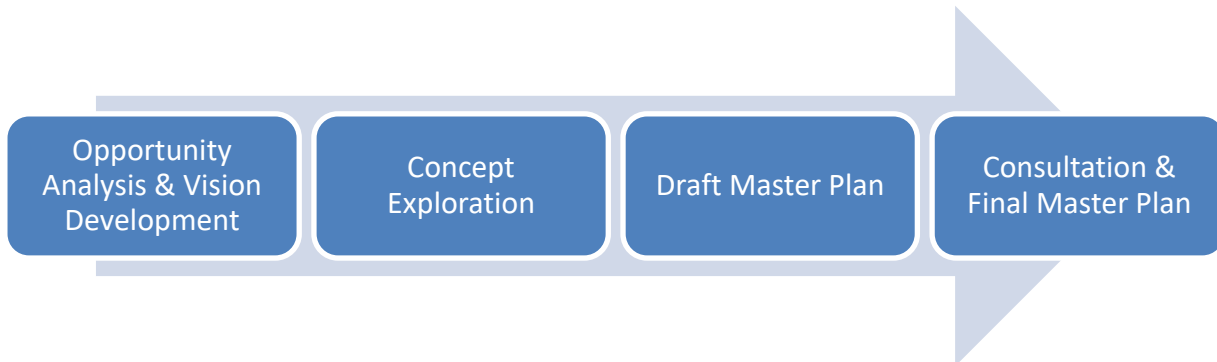
As identified in Section 3.2 the site area includes all facilities and reserves within the boundary of Hillview Terrace, Creaton Street, Devenish Street and Playfield Street, which includes Higgins Park, Playfield Reserve and Fred Bell Drive. In addition it will explore opportunities for sharing of facilities with Millen Primary School.

The process to develop a master plan will allow for a range of conceptual options to be explored and analysed by the Town, relevant stakeholders and community members. The concept options will reflect on how the reserve will respond to the community's future needs. The process will include a significant range of community engagement activities to ensure all levels of stakeholders are effectively engaged to contribute to the future vision of the site.

The master plan document produced from this process would be a strategic planning guide and will seek to inform implementation stages and facility upgrades. These future elements can be delivered

in stages and individually planned and delivered through the Town's Project Management Framework.

The overview process to deliver the master plan is outlined below:



Opportunity Analysis and Vision Development

Multiple forms of analysis and early engagement is required to ensure the vision and design development is based upon the realities of the current physical and social context of the reserve, its users and surrounding community. Opportunities identified through this analysis process will guide the design process and vision development.

In developing a master plan for the future of the reserve, it is essential to produce a vision which describes the improvements that can be achieved and reflects the needs of the community as a whole. The vision may also be used to guide design themes within the Master Plan to ensure linkages to the community needs through the document to delivery activities. Both opportunities and the vision will be developed with contribution and guidance from the community via varied engagement techniques.

Concept Exploration

Based on the outcomes from the opportunities analysis and vision development and outputs from the Higgins Park Recreational Needs Assessment concepts will be developed, analysed and collaboratively workshopped with community, Town staff, Elected members and stakeholders to determine the preferred components of the concepts.

Draft Master Plan

Feedback and comments received from the concept exploration process will inform the creation of an agreed master Plan. This Draft master plan will be further examined and workshopped to refine the draft master plan into a cohesive shared preference for the site.

Consultation & Final Master Plan

Once the draft master plan has been reviewed and approved, further community consultation via public comment will be conducted for broad reach engagement and feedback. Any amendments required will then be finalised in the final master plan document.

The final master plan document will include estimated costs and staging involved in the implementation of the master plan and the delivery of the project vision.

4.1.2 *Benefits*

The delivery of a Master Plan has the following benefits:

- An endorsed vision for the precinct to guide future decisions regarding the site;
- Council would obtain a plan that coordinated various sporting facilities and local community amenity into a cohesive precinct level plan;
- Council would better understand the needs and aspirations of both the local community and the sporting groups utilising Higgins Park;
- Council would better understand the capacity of the site and maximise the potential of this significant asset to contribute to the Town of Victoria Parks recreational needs.
- Council would better understand an implementation pathway for the delivery of upgrades to Higgins Park.
- Council would better understand the associated costs and budget implications of upgrades to recreational facilities at Higgins Park
- Council can define future detailed design and construction projects to achieve the overall vision of Higgins Park.
- Sporting groups would have clarity on the future of the Town of Victoria Park facilities they depend upon which can inform their own planning activities.
- Council and Administration would have a clearer platform to advocate for support and funding from State and Federal Government.

4.1.3 *Dis-benefits*

The following dis-benefits could be attributed to delivery of a Master Plan:

- A commitment to deliver a master plan prior to receiving the recommendations of the Recreational Needs Assessment assumes certain outcomes of the assessment.
- If small scale, localised upgrades are found to be required a Master Plan may not be required and a detailed design and construction exercise could achieve this outcome.
- Commitment to a Master Plan process could affect the relationship between the town and its local sporting groups through concerns around “forcing out” existing users of the Park.
- A Master Plan process could potentially raise community expectations without immediate financial means of executing the project.
- The notion of a master plan project may cause concern with adjacent residents and develop opposition to any park upgrades.
- Detailed costings for long term financial planning will not be available until the master plan is complete.

4.1.4 *Time*

An overview of the project delivery timeline is provided below:

August 2019	Recreational Needs Assessment completed and Final report submitted to the Town of Victoria Park
August/September 2019	Report to Council outlining the options presented in the Recreational Needs Assessment

September 2019	Council determines preferred option to be used as basis for a master plan of Higgins Park.
September 2019	Higgins Park Project tender process commences based on a scope informed by the Recreational Needs Assessment
October 2019	Consultant appointed and Higgins Park Master Plan Projects commences
November 2019	Stage 1 Completed - Opportunities and Directions analysis, Vision development
February 2020	Stage 2 Completed - Concept Exploration
March 2020	Stage 3 Completed – Draft Master Plan
April 2020	Master Plan presented to council for endorsement and public comment period
May 2020	Master Plan report presented to council for adoption.

4.1.5 Cost

Cost estimates for this option are associated with the appointment of a consultant to undertake the master plan project and the additional costs associated with communications and engagement activities. It is anticipated that this project can be initiated and completed within the 2019/2020 budget year.

The cost estimate for this option has been listed below and submitted as a budget request as part of the 2019/20 budget process.

Higgins Park Master Plan project budget	
Consultancy	\$45,000
Communications and Engagement	\$5,000
Total	\$50,000

Capital costs associated with the implementation of this option will be known at the completion of the recreational needs assessment to an E50 (%50 variation) level. This order of magnitude cost estimate will be established by November 2019 in time for inclusion of this figure into the Long Term Financial Plan.

Further cost analysis will be conducted as part of the Master Plan Project and will inform the implementation plan and refine the Long Term Financial Plan figure to a level of increased accuracy.

4.1.6 Major Risks

The major risks associated with delivering this option are listed below:

ID	Risk Description	Risk Type	Impact	Likelihood	Risk Rating	Mitigation
1	Concern and opposition from existing user groups and local community	Reputational	Major	Possible	Moderate (9)	Significant levels of community engagement are required throughout the master plan design process.
2	That the Recreational Needs Assessment recommends actions that do not require a master plan	Reputational	Minor	Possible	Moderate (6)	Through the process of the council receiving the needs assessment recommendations any significant impact on the master plan project will be immediately identified and communicated to council.
3	Delayed outputs of informing projects delays this project. This could push the master plan project across two financial years.	Reputational	Moderate	Possible	Moderate (9)	Recreational Needs assessment will require strict adherence to deadlines. Cross over of staff for both projects so awareness of impacts.

4.1.7 Project Management Team Structure

The project management team roles and responsibilities are defined as per the Project Management Framework. The suggest project team for the implementation phase of this option is listed below.

Project Role	Title	Name	Commitment
Corporate	Project Oversight	C-Suite	Oversight
Project Executive	Chief	Chief Operations Officer	Chair – Project Board
Project Manager	Place Planning	Place Leader East Victoria Park	Project Board
Senior User	Place Planning	Manager Place Planning	Project Board
Senior Supplier	*This person represents the project suppliers	External Planning Consultant	Project Board
Subject Matter Expert	Strategic Projects Officer	Strategic Projects Manager	Project Team Member
Team Manager	Assets	Coordinator Strategic Assets	Project Team Member
Team Manager	Parks	Manager Infrastructure Operations	Project Team Member
Team Manager	Engineering	Manager Technical Services	Project Team Members
Team Manager	Stakeholder Relations	Manager Stakeholder Relations	Project Team Member

Team Manager	Business Services	Manager Business Services	Project Team Member
Team Manager	Community	Manager Community	Project Team Member

Additional Team Managers or Subject Matter Experts may be added along the project lifecycle.

4.1.8 Outputs

This option will deliver the following outputs:

1. An adopted vision for the future of Higgins Park that cohesively balances the provision of local amenity and district level formal sports.
2. A master plan to guide delivery of well-coordinated recreational facilities to maximise the potential of Higgins Park
3. An implementation plan to guide the delivery of the individual activities and/or projects which will deliver the Master Plan and Vision; and
4. Detailed costings to inform long term financial planning for the precinct.

4.2 OPTION 2: Local Amenity Upgrade Plan

4.2.1 Option Summary

This option would involve the delivery of a small scaled design project focused on the enhancement of the site's amenity and functionality for the local community. The project would involve the concept design, detailed design and construction documentation of either a small area such as Playfield Reserve or be focused on a specific element such as a playground or mountain bike pump track. Formal sporting facilities would not be included in the project and would remain at current capacity and condition.

4.2.2 Benefits

The following dis-benefits could be attributed to the delivery of a local amenity upgrade:

- Certain areas and elements within the Higgins park site are in poor condition and in need of improvement. This option would focus on these areas and elements and provide the fastest process for their upgrade. A project could potentially focus on of the following (but is not limited to):
 - Playground upgrade to Higgins Park;
 - Playground upgrade to Playfield Reserve;
 - Tree planting on site perimeter;
 - Provision of new informal recreation opportunity, for example a pump track, skate park, basketball court, frisbee golf, exercise nodes, etc.;
 - Improved access and pathways circumnavigating the park; and
 - Eco zoning introducing native garden beds to specific perimeter areas.
- This option could provide built upgrades within a short timeframe to the immediate benefit of the surrounding community.

4.2.3 Dis-benefits

The following dis-benefits could be attributed to delivery of a local amenity upgrade:

- Option 2 would provide amenity to the local community however would not address the project objectives regarding the optimisation of formal recreation at Higgins Park. A number of considerations would remain unaddressed including:
 - Optimisation of underutilised Playfield reserve
 - Explore potential to increase recreational usage on site with the addition of facilities for:
 - Victoria Park Carlisle Bowls Club
 - Victoria Park Panthers Hockey Club
 - Explore potential expansion or reconfiguration of facilities for
 - Higgins Park Tennis Club
 - Victoria Park Raiders Football Club
 - Victoria Park RSL Branch
 - South Perth Junior Cricket Club
 - Carlisle Cricket Club
 - Explore potential opportunities to utilise Millen primary school site

- Adopting a fragmented approach to the design and delivery of future upgrades will deny the opportunity to create a cohesive precinct wide plan in which the various elements, functions and connections are carefully planned to function collaboratively to create a high quality recreation precinct. The sharing of facilities would be difficult to conceive without an overall master plan to guide such efficiencies. For example a single high quality playground could be proposed and located within a higher level master plan to be used by patrons of multiple facilities eg RSL, Football Clubs, Tennis Club.

- The opportunities for future re-configuration of the facilities would also be restricted if local amenity upgrades occurred prior to a later master planning project. The master plan process would have to account for the recent upgrades as a requirements to retain therefore the design and potential opportunities modified accordingly.

4.2.3 Time

An overview of the project delivery timeline is provided below:

August 2019	Recreational Needs Assessment completed and Final report submitted to the Town of Victoria Park
September 2019	Higgins Park Local Amenity Upgrade Design Project tender process commences some influence on the scope from the Recreational Needs Assessment
October 2019	Consultant appointed and Design Project commences
December 2019	Stage 1 Completed - Concept Design and consultation
February 2020	Stage 2 Completed - Detailed Design

March 2020	Stage 3 Completed – Construction tender documentation set
April 2020	Design presented to council for endorsement and budget advocacy / allocation.
May 2020	Construction Tender process
June 2020	Construction commences
September 2020	Construction completion

4.2.4 Cost

Cost estimates for this option are associated with the appointment of a consultant to undertake the design and documentation and the additional costs associated with communications and engagement activities. It is anticipated the design and documentation component can be completed within the 2019/2020 budget year with the construction component initiated and completed in the 2020/2021 financial year.

The cost estimate for this option has been listed below however it has not been submitted in the budget request. It is expected the 2019/20 budget for Option 1 and 2 would be similar. It is difficult to provide an accurate figure for this option as the scope of the design is undetermined. Below is an order of magnitude figure for a small scale design and documentation project eg for a playground area, pump track etc.

Higgins Park Master Plan project budget	
Consultancy	\$35,000
Communications and Engagement	\$5,000
Total	\$40,000

4.2.5 Major Risks

The major risks associated with delivering this option are listed below:

ID	Risk Description	Risk Type	Impact	Likelihood	Risk Rating	Mitigation
1	Lack of resolution of the overall future of the sporting facilities. This could leave user groups frustrated and impact their long term planning.	Reputational	Moderate	Likely	High (12)	Communicate with the user groups the intentions and motivations of the town. Explain that the site is already at formal recreation capacity.
2	No exploration of adding Bowls or Hockey facilities to the site. This would have a direct impact on the	Reputational	Moderate	Almost certain	High (15)	Communicate the intentions and motivations of the town. Explain that the site is already at

	John Macmillan precinct plan project (bowls) and the long term issues involving the Hockey facility.					formal recreation capacity. Inform the John Macmillan Precinct plan project to retain bowls facility.
3	Continue and instil a tradition of fragmented upgrades to the Park leading to poor coordination between the different facilities and their functions.	Reputational	Moderate	Almost certain	High (15)	Careful consideration and engagement with user groups required when planning the upgrade.

4.2.6 Project Management Team Structure

The project management team roles and responsibilities are defined as per the Project Management Framework. The suggest project team for the implementation phase of this option is listed below.

Project Role	Title	Name	Commitment
Corporate	Project Oversight	C-Suite	Oversight
Project Executive	Chief	Chief Operations Officer	Chair – Project Board
Project Manager	Place Planning	Place Leader East Victoria Park	Project Board
Senior User	Place Planning	Manager Place Planning	Project Board
Senior Supplier	*This person represents the project suppliers	External Planning Consultant	Project Board
Subject Matter Expert	Strategic Projects Officer	Parks Project Officer	Project Team Member
Team Manager	Assets	Coordinator Strategic Assets	Project Team Member
Team Manager	Parks	Manager Infrastructure Operations	Project Team Member
Team Manager	Engineering	Manager Technical Services	Project Team Members
Team Manager	Stakeholder Relations	Manager Stakeholder Relations	Project Team Member
Team Manager	Business Services	Manager Business Services	Project Team Member
Team Manager	Community	Manager Community	Project Team Member

4.2.7 Outputs

This option will deliver the following outputs:

1. A concept plan and detailed design documentation set for the small scale upgrade at Higgins Park (Year one).
2. Detailed costings and information to base capital budget allocation decisions (Year one).
3. Construction of new informal recreation amenity for use by the local community.

4.3 OPTION 3 - Do Nothing

4.3.1 Option Summary

This option would involve postponing any master plan project or park upgrades. This option would maintain the current recreational capacity of Higgins Park (both formal sporting and informal local community use). This option could be an interim measure that awaits the outcomes of the Recreational Needs Assessment project before determining a further course of action. The spatial planning component involved in a master plan would be delayed which could influence decisions around the location of the Victoria Park Carlisle Bowls Club and therefore impact on the John Macmillan Precinct Planning project.

4.3.2 Benefits

The following benefits could be attributed to postponing any master plan or park upgrades:

- Allow time for the learnings and recommendations of the Recreational Needs Assessment to be received and considered by Administration and Elected Members before determining a way forward.

4.3.3 Dis-benefits

The following dis-benefits could be attributed to postponing any master plan or park upgrades:

- Option 3 would not address the project objectives regarding the optimisation of formal recreation at Higgins Park. A number of considerations would remain unaddressed including:
 - Optimisation of underutilised Playfield reserve
 - Explore potential to increase recreational usage on site with the addition of facilities for:
 - Victoria Park Carlisle Bowls Club
 - Victoria Park Panthers Hockey Club
 - Explore potential expansion or reconfiguration of facilities for
 - Higgins Park Tennis Club
 - Victoria Park Raiders Football Club
 - Victoria Park RSL Branch
 - South Perth Junior Cricket Club
 - Carlisle Cricket Club
 - Explore potential opportunities to utilise Millen primary school site
- Uncertainty will remain with the current user groups and their place within the long term vision will remain unclear.
- John Macmillan precinct plan project will not be able to draw upon the information gained regarding the potential Victoria Park Carlisle Bowls Club and its future location.

4.3.4 Time

Nil

4.3.5 Cost

Nil

4.3.6 Major Risks

ID	Risk Description	Risk Type	Impact	Likelihood	Risk Rating	Mitigation
1	Lack of resolution of the overall future of the sporting facilities. This could leave user groups frustrated and impact their long term planning.	Reputational	Moderate	Likely	High(12)	Communicate with the user groups the intentions and motivations of the town. Explain that the site is already at formal recreation capacity.
2	No exploration of adding Bowls or Hockey facilities to the site. This would have a direct impact on the John Macmillan precinct plan project (bowls) and the long term issues involving the Hockey facility.	Reputational	Moderate	Almost Certain	High (15)	Communicate the intentions and motivations of the town. Explain that the site is already at formal recreation capacity. Inform the John Macmillan Precinct plan project to retain bowls facility.

4.3.7 Project Management Team Structure

No project team

4.3.8 Outputs

No associated outputs



5.0 References

Town of Victoria Park, 2018, Town of Victoria Park – Towards 2050 - Local Planning Strategy (Draft), Victoria Park, Western Australia

Town of Victoria Park, 2017, Town of Victoria Park – Social Infrastructure Plan (Not Adopted), Victoria Park, Western Australia

Town of Victoria Park, 2013, Town of Victoria Park – Sports and Recreation Facilities Strategy (Not Adopted), Victoria Park, Western Australia

6.0 Quality Criteria Checklist

Quality criteria that apply to this business case are summarised as

<i>The project reasons are consistent with corporate, programme management or customer strategies</i>	Yes/ No
<i>The business case is aligned with the Mandated Project Proposal</i>	Yes/ No
<i>The benefits and their justification is clearly identified</i>	Yes/ No
<i>How the project benefits will be realized is clearly described</i>	Yes/ No
<i>What will be a successful outcome for this project is clearly defined</i>	Yes/ No
<i>The reasons why the preferred business option is preferred is clearly defined</i>	Yes/ No
<i>Why the preferred sourcing option (procurement) is preferred is clearly defined</i>	Yes/ No
<i>The necessary funding and how it will be obtained is clearly described</i>	Yes/ No
<i>The business case describes project costs and risks, as well as subsequent operations and maintenance costs and risks</i>	Yes/ No
<i>The Business Case describes non-financial criteria for the success of this project</i>	Yes/ No
<i>Major risks faced by the project are fully defined</i>	Yes/ No

7.0 Business Case Approval

Approved by	Name	Date	Signature
< Project Executive >			
Approved by	Name	Date	Signature
<CEO>			
<CCO>			
<CCP>			
<CFO>			



TOWN OF
VICTORIA PARK



AQUALIFE AND LEISURELIFE MASTER PLAN

Project Business Case



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Aqualife and Leisurelife Master Plan Business Case - Document History

Document Revisions

Proposal Author	Release Date	Reason for Changes	Version #	Rev Approval
Alison Braun		<original>	BC0.1	

Version #	Release Date	Summary of Changes (since previous version)
Draft BC0.1*		<original>

Approval Authority Position	This document requires the following approvals:
Luke Ellis Acting Chief Financial Officer	
Ben Killigrew Chief Operations Officer	

Distribution History

This document has been distributed to:

Name	Position	Bus Unit	Distribution Date	Distributed Version #
<recipient's name>				

Electronic document source file is located at	<TRIM CUP reference>
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<u>NOTES:</u>	<ul style="list-style-type: none"> *Draft versions to be numbered "D0.1", "D0.2", etc. Accepted Releases should be version numbered "1.X". As a printed draft this copy is only valid on the day it was printed.
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1.0 Executive Summary

The Town's community profile shows a current population of over 39,000 residents. The population is projected to reach in excess of 56,000 in the year of 2036 and 76,000 in the year of 2050. Considering the growing population and projected demand it is recommended the Town develops a master plan with multiple stages

- Develop needs and options to meet growing community needs in the best location(s), identified facility components and scale and,
- Options and any associated concept designs for internal and external stakeholder engagement. The Aqualife and Leisurelife Master Plan was identified as one of the top five key priority projects by Elected Members during recent planning for the Long Term Financial Plan.

2.0 Strategic Objectives

The project will seek to deliver against the following Strategic Community Plan Objectives but further objectives may be achieved as the project progresses past the planning stages. These initial objectives are:

Civic Leadership	
Strategic outcome	Intended public value outcome or impact

CL03 - Well thought out and managed projects that are delivered successfully.	A coordinated plan and established business case for both facilities rather than ad hoc facility upgrades.
---	--

Economic	
Strategic outcome	Intended public value outcome or impact

EC02 - A clean, safe and accessible place to visit.	Services to ensure positive customer experience.
---	--

Environment	
Strategic outcome	Intended public value outcome or impact

EN05 - Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed.	A successful master plan will ensure efficiency and maximum value is obtained from the resources dedicated to the facilities.
---	---

Social	
Strategic outcome	Intended public value outcome or impact

S01 - A healthy community.	Facilitate an active lifestyle for members of the Victoria Park community through the provision of quality leisure facilities and programming.
S03 - An empowered community with a sense of pride, safety and belonging.	Community and Club engagement to deliver outcomes to create a community hub delivering services to create a healthy community that they are proud of and promote to visitors from outside the community.

3.0 Rationale

3.1 Background

The town owns and operates two leisure facilities, Leisurelife and Aqualife. These facilities are community hubs delivering community programs and services that improve physical, mental and general health and wellbeing.

3.2 Site Information

Aqualife

The Aqualife Centre is a community aquatic and recreation facility located on Somerset Street, East Victoria Park. The Aqualife centre offers facilities for programs such as learn to swim, gymnasium, group fitness classes, crèche as well as offering lane and pool hire for community groups and clubs.

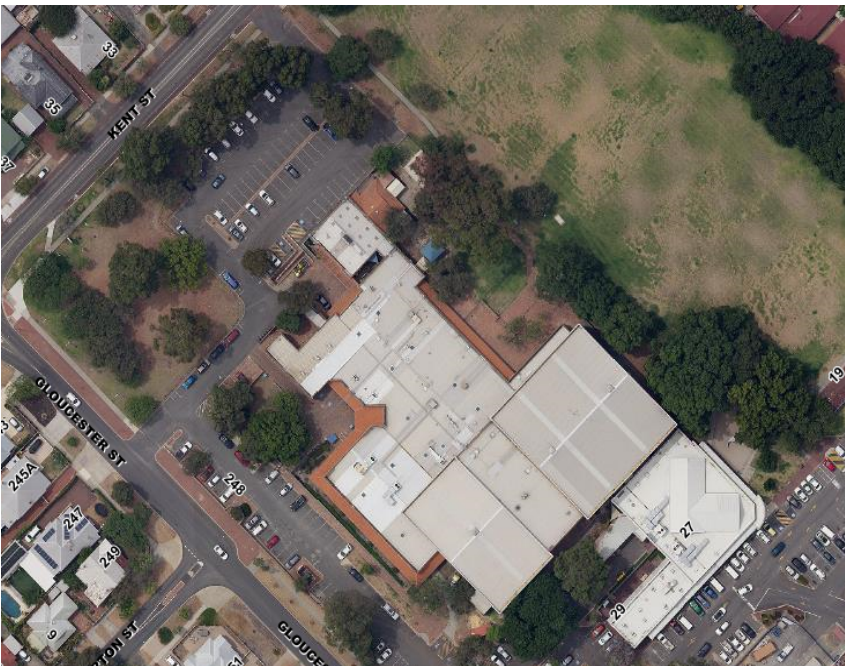


The Aqualife Centre is a split-level aquatic facility built in 2006 featuring an indoor 25m pool, leisure pool, hydrotherapy pool, spa steam room and external club rooms. The facility also has an external

50m pool, built in 1965. The Aqualife Centre has a floor area of approximately 4,900 square meters an estimated capital value of \$17.65M and receives over 400,000 visitations per annum.

Leisurelife

The Leisurelife Centre is a community hub located in East Victoria Park and is bounded by Kent Street and Gloucester Street and is adjacent to the Victoria Park Library and the Park shopping centre precinct. The Leisurelife Centre offers facilities and programs such as Sports courts for various indoor social and competition sports, a gymnasium, group fitness classes, crèche, court hire, meeting rooms and function hire.



The Leisure Life Centre/Community Centre is a part two level recreation facility built in 1983, featuring meeting room spaces, Sports Courts, Squash Courts, a fitness centre, and spin studio. In addition to this, the facility incorporates a community centre. It has a floor area of approximately 5,800 square meters an estimated capital value of \$11.41M and receives over 300,000 visitations per annum.

3.3 Long Term Financial Plan

During the planning process to review the Long Term Financial Plan (LTFP), consideration was given to the inclusion of a series of major new projects, services and facility upgrades. Elected Members undertook a prioritisation process to determine the future focus of the projects.

As the projects were considered to have insufficient scope and engagement to be included in the LTFP, Elected Members requested business cases for the top five priority projects to determine the best approach for delivery of each project. The Aqualife and Leisurelife Master Plan' project is included in the list of the top five priority projects to have Business Cases submitted to Council for consideration by June 2019.

This Business Case seeks to recommend two (2) options that involve significant community engagement to ensure the long term future planning for current facilities and the needs of the community as population growth and needs change.

4.0 Options & Justification

The Town has prepared two (2) options for consideration of the Aqualife and Leisurelife Master Plan project, these include:

- Recommended options - Leisure Facilities of Master Plan, continuation of stage one and provide a further report to Council prior to commencement of stage 2
- Do Nothing – A continuation of the current state

The two (2) options are analysed in detail below.

4.1 OPTION 1: Leisure Facilities of Master Plan, continuation of stage one and provide a further report to Council prior to commencement of stage 2 (Recommended Option)

To seek endorsement of the continuation of stage one and provide a further report to Council prior to commencement of stage 2 of the 5 Stage Master Plan.

4.1.1 Option Summary

The 5 stage Master Plan will allow for a range of conceptual options to be explored and analysed by the Town, deliver concept designs, internal and external consultation, final detail design, costings to inform the Long Term Financial Plan (LTFP), procurement and options on build and operating.

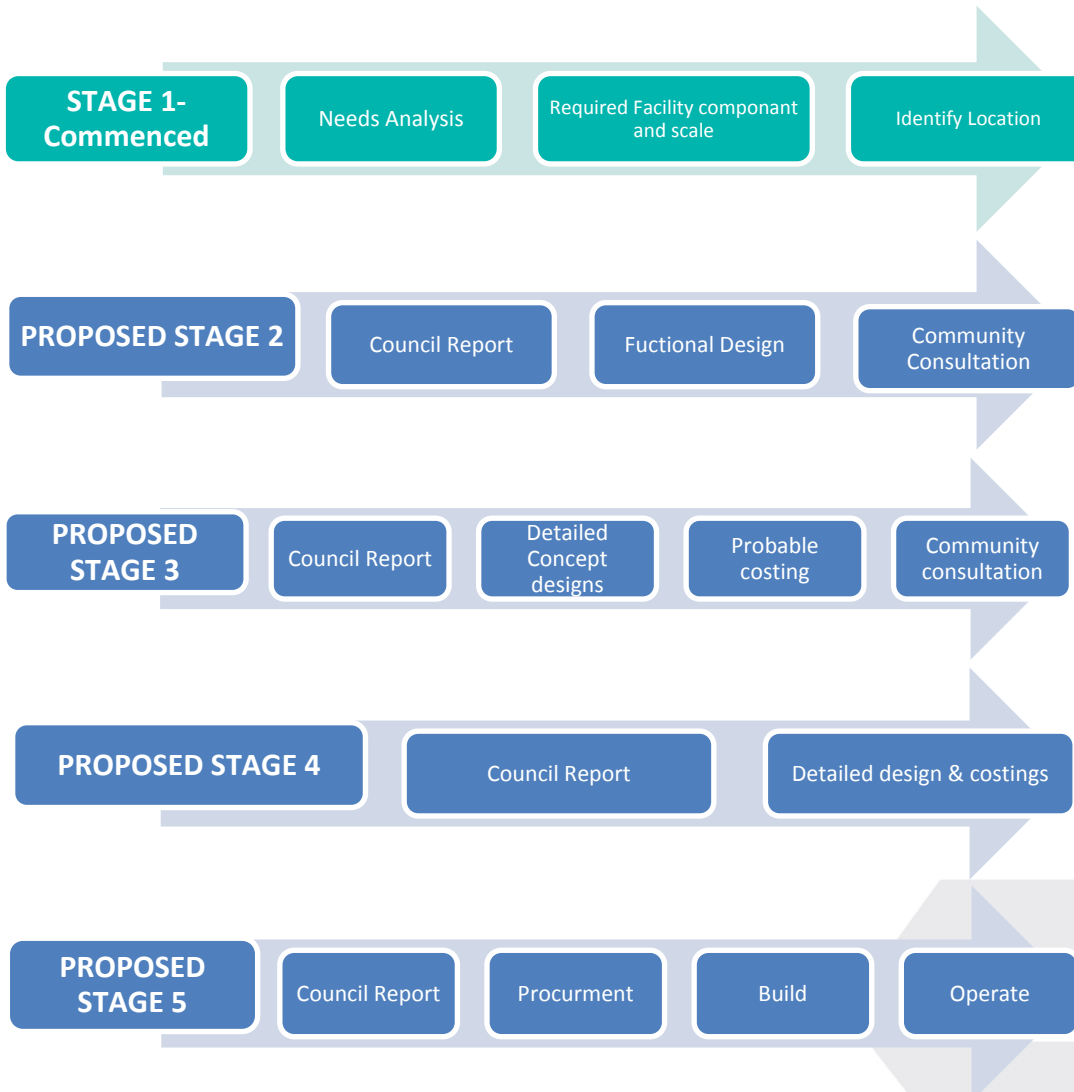
The first stage of consultancy to determine community facility needs analysis, components and scale and location has been initiated. This will in detail identify key sites, constraints and potential opportunities for consider alternative locations and analyse current usage and undertake targeted consultation with key stakeholders to inform the current and future needs of the facilities.

This will provide a suite of recommendations to be report to elected members and provide direction in considering the appropriate mix of facilities and potential development sites, including exploring potential partnership and development options. It is expected that the needs analysis of Aqualife and Leisurelife will be completed by 31st July 2019 and a presentation to the Elected Members will be scheduled in August 2019.

Stage 2 will engage consultants to further develop functional designs and engage in internal and external stakeholder and community consultation to inform decision making, generate options and guide the provision of leisure facilities within the 5 stage Master Plan.

My recommendation is to endorse the continuance of Stage 1 and provide a further report to Council prior to commencement of stage 2.

The overview process to deliver a 5 Stage Master Plan is outlined below:



The recommendation is to follow the below steps to produce a Master Plan for the Town of Victoria Parks current leisure facilities:

1. Community Facility Needs Analysis
2. Required Facility components and scale
3. Identify Location options
4. Council Report
5. Functional designs
6. Community Consultation on functional Designs
7. Council Report
8. Detailed Concept Designs
9. Probable costing
10. Community consultation
11. Council Report
12. Detail Concept design & costings

13. Council Report
14. Procurement
15. Build
16. Operate

The first 2 stages of the Master Plan:

- Review previous plans and documents relevant to broader sport and Leisure facility provisions
- Detailed analysis of current and future demographics to determine future uses aligned to industry trends relevant to TOVP. Take into account additional economic and social characteristics
- Review surrounding LGA proposals and planned future developments
- Review the existing facilities and identify any issues and constraints with the facility provision
- Analyse current usage information related to the Town's Leisure facilities
- Undertake a targeted consultation process to obtain input from key stakeholders to inform the future development of facilities and fulfil the needs of residents and broader community needs whilst also maximising use and return on investment
- Explore potential partnership and development options. Assess the impact of development of expanded facilities on existing sites, and/or development of one or more additional sites to meet the spatial needs and operational requirements of future services to the community
- Capture potential opportunities/most viable future development opportunities on concept plans to analyse
- Provide a suite of recommendations to be reported to elected members to provide direction on consideration of the future needs and decisions of these facilities

4.1.2 Benefits

The endorsement of Stage Two (2) of the 5 Stage Master Plan has the following benefits:

- An endorsed vision for the future of the Towns Leisure facilities
- Council would better understand the ongoing cost and capacity of current facilities and the Town of Victoria Parks leisure needs.
- Council would better understand the associated costs and budget implications of upgrades to leisure facilities
- Council would better understand the needs and aspirations of both the local community, community groups and the sporting clubs utilising Aqualife and Leisurelife
- Council can define future detailed design and construction projects to achieve the overall vision of leisure facilities in the Town
- Local community, community groups and the sporting clubs would have clarity on the future of the Town of Victoria Park facilities they depend upon which can inform their own planning activities.
- Council and Administration would have a clearer platform to advocate for support and funding from State and Federal Government.

4.1.3 Dis-benefits

The following dis-benefits could be attributed to the endorsement of the Stage Two (2) of the 5 Stage Master Plan:

- Current facilities nearing capacity with no capacity to deliver additional services to the community as future growth and demand develops
- A needs analysis and master plan process could potentially raise community expectations without immediate financial means of executing the project.
- If small scale, facility upgrades are found to be required a staged master plan may not be required and a detailed design and construction exercise could achieve this outcome.
- Commitment to stage 1 and master plan process could affect the relationship between the town and its local sporting groups and community groups through concerns around “forcing out” existing users of leisure centres.
- Stage 1 master plan project may cause concern with residents and develop opposition to upgrades.
- Full detailed costings for long term financial planning may not be available until Stage 4 of the master plan

4.1.4 Time

A proposed overview of the project delivery timeline is provided below:

Key Activity	2019									2020					
	MAY	JUNE	JULY	AUG	Sept	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	
Stage 1 Master Plan															
Community Facility Needs Analysis															
Facility components and scale															
Identify Location options															
Stage 2															
Council Report															
Functional Designs															
Community Consultation on functional Designs															
Stage 3															
Council Report															
Detail Design of concept															
Probable Costing															
Prop Stage 4															
Council Report															
Detailed Concept & Costings															
Stage 5 Masterplan															
Council Report															
Build															
Operate															

4.1.5 Cost

A RFQ has been produced and successful consultant nominated with allocated provisions within 18/19 Budget. The community facility needs analysis, concept and scale and location has been initiated and will be completed within the 18/19 budget year.

Aqualife and Leisurelife Master Plan project budget 18/19	
Stage 1 <i>Commenced</i> - Consultancy	\$50,000

Aqualife and Leisurelife Master Plan project budget 19/20	
Stage 2 – Concept Design / Engagement	\$50,000

A Further \$50,000 has been requested within the 19/20 Budget to deliver Stage 2 of the proposed Master Plan to Functional Design options and move forward with internal and external stakeholder consultation.

4.1.6 Major Risks

The major risks associated with delivering this option are listed below:

ID	Risk Description	Risk Type	Impact	Likelihood	Risk Rating	Mitigation
1	Concern and opposition from existing user groups and local community	Reputational	Major	Possible	High (12)	Significant levels of community engagement are required throughout the master plan design process.
2	Population growth	Service Decline	Major	Likely	High (12)	Monitoring current leisure centres statistics of attendance analysis along with community consultation
3	Neighbouring LGA activity	Organisational	Moderate	Possible	Moderate (8)	Consultation in future developments of surrounding LGA – advising council as required. Assessing needs and location
4	That the stage 1 of the master plan recommends actions that do not require a 5 stage master plan	Organisational	Minor	Possible	Moderate (8)	Through the process of the council receiving the needs assessment recommendations any significant impact on the master plan project will be immediately identified and communicated to council.

4.1.7 Project Management Team Structure

The project management team roles and responsibilities are defined as per the Project Management

Framework. The suggest project team for the implementation phase of this option is listed below.

Project Role	Title	Name	Commitment
Corporate	Project Oversight	C-Suite	Oversight
Project Executive	Ben Killigrew	Chief Operations Officer	Chair – Project Board
Project Manager	Assets	Manager Technical Services	Project Board
Senior User	Business Services	Manager Business Services	Project Board
Senior Supplier	External Planning Consultant	External Consultant Planning	Project Board
Subject Matter Expert	Place Planning	Planning	Project Team Member
Team Manager	Assets	Coordinator Strategic Assets	Project Team Member
Team Manager	Parks	Manager Infrastructure Operations	Project Team Member
Team Manager	Engineering	Manager Technical Services	Project Team Members
Team Manager	Stakeholder Relations	Manager Stakeholder Relations	Project Team Member
Team Manager	Business Services	Manager Business Services	Project Team Member
Team Manager	Community	Manager Community	Project Team Member

Additional Team Managers or Subject Matter Experts may be added along the project lifecycle.

4.1.8 Outputs

Endorse the continuation of Stage one (1) of the Master Plan and provide a further report to Council prior to commencement of Stage 2

4.2 OPTION 2: Do Nothing

A continuation of the current state of facility with the same level of service delivery.

4.2.1 Option Summary

This option would see the Town continue operating Leisurelife and Aqualife at their current standard of service. Both facilities are nearing their programming capacity in their current configurations. The building maintenance that outlined in the current asset building condition assessment outlines significant maintenance required within the next 5 to 7 year period for both facilities.

This means that there is limited capacity for these facilities to increase their current level of service to the Town of Victoria Park's growing population and community needs nor to deliver opportunities for a healthy engaged community which is empowered with a sense of pride, safety and belonging.

4.2.2 Benefits

The option to do nothing has the following benefits:

- No change to LTFP
- No change to current capacities for local community, community groups and the sporting clubs utilising Aqualife and Leisurelife

4.2.3 Dis-benefits

- Lack of vision for the Towns Leisure facilities
- Over capacity of current facilities
- Ongoing escalating cost associated to building maintenance and budget implications of upgrades to recreational facilities to maintain at an appropriate safe level
- Not meeting the current growing needs and aspirations of both the local community, community groups and the sporting clubs utilising Aqualife and Leisurelife
- Local community, community groups and the sporting clubs would not have clarity on the future of the Town of Victoria Park facilities in which they depend upon to inform their own planning activities.
- No platform to advocate for support and funding from State and Federal Government

4.2.3 Time

NIL

4.2.4 Cost

Based on a recent building condition assessment, it is estimated that Leisurelife requires a building expenditure about \$2.9M of renewals and replacements over the next 15 years. And that Aqualife requires a building expenditure about \$5.0M of renewals and replacements over the next 15 years.

4.2.6 Project Management Team Structure

No Project Team required

4.3.6 Major Risks

ID	Risk Description	Risk Type	Impact	Likelihood	Risk Rating	Mitigation
1	Lack of future vision of the Towns leisure facilities.	Reputational	Moderate	Likely	High(12)	Communicate with the user groups the intentions and motivations of the town. Explain that the site is already at formal recreation capacity.
2	Over capacity of current facilities	Organisational and Reputational	High	Highly likely	High (12)	Current facilities are delivering close to capacity. Not meeting Strategic Community Plan Objectives SO1 and ECO2

4.2.7 Outputs

No associated outputs

5.0 References

NS Advisory - LEISURE LIFE & COMMUNITY CENTRE BUILDING CONDITION ASSESSMENT AND STRATEGIC ASSET REVIEW

<I:\Strategic Asset Management Plans\190411 - LeisureLife W.attach.pdf>

NS Advisory - AQUA LIFE CENTRE BUILDING CONDITION ASSESSMENT AND STRATEGIC ASSET REVIEW

<I:\Strategic Asset Management Plans\190411 - AquaLife W.attach.pdf>

6.0 Quality Criteria Checklist

Quality criteria that apply to this business case are summarised as

<i>The project reasons are consistent with corporate, programme management or customer strategies</i>	Yes/ No
<i>The business case is aligned with the Mandated Project Proposal</i>	Yes/ No
<i>The benefits and their justification is clearly identified</i>	Yes/ No
<i>How the project benefits will be realized is clearly described</i>	Yes/ No
<i>What will be a successful outcome for this project is clearly defined</i>	Yes/ No
<i>The reasons why the preferred business option is preferred is clearly defined</i>	Yes/ No
<i>Why the preferred sourcing option (procurement) is preferred is clearly defined</i>	Yes/ No
<i>The necessary funding and how it will be obtained is clearly described</i>	Yes/ No
<i>The business case describes project costs and risks, as well as subsequent operations and maintenance costs and risks</i>	Yes/ No
<i>The Business Case describes non-financial criteria for the success of this project</i>	Yes/ No
<i>Major risks faced by the project are fully defined</i>	Yes/ No

7.0 Business Case Approval

Approved by	Name	Date	Signature
< Project Executive >			
Approved by	Name	Date	Signature
<CEO>			

<CCO>			
<CCP>			
<CFO>			



All Payments Made From 1-Apr-19 To 30-Apr-19

<u>Payment</u>	<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
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Municipal Fund Bank Account

Payments

Creditors Cheques

00608552	2-Apr-19	Alinta	Gas Usage Charges	408.95
00608558	10-Apr-19	Alinta	Gas Usage Charges	604.15
00608555	2-Apr-19	CSA Employer Services	Superannuation	1,227.39
00608556	2-Apr-19	Local Government Racing and Cemeter	Superannuation	492.00
00608553	2-Apr-19	Telstra Corporation Ltd	Telephone Usage Charges	291.84
00608559	10-Apr-19	Telstra Corporation Ltd	Telephone Usage Charges	1,566.52
00608562	16-Apr-19	Telstra Corporation Ltd	Telephone Usage Charges	109.74
00608557	2-Apr-19	Town of Victoria Park	Superannuation & Employee Deductions	5,514.52
00608554	2-Apr-19	Water Corporation	Water Usage Charges	795.92
00608561	10-Apr-19	Water Corporation	Water Usage Charges	17,581.27
00608563	16-Apr-19	Water Corporation	Water Usage Charges	795.69
Total Creditors Cheques				29,387.99

Creditors EFT Payments

1360.1215-01	11-Apr-19	4 Logic	Software and IT Solutions	327.25
1355.5569-01	3-Apr-19	7 to 1 Photography	Photography and Imaging Services	720.00
1362.4-01	17-Apr-19	AAC Wristbands Australia Pty Ltd	Equipment Supply and Repair	1,571.00
1360.2419-01	11-Apr-19	AAPT Limited	Communication Services	4,967.95
1355.1328-01	3-Apr-19	Abco Products Pty Ltd	Cleaning Services and Equipment	238.59
1360.3400-01	11-Apr-19	Academy Services (WA) Pty Ltd	Cleaning Services and Equipment	7,003.84
1360.1119-01	11-Apr-19	Access Office Industries	Furniture Supply and Repair	6,035.92
1360.2555-01	11-Apr-19	AGS Metal Work	Steel Supplies	209.00
1362.1764-01	17-Apr-19	Akcelik & Associates Pty Ltd	Software and IT Solutions	429.00
1367.2122-01	24-Apr-19	Alcolizer Pty Ltd	Equipment Supply and Repair	48.99
1355.1738-01	3-Apr-19	All Earth Waste Collection Services	Waste Management Services	17,633.00
1360.18-01	11-Apr-19	All Signs	Sign Installation and Supply	407.00
1359.5723-01	11-Apr-19	Allianz Insurance	Refund - Debtor Overpayment	300.00
1360.5685-01	11-Apr-19	Alpha First Aid Supplies	Health Services	521.04
1355.2774-01	3-Apr-19	Ampac Debt Recovery (WA) Pty Ltd	Financial Services	190.65
1360.4093-01	11-Apr-19	Aquatic Services WA Pty Ltd	Equipment Supply and Repair	4,663.56
1362.4093-01	17-Apr-19	Aquatic Services WA Pty Ltd	Equipment Supply and Repair	5,233.80
1360.5281-01	11-Apr-19	Asahi Beverages Pty Ltd trading	Resale Inventory	1,064.48
1360.843-01	11-Apr-19	ASB Marketing Pty Ltd	Printing Services	2,395.53
1360.662-01	11-Apr-19	Asphaltech Pty Ltd	Road Construction Materials and Services	160,988.24
1360.2127-01	11-Apr-19	Asset Infrastructure Management	Asset Management Services	5,682.60
1360.1954-01	11-Apr-19	Astro Synthetic Turf Pty Ltd	Landscaping Materials and Services	550.00
1355.3781-01	3-Apr-19	Atmos Foods	Resale Inventory	1,389.28
1360.3781-01	11-Apr-19	Atmos Foods	Resale Inventory	226.36
1355.1435-01	3-Apr-19	Atom Supply	Equipment Supply and Repair	219.78
1360.1435-01	11-Apr-19	Atom Supply	Equipment Supply and Repair	496.85
1362.1435-01	17-Apr-19	Atom Supply	Equipment Supply and Repair	287.55
1362.5717-01	17-Apr-19	Auspicious Arts Projects Inc	Art and Event	2,750.00
1367.1866-01	24-Apr-19	Austraffic WA	Traffic Control Services	8,712.00
1362.271-01	17-Apr-19	Australasian Performing Right	Licencing and Subscriptions	2,896.66
1360.273-01	11-Apr-19	Australia Post	Postage Services	12,992.70
1363.5749-01	17-Apr-19	Australia Treasury Management Bursw	Refund - Rates	4,181.79
1355.1219-01	3-Apr-19	Australian Communications and Media	Licencing and Subscriptions	1,685.00
1355.1158-01	3-Apr-19	Australian Hvac Services	Equipment Supply and Repair	2,768.70
1360.1158-01	11-Apr-19	Australian Hvac Services	Equipment Supply and Repair	6,310.02
1362.1158-01	17-Apr-19	Australian Hvac Services	Equipment Supply and Repair	3,140.32
1367.1158-01	24-Apr-19	Australian Hvac Services	Equipment Supply and Repair	4,520.12
1358.50-01	4-Apr-19	Australian Service Union	Superannuation	77.70
1358.98000-0	4-Apr-19	Australian Taxation Office	Taxation	246,219.00
1365.98000-0	24-Apr-19	Australian Taxation Office	Taxation	168,116.00
1355.3881-01	3-Apr-19	AWB Building Co	Facility Maintenance Services	1,155.26
1360.3881-01	11-Apr-19	AWB Building Co	Facility Maintenance Services	3,013.13
1362.3881-01	17-Apr-19	AWB Building Co	Facility Maintenance Services	1,656.49
1367.3881-01	24-Apr-19	AWB Building Co	Facility Maintenance Services	123.75
1367.1639-01	24-Apr-19	Bank of I.D.E.A.S	Training Services	1,100.00
1355.5625-01	3-Apr-19	Barefoot Media Co.	Photography and Imaging Services	4,000.00
1360.4665-01	11-Apr-19	Baxters Pty Ltd	Machinery Servicing and Parts	272.40
1367.4665-01	24-Apr-19	Baxters Pty Ltd	Machinery Servicing and Parts	159.39

All Payments Made From 1-Apr-19 To 30-Apr-19

<u>Payment</u>	<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
1355.192-01	3-Apr-19	Beacon Equipment	Machinery Servicing and Parts	602.00
1360.192-01	11-Apr-19	Beacon Equipment	Machinery Servicing and Parts	340.80
1362.192-01	17-Apr-19	Beacon Equipment	Machinery Servicing and Parts	1,304.70
1367.192-01	24-Apr-19	Beacon Equipment	Machinery Servicing and Parts	129.95
1355.280-01	3-Apr-19	Beaver Tree Services	Landscaping Materials and Services	46,674.04
1360.280-01	11-Apr-19	Beaver Tree Services	Landscaping Materials and Services	63,093.33
1362.280-01	17-Apr-19	Beaver Tree Services	Landscaping Materials and Services	18,150.18
1367.280-01	24-Apr-19	Beaver Tree Services	Landscaping Materials and Services	22,819.23
1360.409-01	11-Apr-19	Bidfood WA Pty Ltd	Resale Inventory	394.59
1362.409-01	17-Apr-19	Bidfood WA Pty Ltd	Resale Inventory	336.54
1355.5155-01	3-Apr-19	Bin Bath Corporation Pty Ltd	Waste Management Services	573.54
1360.283-01	11-Apr-19	Blackwell & Associates Pty Ltd	Planning and Building Services	5,225.00
1360.5702-01	11-Apr-19	Blank Walls Collective	Project Management Services	3,300.00
1360.287-01	11-Apr-19	BOC Limited	Equipment Supply and Repair	1,714.37
1360.333-01	11-Apr-19	Boral Construction Materials Group	Road Construction Materials and Services	82.89
1367.333-01	24-Apr-19	Boral Construction Materials Group	Road Construction Materials and Services	281.82
1361.2093-01	15-Apr-19	BP Australia Pty Ltd	Fuel and Oils	6,443.94
1355.1211-01	3-Apr-19	Brownes Foods Operations	Amenities	57.10
1360.1211-01	11-Apr-19	Brownes Foods Operations	Amenities	31.34
1362.442-01	17-Apr-19	Bucher Municipal Pty Ltd	Plant Supply and Servicing	1,465.97
1362.726-01	17-Apr-19	Bullivants Pty Ltd	Equipment Supply and Repair	168.25
1355.290-01	3-Apr-19	Bunnings Building Supplies Pty Ltd	Equipment Supply and Repair	9.67
1360.290-01	11-Apr-19	Bunnings Building Supplies Pty Ltd	Equipment Supply and Repair	1,328.52
1362.290-01	17-Apr-19	Bunnings Building Supplies Pty Ltd	Equipment Supply and Repair	268.08
1367.290-01	24-Apr-19	Bunnings Building Supplies Pty Ltd	Equipment Supply and Repair	186.50
1362.3354-01	17-Apr-19	Burswood Isuzu Ute	Plant Supply and Servicing	346.70
1355.1841-01	3-Apr-19	Burswood Nominess Ltd	Event Performance and Activity	3,958.88
1355.293-01	3-Apr-19	Burswood Trophies	Equipment Supply and Repair	158.40
1360.4821-01	11-Apr-19	Buzz Enterprises P/L T/A Sifting Sa	Equipment Supply and Repair	4,099.15
1360.279-01	11-Apr-19	Caltex Aust Limited	Fuel and Oils	10,469.90
1360.299-01	11-Apr-19	Cancer Council WA	Uniforms and Protective Equipment	602.92
1355.300-01	3-Apr-19	Carlisle Events Hire Pty Ltd	Equipment Hire	2,027.96
1360.300-01	11-Apr-19	Carlisle Events Hire Pty Ltd	Equipment Hire	682.00
1355.1503-01	3-Apr-19	CCM Furniture Pty Ltd t/as CCM Clea	Cleaning Services and Equipment	594.00
1360.1503-01	11-Apr-19	CCM Furniture Pty Ltd t/as CCM Clea	Cleaning Services and Equipment	21,609.08
1360.1919-01	11-Apr-19	Centurion Temporary Fencing	Fencing	123.75
1355.1044-01	3-Apr-19	City of Armadale	Printing Services	1,000.99
1360.1044-01	11-Apr-19	City of Armadale	Printing Services	444.19
1367.1044-01	24-Apr-19	City of Armadale	Printing Services	688.40
1355.369-01	3-Apr-19	City of Perth	Local Government Services	29,643.58
1367.369-01	24-Apr-19	City of Perth	Local Government Services	30,171.52
1355.511-01	3-Apr-19	City Subaru	Plant Supply and Servicing	385.85
1367.511-01	24-Apr-19	City Subaru	Plant Supply and Servicing	2,224.80
1355.466-01	3-Apr-19	Civica Pty Ltd	Software and IT Solutions	2,607.55
1360.466-01	11-Apr-19	Civica Pty Ltd	Software and IT Solutions	14,868.33
1362.2342-01	17-Apr-19	Clark Rubber Cannington	Facility Maintenance Services	662.00
1363.5740-01	17-Apr-19	Classic Home & Garage Innovations P	Refund - Application Fee	147.00
1355.483-01	3-Apr-19	Cleanaway	Waste Management Services	171,666.56
1360.483-01	11-Apr-19	Cleanaway	Waste Management Services	168,228.75
1360.629-01	11-Apr-19	Clever Patch Pty Ltd	Library Equipment and Stock	181.41
1362.629-01	17-Apr-19	Clever Patch Pty Ltd	Library Equipment and Stock	213.79
1362.2965-01	17-Apr-19	Cobble Stone Concrete	Road Construction Materials and Services	4,202.00
1355.2588-01	3-Apr-19	Coles Supermarket Australia Pty Ltd	Resale Inventory	437.91
1360.2588-01	11-Apr-19	Coles Supermarket Australia Pty Ltd	Resale Inventory	300.03
1362.2588-01	17-Apr-19	Coles Supermarket Australia Pty Ltd	Resale Inventory	74.40
1367.2588-01	24-Apr-19	Coles Supermarket Australia Pty Ltd	Resale Inventory	77.90
1355.2501-01	3-Apr-19	Commercial and Industrial Mowing	Landscaping Materials and Services	198.00
1355.216-01	3-Apr-19	Connect Call Centre Services	Communication Services	890.89
1362.5395-01	17-Apr-19	Construction Skills Centre	Training Services	2,450.00
1360.413-01	11-Apr-19	Construction Training Fund	Levy Payments	18,814.11
1360.689-01	11-Apr-19	Copley Contracting	Road Construction Materials and Services	3,349.50
1362.689-01	17-Apr-19	Copley Contracting	Road Construction Materials and Services	6,780.84
1355.209-01	3-Apr-19	Coretex Australia Pty Ltd	Software and IT Solutions	752.40
1360.209-01	11-Apr-19	Coretex Australia Pty Ltd	Software and IT Solutions	752.40
1362.2186-01	17-Apr-19	Cornerstone Legal Pty Ltd	Legal Services	605.00
1367.5621-01	24-Apr-19	Creating Communities Australia Pty	Community Engagement Services	13,612.50

All Payments Made From 1-Apr-19 To 30-Apr-19

<u>Payment</u>	<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
1360.4656-01	11-Apr-19	Creative ADM	Community Engagement Services	6,448.20
1360.5699-01	11-Apr-19	Darryl Bellotti	Design and Drafting Services	1,750.00
1362.723-01	17-Apr-19	Data#3 Limited	Software and IT Solutions	20,577.96
1355.426-01	3-Apr-19	Daytone Printing Pty Ltd	Printing Services	189.20
1360.426-01	11-Apr-19	Daytone Printing Pty Ltd	Printing Services	82.50
1362.426-01	17-Apr-19	Daytone Printing Pty Ltd	Printing Services	171.60
1355.4369-01	3-Apr-19	Delissimo	Catering and Refreshments	255.00
1360.5435-01	11-Apr-19	Department of Mines, Industry	Levy Payments	16,871.34
1362.708-01	17-Apr-19	Department of Transport	Licencing and Subscriptions	1,783.10
1367.2598-01	24-Apr-19	Dial Before You Dig WA Ltd	Road Construction Materials and Services	2,012.01
1355.4466-01	3-Apr-19	Directions Workforce Solutions	Traineeship Management	821.04
1362.4466-01	17-Apr-19	Directions Workforce Solutions	Traineeship Management	821.04
1355.4697-01	3-Apr-19	Downer EDI Engineering Power Pty Lt	Fire Alarm and Security Services	1,738.00
1362.4697-01	17-Apr-19	Downer EDI Engineering Power Pty Lt	Fire Alarm and Security Services	2,244.00
1367.4697-01	24-Apr-19	Downer EDI Engineering Power Pty Lt	Fire Alarm and Security Services	1,109.46
1360.411-01	11-Apr-19	Dunbar Services (WA) Pty Ltd	Cleaning Services and Equipment	21.45
1355.1145-01	3-Apr-19	E & M J Rosher Pty Ltd	Machinery Servicing and Parts	273.40
1360.1145-01	11-Apr-19	E & M J Rosher Pty Ltd	Machinery Servicing and Parts	461.06
1355.355-01	3-Apr-19	E Fire & Safety	Fire Alarm and Security Services	720.50
1362.5710-01	17-Apr-19	East Victoria Park Primary School P	Community Grant	4,975.00
1360.2849-01	11-Apr-19	EcoAcoustics	Environmental Services	726.00
1367.925-01	24-Apr-19	Educational Art Supplies	Library Equipment and Stock	46.53
1355.2120-01	3-Apr-19	Elan Energy Matrix	Waste Management Services	654.33
1367.4041-01	24-Apr-19	Elite Compliance Pty Ltd	Design and Drafting Services	2,200.00
1360.421-01	11-Apr-19	Elite Pool Covers	Equipment Supply and Repair	902.00
1355.778-01	3-Apr-19	Ellenby Tree Farm Pty Ltd	Landscaping Materials and Services	1,936.00
1360.2372-01	11-Apr-19	Empire Estate Agent	Rental Payments	3,991.10
1355.5673-01	3-Apr-19	Epic Photobooth Perth	Photography and Imaging Services	650.00
1355.2064-01	3-Apr-19	Espresso Coffee Pty Ltd	Resale Inventory	327.04
1362.4461-01	17-Apr-19	Everbloom Flowers Pty Ltd	Flowers	127.27
1362.5652-01	17-Apr-19	Evolve Events	Training Services	950.00
1358.3243-01	4-Apr-19	Express Salary Packaging Pty Ltd	Superannuation & Employee Deductions	15,475.20
1365.3243-01	24-Apr-19	Express Salary Packaging Pty Ltd	Superannuation & Employee Deductions	10,066.66
1355.2921-01	3-Apr-19	Face Painter Extraordinaire	Event Performance and Activity	297.00
1360.5697-01	11-Apr-19	FDB Commercial Pty Ltd	Office Supplies	862.95
1362.541-01	17-Apr-19	Fennell Tyres International Pty Ltd	Tyres	224.00
1362.5086-01	17-Apr-19	Filterco Pty Ltd	Equipment Supply and Repair	16.57
1355.621-01	3-Apr-19	Fleet Fitness	Equipment Supply and Repair	502.15
1355.3191-01	3-Apr-19	Flick Anticimex Pty Ltd	Waste Management Services	21.45
1360.3191-01	11-Apr-19	Flick Anticimex Pty Ltd	Waste Management Services	715.97
1367.3191-01	24-Apr-19	Flick Anticimex Pty Ltd	Waste Management Services	4.29
1360.4417-01	11-Apr-19	Forum Group Pty Ltd	Printing Services	5,678.56
1360.371-01	11-Apr-19	Frazzcon Enterprises	Sign Installation and Supply	2,160.03
1360.2701-01	11-Apr-19	Full Steam Ahead Ironing Service	Cleaning Services and Equipment	242.39
1367.2701-01	24-Apr-19	Full Steam Ahead Ironing Service	Cleaning Services and Equipment	178.20
1360.5284-01	11-Apr-19	Gardiner Autos Pty Ltd	Vehicle Operating Expenses	746.15
1360.422-01	11-Apr-19	GHD Pty Ltd	Engineering Design	16,308.60
1360.1889-01	11-Apr-19	Glass Tinting WA	Facility Maintenance Services	352.00
1360.3753-01	11-Apr-19	Go Graphics	Printing Services	297.00
1356.5711-01	3-Apr-19	Goodwood Crest Pty Ltd	Refund - Debtor Overpayment	5,113.50
1355.5677-01	3-Apr-19	Green Bunch	Flowers	302.62
1360.682-01	11-Apr-19	Green Skills	Agency and Contract Staff	410.00
1360.3380-01	11-Apr-19	Greenacres Turf Group	Landscaping Materials and Services	5,497.80
1360.5686-01	11-Apr-19	Gregory James Parsons	Event Performance and Activity	3,557.50
1367.5686-01	24-Apr-19	Gregory James Parsons	Event Performance and Activity	385.00
1360.453-01	11-Apr-19	Gronbek Security	Fire Alarm and Security Services	1,125.59
1355.5537-01	3-Apr-19	Harbour Software Pty Ltd	Software and IT Solutions	9,911.19
1360.314-01	11-Apr-19	Hiway Cycles	Plant Supply and Servicing	948.75
1360.364-01	11-Apr-19	Holcim (Australia) Pty Ltd	Road Construction Materials and Services	462.44
1360.5631-01	11-Apr-19	Horizon West Landscape Construction	Landscaping Materials and Services	618.42
1360.4979-01	11-Apr-19	Hydroplan	Irrigation Supply and Repair	4,400.00
1367.110-01	24-Apr-19	Hydroquip Pumps	Irrigation Supply and Repair	6,952.00
1360.3590-01	11-Apr-19	Icon Septech WA (Cascada)	Equipment Supply and Repair	855.25
1360.3796-01	11-Apr-19	Iconic Property Services	Cleaning Services and Equipment	15,124.19
1362.3796-01	17-Apr-19	Iconic Property Services	Cleaning Services and Equipment	1,649.24
1367.3796-01	24-Apr-19	Iconic Property Services	Cleaning Services and Equipment	4,207.84

All Payments Made From 1-Apr-19 To 30-Apr-19

<u>Payment</u>	<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
1367.5175-01	24-Apr-19	Ikea Pty Ltd	Furniture Supply and Repair	826.00
1360.210-01	11-Apr-19	Indoor Gardens Pty Ltd	Landscaping Materials and Services	917.40
1355.4129-01	3-Apr-19	Information Enterprises Australia	Agency and Contract Staff	1,118.81
1355.219-01	3-Apr-19	IPWEA - Western Australia	Training Services	1,640.00
1362.942-01	17-Apr-19	IPWEA - Western Australia	Conference and Workshop Enrolment	550.00
1355.433-01	3-Apr-19	IPWEA Limited	Conference and Workshop Enrolment	434.50
1360.4837-01	11-Apr-19	Iron Mountain Australia Group Pty L	Record Management Services	3,034.49
1360.2294-01	11-Apr-19	Isentia Pty Ltd	Communication Services	2,189.00
1360.684-01	11-Apr-19	Isubscribe Pty Ltd	Library Equipment and Stock	3,112.44
1362.284-01	17-Apr-19	J Blackwoods & Sons Pty Ltd	Uniforms and Protective Equipment	489.90
1360.222-01	11-Apr-19	Jackson McDonald Lawyers	Legal Services	6,034.05
1360.1846-01	11-Apr-19	JB HI FI	Library Equipment and Stock	947.65
1355.2762-01	3-Apr-19	JB HIFI Commerical	Equipment Supply and Repair	1,386.50
1355.3553-01	3-Apr-19	Jim's Fencing (North Perth)	Fencing	330.00
1355.2432-01	3-Apr-19	Jim's Mowing (Cloverdale)	Landscaping Materials and Services	50.00
1362.229-01	17-Apr-19	John Hughes Service	Plant Supply and Servicing	650.80
1367.229-01	24-Apr-19	John Hughes Service	Plant Supply and Servicing	407.00
1360.230-01	11-Apr-19	Johns Building Supplies Pty Ltd	Equipment Supply and Repair	406.67
1367.2351-01	24-Apr-19	JP Promotions	Uniforms and Protective Equipment	2,530.00
1355.485-01	3-Apr-19	Kelyn Training Services	Training Services	3,400.00
1360.237-01	11-Apr-19	Kennards Hire	Equipment Hire	1,312.50
1364.5268-01	17-Apr-19	Kleenheat Gas	Gas Usage Charges	6,147.55
1367.2337-01	24-Apr-19	Kmart	Equipment Supply and Repair	170.00
1355.241-01	3-Apr-19	Kool-Line Electrical & Refrigeratio	Electrical Services and Maintenance	4,880.00
1367.241-01	24-Apr-19	Kool-Line Electrical & Refrigeratio	Electrical Services and Maintenance	6,105.00
1357.2814-01	3-Apr-19	Landfill Gas & Power Pty Ltd	Electricity Usage Charges	46,865.49
1364.2814-01	17-Apr-19	Landfill Gas & Power Pty Ltd	Electricity Usage Charges	47,443.50
1355.501-01	3-Apr-19	Landgate	Local Government Services	629.35
1367.252-01	24-Apr-19	Les Mills Asia Pacific	Licencing and Subscriptions	1,848.92
1355.5366-01	3-Apr-19	Lifeskills Australia	Human Resource Services	924.00
1360.5366-01	11-Apr-19	Lifeskills Australia	Human Resource Services	880.00
1362.5366-01	17-Apr-19	Lifeskills Australia	Human Resource Services	528.00
1367.5366-01	24-Apr-19	Lifeskills Australia	Human Resource Services	1,232.00
1356.4741-01	3-Apr-19	Little Gem Property Management Pty	Refund - Rates	703.07
1355.5179-01	3-Apr-19	LKS Constructions (WA) Pty Ltd	Construction Services	28,935.50
1355.547-01	3-Apr-19	LO GO Appointments	Agency and Contract Staff	1,991.55
1362.547-01	17-Apr-19	LO GO Appointments	Agency and Contract Staff	3,500.44
1367.547-01	24-Apr-19	LO GO Appointments	Agency and Contract Staff	1,874.40
1355.3967-01	3-Apr-19	Local Government Professionals	Membership and Subscription	95.00
1360.3967-01	11-Apr-19	Local Government Professionals	Membership and Subscription	95.00
1362.3967-01	17-Apr-19	Local Government Professionals	Membership and Subscription	95.00
1362.4803-01	17-Apr-19	Locally Crafted PTY LTD	Event Performance and Activity	5,000.00
1360.457-01	11-Apr-19	Lochness Pty Ltd	Landscaping Materials and Services	32,059.01
1367.457-01	24-Apr-19	Lochness Pty Ltd	Landscaping Materials and Services	330.00
1355.687-01	3-Apr-19	Love Grid Badminton Academy Inc	Equipment Supply and Repair	525.00
1360.687-01	11-Apr-19	Love Grid Badminton Academy Inc	Equipment Supply and Repair	525.00
1360.1745-01	11-Apr-19	Lovegrove Turf Services	Landscaping Materials and Services	308.00
1367.5315-01	24-Apr-19	LSV Borrello Lawyers	Legal Services	1,144.00
1363.5742-01	17-Apr-19	M Willitts	Refund - Memberships	29.60
1355.1904-01	3-Apr-19	Mackay Urbandesign	Planning and Building Services	1,375.00
1355.536-01	3-Apr-19	Magic Garden Supplies	Landscaping Materials and Services	440.00
1367.536-01	24-Apr-19	Magic Garden Supplies	Landscaping Materials and Services	309.00
1362.5701-01	17-Apr-19	Making Noise	Art and Event	1,000.00
1359.5727-01	11-Apr-19	Manor Settlements	Refund - Rates	431.85
1360.1693-01	11-Apr-19	Marketforce Pty Ltd	Advertising Services	2,062.82
1362.1693-01	17-Apr-19	Marketforce Pty Ltd	Advertising Services	824.32
1367.1693-01	24-Apr-19	Marketforce Pty Ltd	Advertising Services	10,099.69
1355.2538-01	3-Apr-19	Marshall Beattie Pty Ltd	Equipment Supply and Repair	1,307.74
1360.3749-01	11-Apr-19	Max & Claire Pty Ltd trading as Erg	Equipment Supply and Repair	134.00
1360.319-01	11-Apr-19	McLeods	Legal Services	121.00
1360.3084-01	11-Apr-19	MCW Corporation T/A Perth Security	Fire Alarm and Security Services	39.27
1360.4143-01	11-Apr-19	Mega Vision Sound & Lighting	Communication Services	1,691.36
1360.600-01	11-Apr-19	Message4U Pty Ltd	Communication Services	354.31
1360.692-01	11-Apr-19	Metal Artwork Creations	Office Supplies	84.04
1355.4396-01	3-Apr-19	Metrowest Services Pty Ltd	Electrical Services and Maintenance	3,270.30
1355.3408-01	3-Apr-19	Michael Page International	Agency and Contract Staff	3,165.84

All Payments Made From 1-Apr-19 To 30-Apr-19

<u>Payment</u>	<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
1360.3408-01	11-Apr-19	Michael Page International	Agency and Contract Staff	756.55
1362.3408-01	17-Apr-19	Michael Page International	Agency and Contract Staff	7,479.15
1367.3408-01	24-Apr-19	Michael Page International	Agency and Contract Staff	2,824.42
1362.189-01	17-Apr-19	Mindarie Regional Council	Waste Management Services	39,945.15
1355.5454-01	3-Apr-19	Minter Ellison Services Pty Ltd	Legal Services	21,178.30
1360.3280-01	11-Apr-19	Moore Stephens Perth Pty Ltd	Financial Services	3,918.20
1355.2874-01	3-Apr-19	Mr A Alqaragholli	Art and Event	11,000.00
1363.5746-01	17-Apr-19	Mr A Francis	Refund - Memberships	77.68
1360.1506-01	11-Apr-19	Mr A Vuleta	Staff Payments and Reimbursement	120.00
1363.5748-01	17-Apr-19	Mr B J Saviel	Refund - Rates	570.00
1362.4549-01	17-Apr-19	Mr B X Killigrew	Staff Payments and Reimbursement	309.68
1359.5632-01	11-Apr-19	Mr C J Rowe	Security Incentive Scheme	60.00
1356.5067-01	3-Apr-19	Mr H A Stockmann	Street Meet n Greet	391.00
1359.5734-01	11-Apr-19	Mr J A Dixon	Security Incentive Scheme	250.00
1367.5721-01	24-Apr-19	Mr J P Cunningham	Consultancy *****	2,430.00
1356.5706-01	3-Apr-19	Mr M Palanyandy	Refund - Registration	39.20
1355.5352-01	3-Apr-19	Mr P A Berrick	Design and Drafting Services	135.00
1360.5352-01	11-Apr-19	Mr P A Berrick	Design and Drafting Services	825.00
1359.5726-01	11-Apr-19	Mr P Perry	Refund - Fees and Charges	41.30
1368.5755-01	24-Apr-19	Mr R J Renner & Ms C M Renner	Security Incentive Scheme	250.00
1355.2463-01	3-Apr-19	Mr S Nannup	Event Performance and Activity	550.00
1363.5741-01	17-Apr-19	Mr T C Timcke	Refund - Memberships	14.80
1360.2624-01	11-Apr-19	Mr V Riley	Event Performance and Activity	200.00
1356.5714-01	3-Apr-19	Mr W Hart	Refund - Memberships	50.00
1363.5745-01	17-Apr-19	Mrs C Burnett	Refund - Memberships	113.20
1363.5747-01	17-Apr-19	Mrs K Chan	Refund - Memberships	60.00
1356.5712-01	3-Apr-19	Ms E F O'Neil	Refund - Rates	275.36
1359.5735-01	11-Apr-19	Ms J Healy	Security Incentive Scheme	40.00
1356.5713-01	3-Apr-19	Ms J M De Carvalho	Refund - Registration	85.00
1363.5738-01	17-Apr-19	Ms L Herbert	Refund - Application Fee	147.00
1363.5750-01	17-Apr-19	Ms N L Webb	Refund - Rates	256.06
1359.5725-01	11-Apr-19	Ms S A Farnham	Security Incentive Scheme	140.00
1359.5730-01	11-Apr-19	Ms S Eades	Refund - Memberships	150.00
1360.5649-01	11-Apr-19	Ms S G Msimang	Event Performance and Activity	350.00
1356.5705-01	3-Apr-19	Ms S M McBride	Refund - Rates	477.19
1359.4484-01	11-Apr-19	Ms S Parkinson	Event Performance and Activity	200.00
1359.5733-01	11-Apr-19	Ms T J Eaton	Refund - Rates	789.72
1355.5640-01	3-Apr-19	National Pen Promotional Products L	Library Equipment and Stock	686.28
1360.2840-01	11-Apr-19	Nature Play Solutions	Event Performance and Activity	1,197.90
1355.2160-01	3-Apr-19	Neil Urry	Health Instructors	900.00
1360.553-01	11-Apr-19	New Town Toyota	Plant Supply and Servicing	253.80
1355.3389-01	3-Apr-19	Nosh Catering	Catering and Refreshments	3,009.60
1355.5550-01	3-Apr-19	NS Advisory Pty Ltd	Asset Management Services	8,800.00
1360.5550-01	11-Apr-19	NS Advisory Pty Ltd	Asset Management Services	22,000.00
1355.202-01	3-Apr-19	Officeworks Superstores Pty Ltd	Office Supplies	52.85
1360.202-01	11-Apr-19	Officeworks Superstores Pty Ltd	Office Supplies	1,235.78
1367.202-01	24-Apr-19	Officeworks Superstores Pty Ltd	Office Supplies	37.58
1367.5312-01	24-Apr-19	OpenForms Pty Ltd	Software and IT Solutions	73.70
1364.2188-01	17-Apr-19	Optus Billing Services Pty Ltd	Telephone Usage Charges	39.98
1360.207-01	11-Apr-19	Oven Sparkle Pty Ltd	Cleaning Services and Equipment	1,210.00
1367.4584-01	24-Apr-19	Owen's Painting Services Pty Ltd	Painting Services	13,530.00
1367.4947-01	24-Apr-19	Oxfords Carpentry and Renovations P	Construction Services	757.90
1355.2554-01	3-Apr-19	Paperbark Technologies Pty Ltd	Audit Services - Engineering	9,048.65
1360.2554-01	11-Apr-19	Paperbark Technologies Pty Ltd	Audit Services - Engineering	4,948.40
1362.2554-01	17-Apr-19	Paperbark Technologies Pty Ltd	Audit Services - Engineering	660.00
1367.5719-01	24-Apr-19	Pecha Kucha Perth	Event Performance and Activity	2,000.00
1367.401-01	24-Apr-19	Perth Cricket Club Inc	Facility Maintenance Services	17,160.00
1360.5687-01	11-Apr-19	Perth Graphics Centre	Office Supplies	170.50
1362.5687-01	17-Apr-19	Perth Graphics Centre	Office Supplies	186.50
1362.3905-01	17-Apr-19	Powerlux WA	Electrical Services and Maintenance	63,211.50
1355.4442-01	3-Apr-19	Prime Trophies	Equipment Supply and Repair	162.00
1360.2241-01	11-Apr-19	Proglity Pty Ltd	Software and IT Solutions	5,496.48
1360.4977-01	11-Apr-19	Prompt Settlements	Professional Services	3,660,406.22
1362.4978-01	17-Apr-19	Quality Press	Printing Services	2,885.30
1355.746-01	3-Apr-19	Quick Corporate Australia	Office Supplies	350.65
1360.746-01	11-Apr-19	Quick Corporate Australia	Office Supplies	440.50

All Payments Made From 1-Apr-19 To 30-Apr-19

<u>Payment</u>	<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
1367.746-01	24-Apr-19	Quick Corporate Australia	Office Supplies	651.17
1360.630-01	11-Apr-19	Raeco	Office Supplies	1,108.37
1362.1093-01	17-Apr-19	Ralph Beattie Bosworth	Planning and Building Services	1,155.00
1362.2631-01	17-Apr-19	Recycle WA Pty Ltd	Waste Management Services	3,520.00
1355.3365-01	3-Apr-19	Red Eclectic	Photography and Imaging Services	250.00
1355.5421-01	3-Apr-19	Reverberate Consulting	Health Services	2,282.50
1355.1041-01	3-Apr-19	Rome Energy & Environment Pty Ltd	Planning and Building Services	1,787.50
1355.3146-01	3-Apr-19	Rosevale Electrical Pty Ltd	Electrical Services and Maintenance	320.00
1360.3146-01	11-Apr-19	Rosevale Electrical Pty Ltd	Electrical Services and Maintenance	4,700.00
1362.3146-01	17-Apr-19	Rosevale Electrical Pty Ltd	Electrical Services and Maintenance	3,207.90
1367.3146-01	24-Apr-19	Rosevale Electrical Pty Ltd	Electrical Services and Maintenance	288.00
1362.813-01	17-Apr-19	Rotary Club of Victoria Park Wester	Event Performance and Activity	100.00
1360.2738-01	11-Apr-19	Safer Sands	Landscaping Materials and Services	2,014.32
1362.114-01	17-Apr-19	SAI Global Limited	Membership and Subscription	10,972.23
1360.1816-01	11-Apr-19	Secure Cash trading as Cash in Tran	Financial Services	770.00
1362.1820-01	17-Apr-19	Secure Cash trading as Cash in Tran	Financial Services	501.35
1367.1820-01	24-Apr-19	Secure Cash trading as Cash in Tran	Financial Services	104.00
1355.2367-01	3-Apr-19	SEM Distribution	Equipment Supply and Repair	115.60
1360.2367-01	11-Apr-19	SEM Distribution	Equipment Supply and Repair	111.30
1355.812-01	3-Apr-19	Shenton Enterprises Pty Ltd	Facility Maintenance Services	165.44
1355.354-01	3-Apr-19	Sigma Chemicals	Equipment Supply and Repair	285.45
1360.354-01	11-Apr-19	Sigma Chemicals	Equipment Supply and Repair	3,078.02
1362.354-01	17-Apr-19	Sigma Chemicals	Equipment Supply and Repair	394.15
1360.122-01	11-Apr-19	Signarama Burswood	Sign Installation and Supply	1,100.00
1355.124-01	3-Apr-19	SJR Civil Consulting Pty Ltd	Engineering Design	6,534.00
1363.5739-01	17-Apr-19	Softwoods Timberyards Pty Ltd T/A P	Refund - Application Fee	147.00
1355.2493-01	3-Apr-19	Sonic HealthPlus Pty Ltd - Osborne	Medical Equipment and Services	826.10
1367.2493-01	24-Apr-19	Sonic HealthPlus Pty Ltd - Osborne	Medical Equipment and Services	364.10
1362.1953-01	17-Apr-19	Spider Waste Collection Services Pt	Waste Management Services	4,636.50
1360.138-01	11-Apr-19	St John Ambulance Australia (WA) In	Training Services	563.20
1367.138-01	24-Apr-19	St John Ambulance Australia (WA) In	Training Services	160.00
1363.5743-01	17-Apr-19	Starglitter Pty Ltd	Refund - Rates	5.10
1362.5684-01	17-Apr-19	Stopping Family Violence Inc.	Conference and Workshop Enrolment	165.00
1367.3996-01	24-Apr-19	StrataGreen	Landscaping Materials and Services	270.20
1360.1944-01	11-Apr-19	Structerre Consulting Engineers	Engineering & Surveying Services	2,112.00
1360.141-01	11-Apr-19	Sunny Sign Company Pty Ltd	Sign Installation and Supply	793.65
1360.4550-01	11-Apr-19	Sushi Time (Australia) Pty Ltd	Catering and Refreshments	56.00
1360.3780-01	11-Apr-19	Swansea Street Markets	Catering and Refreshments	129.05
1367.3780-01	24-Apr-19	Swansea Street Markets	Catering and Refreshments	94.03
1357.144-01	3-Apr-19	Synergy	Electricity Usage Charges	13,119.75
1364.144-01	17-Apr-19	Synergy	Electricity Usage Charges	57,967.10
1360.714-01	11-Apr-19	T & C Transport Service	Courier Services	111.60
1362.2666-01	17-Apr-19	Talis Consultants Pty Ltd	Noise Monitoring and Analysis	11,060.50
1360.2016-01	11-Apr-19	Tanks for Hire	Equipment Hire	535.70
1355.5521-01	3-Apr-19	Tapas Man	Catering and Refreshments	4,883.40
1355.5244-01	3-Apr-19	TC Precast Pty Ltd	Equipment Supply and Repair	1,379.40
1362.3279-01	17-Apr-19	Tencor Pty Ltd	Training Services	518.00
1355.1939-01	3-Apr-19	TenderLink.com	Advertising Services	184.80
1362.2696-01	17-Apr-19	Teramo Catering	Catering and Refreshments	214.00
1362.4480-01	17-Apr-19	Termico Pest Management Pty Ltd	Pest Control Services	220.00
1360.1869-01	11-Apr-19	The BBQ Man	Cleaning Services and Equipment	1,139.60
1360.408-01	11-Apr-19	The Distributors Perth	Resale Inventory	365.40
1360.158-01	11-Apr-19	The Lucky Charm Newsagency	Library Equipment and Stock	208.90
1362.1494-01	17-Apr-19	The Poster Girls	Postage Services	377.50
1360.734-01	11-Apr-19	The Royal Life Saving Society WA In	Training Services	39.60
1360.157-01	11-Apr-19	The Smart Security Company	Fire Alarm and Security Services	360.36
1362.4404-01	17-Apr-19	The Trustee for Spoon Media Trust	Communication Services	82.50
1355.3724-01	3-Apr-19	Threat Protect	Fire Alarm and Security Services	192.50
1360.3682-01	11-Apr-19	Tocojepa Pty Ltd T/as T-Quip	Plant Supply and Servicing	64.90
1362.3682-01	17-Apr-19	Tocojepa Pty Ltd T/as T-Quip	Plant Supply and Servicing	373.10
1367.3682-01	24-Apr-19	Tocojepa Pty Ltd T/as T-Quip	Plant Supply and Servicing	55.20
1362.725-01	17-Apr-19	Toolmart Australia Pty Ltd	Equipment Supply and Repair	830.00
1355.4418-01	3-Apr-19	Total Nissan	Plant Supply and Servicing	206.55
1355.164-01	3-Apr-19	Totally Workwear Victoria Park	Uniforms and Protective Equipment	211.17
1360.164-01	11-Apr-19	Totally Workwear Victoria Park	Uniforms and Protective Equipment	923.72
1362.164-01	17-Apr-19	Totally Workwear Victoria Park	Uniforms and Protective Equipment	114.35

All Payments Made From 1-Apr-19 To 30-Apr-19

<u>Payment</u>	<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
1367.164-01	24-Apr-19	Totally Workwear Victoria Park	Uniforms and Protective Equipment	1,009.06
1358.59-01	4-Apr-19	Town of Victoria Park - Lotto Club	Superannuation & Employee Deductions	496.00
1358.63-01	4-Apr-19	Town of Victoria Park - Staff Socia	Superannuation & Employee Deductions	1,100.75
1362.4063-01	17-Apr-19	Trustee for Carmel Trust t/a IW Pro	Waste Management Services	6,063.20
1362.173-01	17-Apr-19	Tudor House	Printing Services	660.00
1367.173-01	24-Apr-19	Tudor House	Printing Services	185.00
1360.4271-01	11-Apr-19	Turf Growers Association of Western	Training Services	660.00
1355.529-01	3-Apr-19	UN Plumbing	Facility Maintenance Services	2,904.00
1360.529-01	11-Apr-19	UN Plumbing	Facility Maintenance Services	1,402.50
1362.529-01	17-Apr-19	UN Plumbing	Facility Maintenance Services	1,177.00
1367.529-01	24-Apr-19	UN Plumbing	Facility Maintenance Services	484.00
1367.4221-01	24-Apr-19	Urban Development Institute of	Conference and Workshop Enrolment	150.00
1360.1751-01	11-Apr-19	Urbis Pty Ltd	Design and Drafting Services	7,763.75
1367.528-01	24-Apr-19	Value Tissue	Cleaning Services and Equipment	181.50
1360.858-01	11-Apr-19	Valvoline (Australia) Pty Limited	Fuel and Oils	1,928.23
1360.4382-01	11-Apr-19	Veev Group Pty Ltd	Project Management Services	3,630.00
1355.5307-01	3-Apr-19	VenuesLive Management Services (WA)	Hire Charges	3,572.51
1355.182-01	3-Apr-19	Victoria Park Centre For The Arts I	Community Art - Goods and Services	1,400.00
1356.5707-01	3-Apr-19	Victoria Park Christian Centre	Refund - Rates	789.21
1367.334-01	24-Apr-19	Victoria Park Scout Group	Donation-Community	300.00
1355.924-01	3-Apr-19	WA Library Supplies	Library Equipment and Stock	4,030.48
1360.29-01	11-Apr-19	WA Local Government Association (WA	Local Government Services	3,950.00
1367.29-01	24-Apr-19	WA Local Government Association (WA	Local Government Services	40.00
1360.618-01	11-Apr-19	WA Rangers Association	Membership and Subscription	173.40
1360.375-01	11-Apr-19	Welshpool Central Waste	Waste Management Services	12,873.30
1360.5606-01	11-Apr-19	Welstand Services Pty Ltd t/a LGC	Traffic Control Services	709.50
1367.5606-01	24-Apr-19	Welstand Services Pty Ltd t/a LGC	Traffic Control Services	635.25
1355.2074-01	3-Apr-19	West Australian Newspapers Ltd	Membership and Subscription	37.55
1360.2074-01	11-Apr-19	West Australian Newspapers Ltd	Membership and Subscription	175.28
1362.2074-01	17-Apr-19	West Australian Newspapers Ltd	Membership and Subscription	58.63
1355.46-01	3-Apr-19	Westbooks	Library Equipment and Stock	661.27
1360.46-01	11-Apr-19	Westbooks	Library Equipment and Stock	328.56
1362.46-01	17-Apr-19	Westbooks	Library Equipment and Stock	130.17
1367.46-01	24-Apr-19	Westbooks	Library Equipment and Stock	1,101.57
1367.828-01	24-Apr-19	Western Australian Treasury Corpora	Loan Repayments	272,874.54
1360.376-01	11-Apr-19	WINC Australia Pty Limited	Office Supplies	74.63
1360.1776-01	11-Apr-19	Wood & Grieve Engineers	Engineering & Surveying Services	2,860.00
1355.3345-01	3-Apr-19	Woodcourt Pty Ltd	Facility Maintenance Services	1,206.17
1360.3345-01	11-Apr-19	Woodcourt Pty Ltd	Facility Maintenance Services	1,893.52
1362.3345-01	17-Apr-19	Woodcourt Pty Ltd	Facility Maintenance Services	78.47
1362.99-01	17-Apr-19	Work Clobber	Uniforms and Protective Equipment	510.85
1355.2383-01	3-Apr-19	Wright Express Australia Pty Ld	Resale Inventory	1,023.99
1360.2383-01	11-Apr-19	Wright Express Australia Pty Ld	Resale Inventory	648.08
1362.2383-01	17-Apr-19	Wright Express Australia Pty Ld	Resale Inventory	350.20
1367.2383-01	24-Apr-19	Wright Express Australia Pty Ld	Resale Inventory	424.05
1368.5751-01	24-Apr-19	Y W B Pty Ltd	Refund - Rates	2,014.61
Total Creditors EFT Payments				6,254,298.28

Payroll

PY01-21	14-Apr-19	Municipal Fund Bank Account		523,256.92
PY01-22	28-Apr-19	Municipal Fund Bank Account		510,864.76
PY99-21	18-Apr-19	Municipal Fund Bank Account		1,024.18
Total Payroll				1,035,145.86

Total Payments From Municipal Fund Bank Account 7,318,832.13

Trust Fund Bank Account

Payments

Non Creditors Cheques

00003660	3-Apr-19	Carlisle Primary School		500.00
00003662	3-Apr-19	Mr F Ceccato		200.00
00003663	10-Apr-19	Mr J W Norman		9,130.00
00003664	10-Apr-19	Ms C Manson		200.00
00003661	3-Apr-19	Ms R Bryant		600.00



Payment Summary

Creditors, Non Creditors, EFTs and Payroll

All Payments Made From 1-Apr-19 To 30-Apr-19

<u>Payment</u>	<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
			Total Non Creditors Cheques	10,630.00
Total Payments From Trust Fund Bank Account				10,630.00
				7,329,462.13

Cheques Cancelled between 1-Apr-19 and 30-Apr-19 that were raised in a prior period

<u>Cheque</u>	<u>Payee</u>	<u>Raised</u>	<u>Value</u>	<u>Cancelled</u>



Financial Activity Statement Report

For the month ended 30 April 2019



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Statement of Financial Activity Variances

Material Variances Defined

For the purposes of reporting the material variances in the Statement of Financial Activity (by Service Unit) (as contained in this document), the following indicators, as resolved, have been applied –

Revenues (Operating and Non-Operating)

Service Unit material variances will be identified where, for the period being reviewed, the actual varies to budget by an amount of (+) or (-) \$25,000 and, in these instances, an explanatory comment will be provided.

Expenses (Operating, Capital and Non-Operating)

Service Unit material variances will be identified where, for the period being reviewed, the actual varies to budget by an amount of (+) or (-) \$25,000 and, in these instances, an explanatory comment will be provided.

Before commenting on each of the specific material variances identified it is important to note that, whilst many accounts will influence the overall variance, only those accounts within the affected Service Unit that significantly contribute to the variance will be highlighted.

For the purposes of explaining each variance, a multi-part approach has been taken. The parts are –

1. Period Variation – Relates specifically to the value of the variance between the Budget and Actual figures for the period being reviewed.
2. Primary Reason – Explains the primary reasons for the period variance. As the review is aimed at a higher level analysis, only major contributing factors are reported.
3. Budget Impact – Forecasts the likely \$ impact on the year end surplus or deficit position. It is important to note that values in this part are indicative only at the time of reporting, for circumstances may subsequently change.

Material Variances Explained

The Financial statements are presented based on the new organisational structure

As shown in the in the Statement of Financial Activity (contained within this document), the following variances have been identified -

Revenue

Chief Executive Officer

- **Chief Executive Office**
 - The period variation is favourable to period budget by \$37,866
 - The variation predominantly relates to higher than expected income received to date.
 - The estimated impact on the year end position is nil as this is a budget timing variance.

Community Planning

No material variance to report

Finance

- **Aqualife**

- The period variation is favourable to period budget by \$257,558
- The variation predominantly relates to higher than expected attendance figures within the recreational swimming area and swim school area to date. The variance is expected to reduce during the coming winter period due to decreased attendance.
- The estimated impact on the year end position is an increase in revenue of \$50,000

- **Corporate Funds**

- The period variation is favourable to period budget by \$199,665
- The variation predominantly relates to higher than anticipated revenue received from interim rates.
- The estimated impact on the year end position is an increase in revenue of \$150,000

- **Leisurelife**

- The period variation is favourable to period budget by \$36,309
- The variation predominantly relates to higher than expected revenue to date within the sports and programs area.
- The estimated impact on the year end position is nil as this is a budget timing variance.

- **Ranger Services**

- The period variation is favourable to period budget by \$25,572
- The variation predominantly relates to higher than expected revenue from abandoned vehicle sales and cat licences to date.
- The estimated impact on the year end position is an increase in revenue of \$5,000.

Operations

- **Street Operations**

- The period variation is unfavourable to period budget by \$59,790
- The variation predominantly relates to delays in Main Roads Regional Group rehab grant project funding.
- The estimated impact on the year end position is nil as this is a budget timing variance.

Operating Expense

Chief Executive Office

- **Chief Executive Office**

- The period variation is favourable to period budget by \$30,540
- The variation predominantly relates to leave allocations.
- The estimated impact on the year end position is a decrease in expenditure of \$20,000.

- **Communications and Engagement**

- The period variation is unfavourable to period budget by \$46,594
- The variation predominantly relates to higher than expected spend on communication programs and agency support.
- The estimated impact on the year end position is nil due to expenditure being offset by savings within other areas at year end.

- **Leadership and Governance**

- The period variation is unfavourable to period budget by \$40,484
- The variation predominantly relates to budget timing of payments to elected members.
- The estimated impact on the year end position is nil as this is a budget timing variance.

Community Planning

- **Community Development**

- The period variation is unfavourable to period budget by \$82,043
- The variation predominantly relates to leave allocations and timing of invoices paid within events programs.
- The estimated impact on the year end position is nil as this is a budget timing variance.

- **Environmental Health**

- The period variation is unfavourable to period budget by \$48,941
- The variation predominantly relates to overspend within the employment area due to additional staff support and increased expenditure within programs due to additional acoustic consultancy for noise matters.
- The estimated impact on the year end position is an increase in expenditure of \$40,000

- **Strategic Town Planning**

- The period variation is favourable to period budget by \$40,581
- The variation predominantly relates to delays or cancellation of planned projects.
- The estimated impact on the year end position is a decrease in expenditure of \$40,000

- **Urban Planning**

- The period variation is favourable to period budget by \$34,440
- The variation predominantly relates to delays in spend of consultancy budget.
- The estimated impact on the year end position is nil due to the expenditure being utilised by year end.

Finance

- **Aqualife**

- The period variation is unfavourable to period budget by \$50,382
- The variation predominantly relates to overspend within the employment area due to additional staff support within recreational swimming area throughout the summer seasons.
- The estimated impact on the overall year end position is nil as the expenditure is expected to be offset by employment savings in the coming winter period.

- **Budgeting**

- The period variation is unfavourable to period budget by \$344,246
- The variation predominantly relates to higher than estimated depreciation costs relating to planned capital works within buildings, roads and pathways.
- The estimated impact on the year end position is an increase in depreciation expenditure which is a non-monetary transaction.

- **Finance Office**

- The period variation is unfavourable to period budget by \$44,038
- The variance relates to an overspend within employment costs.
- The estimated impact on the year end position will be a nil as the over expenditure will be offset by a reduction in leave liability.

- **Information Systems**

- The period variation is favourable to period budget by \$47,841
- The variation predominantly relates to delays in implementation of planned initiatives and savings found within the program area due to improved processes when procuring new or replacement services.
- The estimated impact on the year end position is a saving within operating expenditure of \$80,000.

- **Parking**

- The period variation is favourable to period budget by \$36,970
- The variation predominantly relates to vacancies within the area.
- The estimated impact on the year end position is nil due to increased costs from agency and casual staff placement to fill positions to year end.

Operations

- **Asset Planning**

- The period variation is unfavourable to period budget by \$145,332
- The variation predominantly relates to budget timing of building maintenance expenditure.
- The estimated impact on year end position is nil as this is a budget timing variance.

- **Parks and Reserves**

- The period variation is unfavourable to period budget by \$70,424

- The variation predominantly relates to increased expenditure for additional watering costs due to lack of rainfall as well as removal of dead trees.
- The estimated impact on year end position is nil due to anticipated underspend of other maintenance areas.
- **Street Improvement**
 - The period variation is favourable to period budget by \$66,190
 - The variation predominantly relates to reduced expenditure within leave allocation and delays in consultancy costs.
 - The estimated impact on the year end position is nil as this is a budget timing variance.
- **Street Operations**
 - The period variation is unfavourable to period budget by \$203,581
 - The variation predominantly relates to additional pathway and lighting maintenance expenditure.
 - The estimated impact on year end position is an increase in expenditure of \$100,000.
- **Waste Services**
 - The period variation is unfavourable to period budget by \$211,819
 - The variation predominantly relates to increased expenditure within the areas of household waste collection due to timing of invoice payments.
 - The estimated impact on year end position is nil as this is a budget timing variance.

Capital Expense

Chief Executive Office

No material variance to report.

Community Planning

No material variance to report.

Finance

No material variance to report.

Operations

- **Asset Planning**
 - The period variation is favourable to period budget by \$71,063
 - The variation predominantly relates to delays in capital works project completion as well as savings from some projects.
 - The estimated impact on the year end position is a decrease in expenditure of \$80,000
- **Fleet Services**
 - The period variation is favourable to period budget by \$77,832
 - The variation predominantly relates to delays in light fleet vehicle purchases.
 - The estimated impact on the year end position is nil as the expenditure is planned to be completed by year end.

- **Street Operations**

- The period variation is favourable to period budget by \$866,831
- The variation predominantly relates to delays within substantial capital roads projects including Roberts and Orrong Road, Kent St and Hayman as well as Shepperton Rd and Miller.
- The estimated impact on the year end position is under expenditure which will be carried forward for projects not yet completed.

Non-Operating Revenue

Finance

No material variance to report.

Operations

- **Fleet Services**

- The period variation is unfavourable to period budget by \$139,265
- The variation predominantly relates to delays in the sale of a road sweeper and other fleet vehicles.
- The estimated year end position is nil as this is caused by delays. If not sold by end of year the anticipated revenue will be carried forward to 2020 financial year budget.

Non-Operating Expenses

No material variance to report.

Proposed Budget Amendments

- 1) **Reallocate budget savings of \$30,000 from Reactive building renewal works to Harold Hawthorn air conditioning upgrade project to fund demolition costs of redundant equipment.**

The Coordinator Strategic Assets has submitted the following:

The Air Conditioning in the Dining Room at the Harold Hawthorn Centre requires upgrading. During peak times the air circulation and fresh air return is not compliant.

The Dining room is currently equipped with 2-off redundant gas heaters, redundant evaporative cooling equipment and split system air conditioners which are not adequate for this space. The redundant equipment will be removed and replaced with a reverse cycle rooftop package with new supply and return ductwork.

The Main Hall also has redundant pipework that causes issues with dust build up and is difficult for the HH Centre to clean at the height. In addition to the above scope it was requested that the works include demolition and removal of this redundant equipment in the Main Hall.

This capital project work order for Harold Hawthorne Centre – Air Conditioning

(WO2039) currently has a budget remaining (following spend for design) of \$61,000 (Original capital budget \$65,000). Demolition costs of the redundant equipment may not have been considered in the original budget estimate and so the Town requires additional funding to meet demolition costs.

It is requested that \$30,000 be transferred from identified savings within Reactive Building Renewal Works (W3048) to Harold Hawthorn Air Conditioning (W2039) to fund the demolition costs.

2) Reallocate budget funds to the value of \$34,500 to facilitate upgrade to existing hardware to allow for live streaming from council chambers.

The Manager Governance and Strategy has submitted the following:

Council has resolved to live vote within the council chambers as well as allow live streaming of council meetings by July 2019. In order for both of these items to occur, it requires a significant upgrade to the ageing hardware currently within the council chambers. Quotes have been provided and it will cost \$34,500 to replace all audio visual hardware, cabling etc. in order to allow for immediate live voting and future live streaming within the chambers. The budget for live streaming has been requested within the 2020FY capital budget.

It is requested that \$34,500 is allocated towards capital works for the upgrade of the hardware within the council chambers. This is to be funded from existing operational savings within the Chief Executive Office area.

3) Reallocate budget funds to the value of \$20,000 required for John Mactivation Project.

The Strategic Projects Manager has submitted the following:

This budget amendment request is to allocate \$20,000 of the identified savings from Reactive Building Renewal Works budget (W3048) to John Mactivation project (W1980) in order to facilitate additional contingency and variation inclusions. These include additional lighting of the shelters and amphitheatre, additional event power outlets and un-expected temporary power requirements.

These funds are expected to be spent within 2019 financial year.

4) Reallocate budget funds to the value of \$40,000 required for ROW52 Laneway Upgrade.

The Strategic Projects Manager has submitted the following:

This budget amendment request is to allocate \$20,000 of the identified savings from Reactive Building Renewal Works budget (W3048) and \$20,000 of the identified savings from Albany Highway Operational Consultancy (W1903) to ROW52 Laneway Upgrade (W3164) in order to facilitate additional contingency and variation inclusions.

These include an addition to scope of works for Western Power to provide a dome at the laneway to power the proposed upgrade works. Originally it was anticipated the

power supply would come from existing services however Western Power has identified the load to be insufficient.

The remaining allocation is to allow for additional contingency for the project. This will allow for unexpected expenses which may occur through changes to scope of works or during construction.

Any funds not expensed during 2019 financial year will be carried forward for the 2020 financial year for project completion.

Accounting Notes

Significant Accounting Policies

The significant accounting policies that have been adopted in the preparation of this document are:

(a) Basis of Preparation

The document has been prepared in accordance with applicable Australian Accounting Standards (as they apply to local government and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations.

The document has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

(b) The Local Government Reporting Entity

All Funds through which the Council controls resources to carry on its functions have been included in this document.

In the process of reporting on the local government as a single unit, all transactions and balances between those Funds (for example, loans and transfers between Funds) have been eliminated.

(c) 2018 - 2019 Actual Balances

Balances shown in this document as 2018 - 2019 Actual are subject to final adjustments.

(d) Rounding Off Figures

All figures shown in this document, other than a rate in the dollar, are rounded to the nearest dollar.

(e) Rates, Grants, Donations and Other Contributions

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions. Control over

assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

(f) Superannuation

The Council contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Council contributes are defined contribution plans.

(g) Goods and Services Tax

Revenues, expenses and assets capitalised are stated net of any GST recoverable. Receivables and payables in the statement of financial position are stated inclusive of applicable GST. The net amount of GST recoverable from, or payable to, the ATO is included with receivables on payables in the statement of financial position. Cash flows are presented on a Gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

(h) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are shown as short term borrowings in current liabilities.

(i) Trade and Other Receivables

Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

(j) Inventories

General

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land Held for Resale

Land purchased for development and/or resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Revenue arising from the sale of property is recognised as at the time of signing an unconditional contract of sale. Land held for resale is classified as current except where it is held as non-current based on Council's intentions to release for sale.

(k) Fixed Assets

Each class of fixed asset is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost, or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Council and the cost of the item can be measured reliably. All other repairs and maintenance are recognised as expenses in the period in which they are incurred.

Revaluation

Certain asset classes may be re-valued on a regular basis such that the carrying values are not materially different from fair value. For infrastructure and other asset classes, where no active market exists, fair value is determined to be the current replacement cost of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity; all other decreases are recognised in profit or loss. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the re-valued amount of the asset.

Those assets carried at a re-valued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and accumulated impairment losses, are to be re-valued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

Land Under Roads

In Western Australia, all land under roads is Crown land, the responsibility for managing which, is vested in the local government. Council has elected not to recognise any value for land under roads acquired on or before 31 December 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051 Land Under Roads and the fact Local Government (Financial Management) Regulation 16 (a) (i) prohibits local governments from recognising such land as an asset. In respect of land under roads acquired on or after 1 August 2008, as detailed above, Local Government (Financial Management) Regulation 16 (a) (i) prohibits local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of AASB 1051, Local Government (Financial Management) Regulation 4 (2) provides, in the event of such an

inconsistency, the Local Government (Financial Management) Regulations prevail. Consequently, any land under roads acquired on or after 1 September 2008 is not included as an asset of the Council.

Depreciation of Non-Current Assets

All non-current assets having a limited useful life (excluding freehold land) are systematically depreciated over their useful lives in a manner that reflects the consumption of the future economic benefits embodied in those assets. Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time the asset is completed and held ready for use. Depreciation is recognised on a straight-line basis, using rates that are reviewed each reporting period. Major depreciation periods are:

Buildings	40 years
Furniture and Equipment	5 – 10 years
Plant and Machinery	2 – 10 years
Sealed Roads	- Clearing and Earthworks - Construction and Road Base - Original Surface / Major Resurface
	Not depreciated 5 – 80 years 5 – 80 years
Drainage	5 – 80 years
Pathways	5 – 80 years
Parks and Reserves	5 – 80 years

Asset residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing proceeds with the carrying amount. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained earnings.

Capitalisation Threshold

Expenditure on capital items under \$5,000 is not individually capitalised. Rather, it is recorded on an Asset Low Value Pool listing.

(I) Financial Instruments

Initial Recognition and Measurement

Financial assets and financial liabilities are recognised when the Council becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Council commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted). Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified 'at fair value through profit or loss', in which case transaction costs are expensed to profit or loss immediately.

Classification and Subsequent Measurement

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest rate method or cost. Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Where

available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as:

- a. the amount in which the financial asset or financial liability is measured at initial recognition;
- b. less principal repayments;
- c. plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest rate method; and
- d. less any reduction for impairment.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

Financial assets at fair value through profit and loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Derivatives are classified as held for trading unless they are designated as hedges. Assets in this category are classified as current assets.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Loans and receivables are included in current assets where they are expected to mature within 12 months after the end of the reporting period.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed maturities and fixed or determinable payments that the Council's management has the positive intention and ability to hold to maturity. They are subsequently measured at amortised cost. Held-to-maturity investments are included in current assets where they are expected to mature within 12 months after the end of the reporting period. All other investments are classified as non-current. They are subsequently measured at fair value with changes in such fair value (i.e. gains or losses) recognised in other comprehensive income (except for impairment losses). When the financial asset is derecognised, the cumulative gain or loss pertaining to that asset previously recognised in other comprehensive income is reclassified into profit or loss.

Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they

are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

They are subsequently measured at fair value with changes in such fair value (i.e. gains or losses) recognised in other comprehensive income (except for impairment losses). When the financial asset is derecognised, the cumulative gain, or loss, pertaining to that asset previously recognised in other comprehensive income is reclassified into profit or loss.

Available-for-sale financial assets are included in current assets, where they are expected to be sold within 12 months after the end of the reporting period. All other financial assets are classified as non-current.

Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Impairment

At the end of each reporting period, the Council assesses whether there is objective evidence that a financial instrument has been impaired. In the case of available-for-sale financial instruments, a prolonged decline in the value of the instrument is considered to determine whether impairment has arisen. Impairment losses are recognised in profit or loss. Any cumulative decline in fair value is reclassified to profit or loss at this point.

Derecognition

Financial assets are derecognised where the contractual rights for receipt of cash flows expire or the asset is transferred to another party, whereby the Council no longer has any significant continual involvement in the risks and benefits associated with the asset.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

(m) Impairment

In accordance with Australian Accounting Standards the Council's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired. Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another standard (e.g. AASB 116). For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the depreciated replacement cost of the asset. At the time of adopting the Annual Budget, it was not possible to estimate the amount of impairment losses (if any) as at 30 April 2019. In any event, an impairment loss is a non-cash transaction and consequently, has no impact on the Annual Budget.

(n) Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the Council prior to the end of the financial year that are unpaid and arise when the Council becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30 days of recognition.

(o) Employee Benefits

Provision is made for the Council's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash flows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows.

(p) Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset.

(q) Provisions

Provisions are recognised when:

- a. The Council has a present legal or constructive obligation as a result of past events;
- b. for which it is probable that an outflow of economic benefits will result; and
- c. that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(r) Current and Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where the Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for resale where it is held as non-current based on the Council's intentions to release for sale.

(s) Comparative Figures

Where required, comparative figures have been adjusted to conform to changes in presentation for the current reporting period.

(t) Budget Comparative Figures

Unless otherwise stated, the Budget comparative figures shown in this Budget document relate to the original Budget estimate for the relevant item of disclosure.

Service Unit Definitions

The Town operations, as disclosed in this report, encompass the following service-oriented Service Units –

Chief Executive Office

Chief Executive Office

The Chief Executive Office leads and supports the transformation of the organisation into a customer-focused, culturally constructive, legislatively compliant, sector-leading entity, with a primary focus on the Service Areas within the Chief Executive Office functional area.

Communications and Engagement

Communications and Engagement manages the brand and reputation of the Town. This is achieved through developing clear and accessible messaging, consulting with the community, delivering key messages through various channels and working to reach the appropriate audiences through strategically executed marketing, engagement and communication planning..

Customer Relations

Customer Relations manages the Customer Service Contact Centre, which is the first point of contact for the organisation, and monitors performance against the Town's Customer Service Charter.

Leadership and Governance

The Leadership and Governance Service Area is committed to responsibly managing the Town on behalf of the residents and ratepayers of the District through collaboration, knowledge-sharing and good governance.

Human Resources

Human Resources is responsible for the development and implementation of occupational health and safety compliance, staff development, employee relations, recruitment and payroll services of the Town.

Community Planning

Building Services

Building Services provide services to ensure buildings are safe, liveable, accessible and sustainable, and meet statutory requirements.

Community Development

The Community Development team's vision is an empowered Victoria Park, which will be achieved through the mission of community capacity building.

Community Planning Office

The Community Planning Office leads and supports the transformation of the organisation into a customer-focused, culturally constructive, legislatively compliant, sector-leading entity, with a primary focus on the Service Areas within the Community Planning functional area.

Digital Hub

The Digital Hub provides free digital literacy and online training for the local community, not-for-profit organisations and local business operators.

Economic Development

Economic Development seeks to increase the economic growth of the district through fostering business attraction and retention, tourism, marketing, community initiatives and creating robust relationships.

Environmental Health

Environmental Health seeks to promote good standards of public health via the many hospitality outlets in the area and the community in general.

General Compliance

The General Compliance Area liaise with and direct property owners and developers to ensure built-form building and planning requirements are adhered to at all times.

Healthy Community

The Healthy Community team connect people to services, resources, information, facilities, and experiences that enhance their physical and social health and wellbeing.

Library Services

Library Services plays a pivotal role in providing our community with access to resources, knowledge and technology in a safe, nurturing environment.

Place Management

The Place Management Service Area implements programs, that are suitable for the particular targeted section of the community, to improve places within the District or, where the community is satisfied with the standard of operation, to maintain the already attained standard.

Strategic Town Planning

Strategic Town Planning develops strategies for the future growth of the Town, with the aims of creating a vibrant community and improving the quality of life for residents.

Urban Planning

Urban Planning assesses applications for development approval and subdivision, provides advice to the community and ensures land is appropriately used and developed.

Finance

Aqualife

The Aqualife Centre aims to improve community health and wellbeing; and to provide a safe and welcoming environment for the community to meet and socialise, primarily through aquatic recreation.

Budgeting

The Budgeting Area includes the administration of non-cash expenditure and revenue associated with local government accounting requirements, including profit and loss and depreciation.

Corporate Funds

The Corporate Funds are includes the management of loans, reserve fund transfers, restricted and trust funds, rate revenue and corporate grants funding.

Finance Office

The Finance Office leads and supports the transformation of the organisation into a customer-focused, culturally constructive, legislatively compliant, sector-leading entity, with a primary focus on the Service Areas within the Finance functional area.

Financial Services

The key role of Financial Services is to manage and control the Town's finances in a sound and prudent manner.

Information Systems

Information Systems assists the Town in operating efficiently with the smooth running of essential business computer programs and systems.

Leisurelife

The Leisurelife Centre aims to improve community health and wellbeing, and to provide a safe and welcoming environment for the community to meet and socialise, primarily through active recreation.

Parking

The Parking Management section guides future parking initiatives within the Town, ensuring equitable access for everyone, whilst also monitoring existing parking areas and ensuring a safer community.

Rangers

Ranger Services offer a 24 hours-a-day / 7 days-a-week service to help ensure community safety in the areas of Dog and Cat management and Local Law enforcement.

Operations

Asset Planning

Asset Planning provides services to manage and maintain Council facilities and their related assets.

Environment

The Environment Area is committed to preserving and enhancing natural areas and recognises not only the ecological benefits of protecting natural assets, but also the social and recreational benefits as well.

Fleet Services

Fleet Services oversees the various items of light fleet, heavy fleet and plant and equipment.

Operations Office

The Operations Office leads and supports the transformation of the organisation into a customer-focused, culturally constructive, legislatively compliant, sector-leading entity, with a primary focus on the Service Areas within the Operations functional area.

Parks and Reserves

The Parks and Reserves Section delivers high quality horticultural works to parks, reserves and streetscapes.

Project Management

Project Management assists in improving the standards of project management and project delivery, and delivers nominated projects on behalf of the Town.

Street Improvement

Street Improvement provides engineering advice, design, planning, and road safety initiatives.

Street Operations

Street Operations ensure the maintenance and renewal of roads, pathways, drainage and associated assets.

Waste

Waste Management implements waste collection, minimisation and disposal in a sustainable manner.

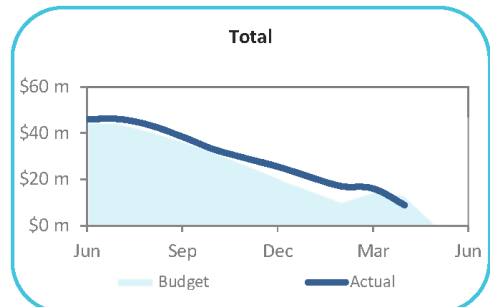
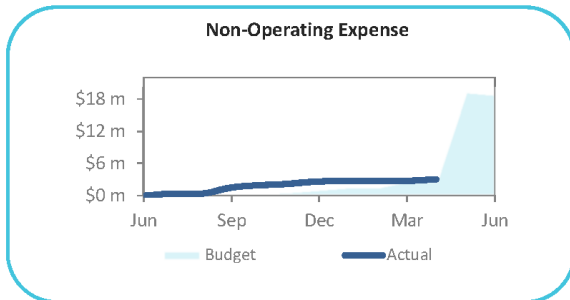
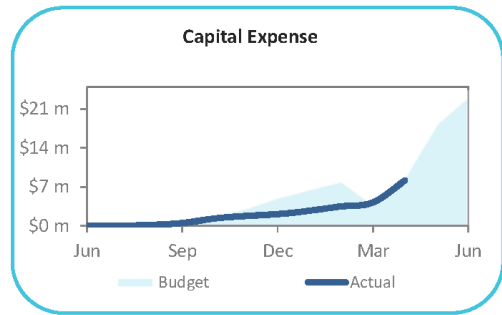
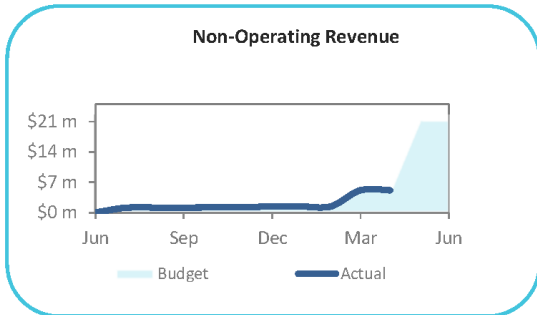
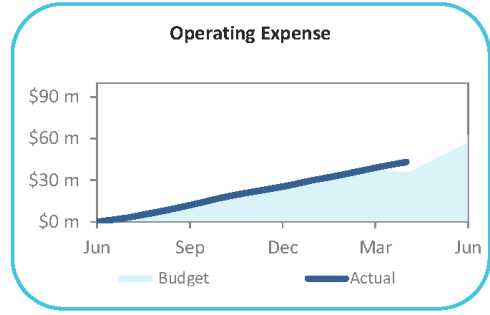
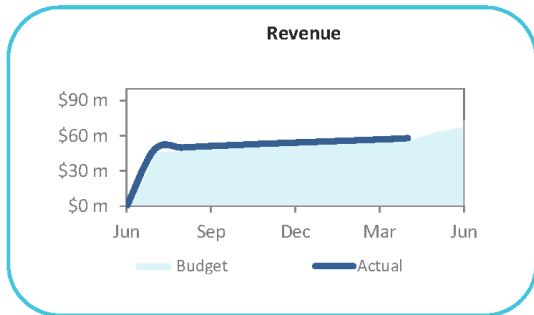
Particulars	\$	Material Variance		Revised Budget \$	30 April 2019	
			%		Year-to-Date Budget \$	Year-to-Date Actual \$
Revenue						
Chief Executive Office				54,000	6,600	43,290
Chief Executive Office	37,866	▲	868.5%	50,500	4,360	42,226
Communications and Engagement				0	0	647
Customer Relations				0	0	0
Human Resources				3,000	2,000	323
Leadership and Governance				500	240	94
Community Planning				1,272,244	1,152,223	1,186,593
Building Services				353,600	267,717	272,573
Community Development				205,571	195,104	211,080
Community Planning Office				1,000	1,000	796
Digital Hub				4,150	6,000	3,554
Economic Development				0	0	4,469
Environmental Health				279,700	284,790	288,546
General Compliance				10,505	10,470	10,757
Healthy Community				27,500	24,891	27,331
Library Services				30,718	27,045	26,539
Place Management				0	0	0
Strategic Town Planning				0	0	0
Urban Planning				359,500	335,206	340,949
Finance				58,063,439	53,956,102	54,472,001
Aqualife	257,558	▲	15.2%	2,155,000	1,692,614	1,950,172
Budgeting				1,622,500	348,100	365,559
Corporate Funds	199,665	▲	0.4%	48,157,239	46,851,354	47,051,019
Finance Office				1,000	1,000	771
Financial Services				773,500	830,001	814,491
Information Systems				2,000	1,640	1,330
Leisurelife	36,309	▲	2.2%	2,032,000	1,678,179	1,714,488
Parking				3,208,000	2,469,834	2,465,219
Ranger services	25,572	▲	30.7%	112,200	83,380	108,952
Operations				9,972,011	2,344,183	2,336,174
Asset Planning				977,660	161,226	181,608
Environment				0	0	0
Fleet Services				10,000	13,000	13,961
Operations Office				2,002,500	1,163	796
Parks and Reserves				3,264,500	320,840	323,797
Project Management				600	2,000	9,280
Street Improvement				100,500	9,594	20,796
Street Operations	59,790	▼	5.8%	2,825,251	1,030,360	970,570
Waste Services				791,000	806,000	815,366
Total Revenue				69,361,694	57,459,108	58,038,058

Particulars	\$	Material Variance		30 April 2019		
		\$	%	Revised Budget	Year-to-Date Budget	Year-to-Date Actual
				\$	\$	\$
Operating Expense						
Chief Executive Office				(4,590,284)	(3,449,612)	(3,484,816)
Chief Executive Office	30,540	▼	3%	(1,136,500)	(875,417)	(844,877)
Communications and Engagement	46,594	▲	8%	(838,500)	(584,686)	(631,280)
Customer Relations				(878,500)	(671,126)	(658,712)
Human Resources				(954,809)	(695,084)	(686,165)
Leadership and Governance	40,484	▲	6%	(781,975)	(623,299)	(663,783)
Community Planning				(8,193,633)	(6,120,024)	(6,191,167)
Building Services				(496,500)	(391,381)	(402,634)
Community Development	82,043	▲	6%	(1,945,571)	(1,431,271)	(1,513,314)
Community Planning Office				(968,000)	(767,200)	(789,774)
Digital Hub				(175,100)	(131,639)	(122,039)
Economic Development				(193,512)	(111,723)	(113,493)
Environmental Health	48,941	▲	9%	(655,190)	(549,795)	(598,736)
General Compliance				(223,710)	(181,505)	(184,010)
Healthy Community				(261,000)	(197,726)	(187,774)
Library Services				(1,278,500)	(1,027,373)	(1,031,245)
Place Management				(306,500)	(143,950)	(136,708)
Strategic Town Planning	40,581	▼	12%	(615,550)	(329,444)	(288,863)
Urban Planning	34,440	▼	4%	(1,074,500)	(857,017)	(822,577)
Finance				(22,493,163)	(17,648,537)	(18,025,780)
Aqualife	50,382	▲	2%	(2,509,261)	(2,016,833)	(2,067,215)
Budgeting	344,246	▲	5%	(7,756,000)	(7,320,096)	(7,664,342)
Corporate Funds				(426,000)	(232,861)	(252,567)
Finance Office	44,038	▲	7%	(833,500)	(589,294)	(633,332)
Financial Services				(1,298,501)	(895,411)	(912,757)
Information Systems	47,841	▼	2%	(3,161,550)	(2,265,824)	(2,217,983)
Leisurelife				(2,573,326)	(1,940,283)	(1,939,178)
Parking	36,970	▼	2%	(3,063,025)	(1,774,547)	(1,737,577)
Ranger services				(872,000)	(613,388)	(600,830)
Operations				(24,066,971)	(14,810,567)	(15,401,212)
Asset Planning	145,332	▲	6%	(4,210,816)	(2,587,663)	(2,732,995)
Environment				(185,500)	(137,701)	(137,999)
Fleet Services				0	(8,298)	(8,298)
Operations Office				(2,820,000)	(599,880)	(618,841)
Parks and Reserves	70,424	▲	2%	(4,994,200)	(3,405,097)	(3,475,521)
Project Management				(1,360,419)	(911,014)	(917,434)
Street Improvement	66,190	▼	8%	(1,274,500)	(825,364)	(759,174)
Street Operations	203,581	▲	9%	(2,934,500)	(2,159,291)	(2,362,872)
Waste Services	211,819	▲	5%	(6,287,036)	(4,176,259)	(4,388,078)
Total Operating Expense				(59,344,051)	(42,028,740)	(43,102,975)

Particulars	\$	Material Variance		Revised Budget \$	30 April 2019	
			%		Year-to-Date Budget \$	Year-to-Date Actual \$
Capital Expense						
Chief Executive Office				0	0	0
Chief Executive Office				0	0	0
Communications and Engagement				0	0	0
Customer Relations				0	0	0
Human Resources				0	0	0
Leadership and Governance				0	0	0
Community Planning				(138,000)	0	0
Building Services				0	0	0
Community Development				(138,000)	0	0
Community Planning Office				0	0	0
Digital Hub				0	0	0
Economic Development				0	0	0
Environmental Health				0	0	0
General Compliance				0	0	0
Healthy Community				0	0	0
Library Services				0	0	0
Place Management				0	0	0
Strategic Town Planning				0	0	0
Urban Planning				0	0	0
Finance				(1,078,000)	(363,500)	(372,408)
Aqualife				0	0	0
Budgeting				0	0	0
Corporate Funds				0	0	0
Finance Office				0	0	0
Financial Services				0	0	0
Information Systems				(1,048,000)	(361,000)	(372,408)
Leisurelife				0	0	0
Parking				(30,000)	(2,500)	0
Ranger services				0	0	0
Operations				(22,307,943)	(8,830,200)	(7,788,483)
Asset Planning	71,063	▼	1%	(6,770,743)	(5,135,100)	(5,064,037)
Environment				0	0	0
Fleet Services	77,832	▼	21%	(934,500)	(378,500)	(300,668)
Operations Office				0	0	0
Parks and Reserves				(7,581,000)	(340,000)	(337,317)
Project Management				(71,000)	(23,000)	0
Street Improvement				0	0	0
Street Operations	866,831	▼	30%	(6,890,700)	(2,921,600)	(2,054,769)
Waste Services				(60,000)	(32,000)	(31,691)
Total Capital Expense				(23,523,943)	(9,193,700)	(8,160,890)

Particulars	\$	Material Variance		Revised Budget \$	30 April 2019	
					Year-to-Date Budget \$	Year-to-Date Actual \$
Non-Operating Revenue						
Finance				21,008,000	4,958,000	4,957,949
Corporate Funds				21,008,000	4,958,000	4,957,949
Operations				387,300	341,000	201,735
Fleet Services	139,265	▼	41%	387,300	341,000	201,735
Total Non-Operating Revenue				21,395,300	5,299,000	5,159,684
Non-Operating Expense						
Finance				(18,858,000)	(3,046,240)	(3,067,039)
Corporate Funds				(18,858,000)	(3,046,240)	(3,067,039)
Total Non-Operating Expense				(18,858,000)	(3,046,240)	(3,067,039)
Non-Cash Items Adjustments						
Profit and Loss				(1,607,500)	(348,100)	(343,375)
Depreciation				8,037,500	5,820,096	8,014,554
Total Non-Cash Items Adjustments				6,430,000	5,471,996	7,671,179
Suspense Items Yet To Be Applied				0	0	159,557
Opening Surplus / (Deficit)				4,539,000	4,539,000	4,539,000
Closing Surplus / (Deficit)				-	18,500,424	21,236,573

Graphical Representation

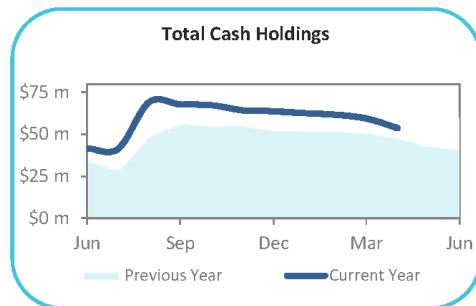
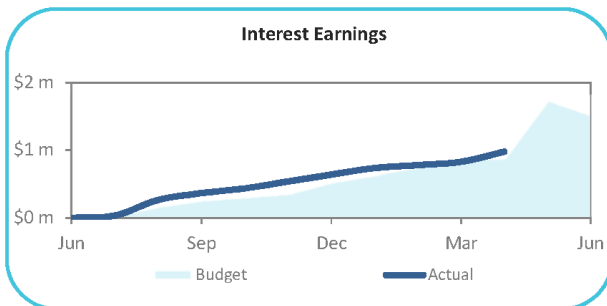
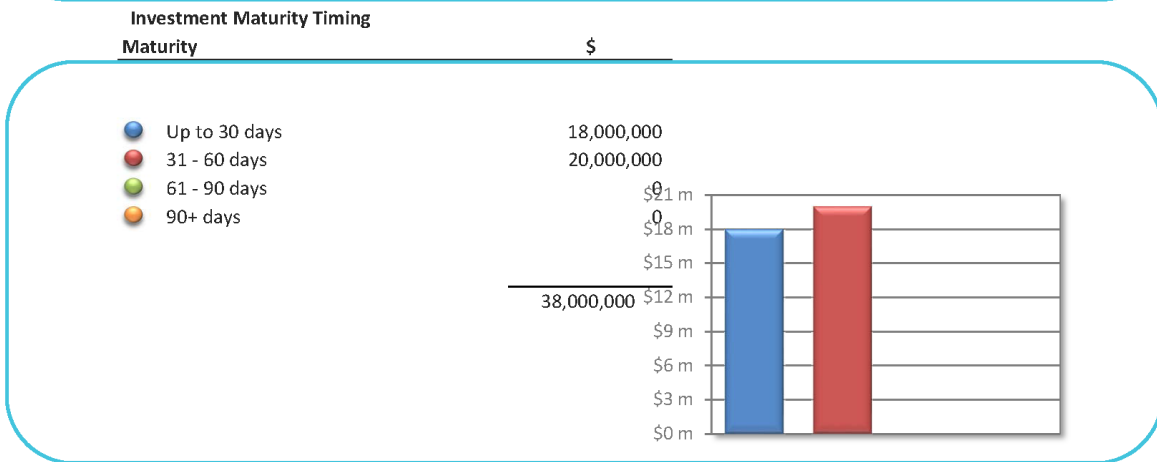
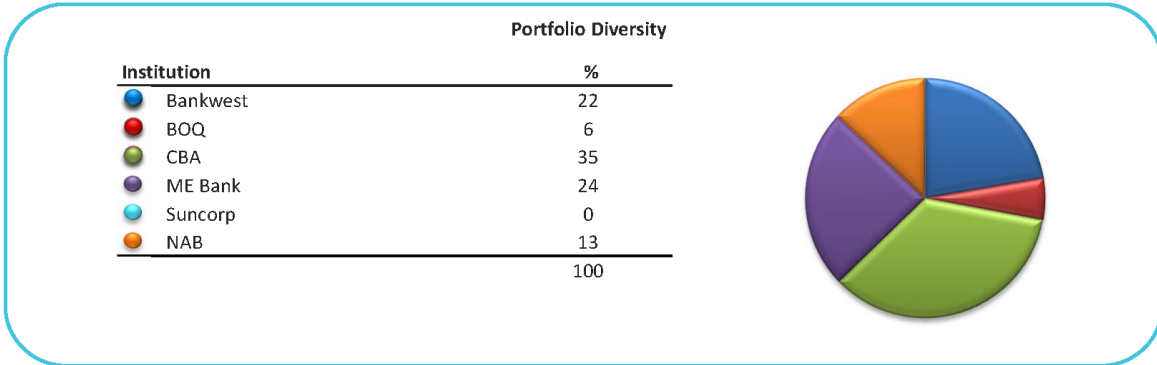


Particulars	Brought Forward 1 July \$	2018-2019 Revised Budget \$	Year To Date Actual \$
Current Assets			
Cash - Unrestricted	10,553,410	7,903,757	25,107,161
Cash - Reserves / Restricted	31,086,162	33,823,443	28,621,082
Receivables and Accruals	3,328,489	2,000,000	3,927,351
Inventories	9,470	1,500	9,470
	44,977,531	43,728,700	57,665,064
Less Current Liabilities			
Payables and Provisions	(9,352,369)	(9,905,257)	(7,807,408)
	(9,352,369)	(9,905,257)	(7,807,408)
Net Current Asset Position	35,625,162	33,823,443	49,857,656
Less			
Cash - Reserves / Restricted	(31,086,162)	(33,823,443)	(28,621,082)
Estimated Surplus / (Deficiency) Carried Forward	4,539,000	-	21,236,573

Cash and Investments Analysis

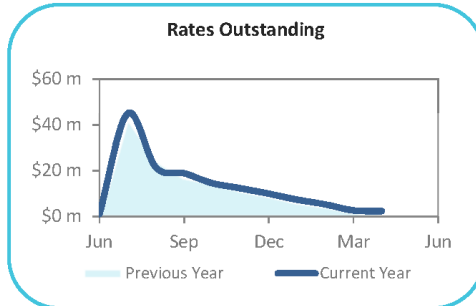
	Amount Invested \$	Interest Rate %	Term (Days)	Maturity Date	Projected Earnings \$	Percentage of Portfolio
Cash - Unrestricted						
Bankwest	2,000,000				41,425	4%
4748890	2,000,000	2.80	270	24-May-19	41,425	
CBA	13,098,156				12,582	24%
At Call	10,098,156	Variable	11am	Daily	12,582	
B 169172.86	3,000,000	2.15	31	03-May-19	5,478	
ME Bank	7,000,000				25,521	13%
133559	3,000,000	2.70	115	20-May-19	25,521	
38798	4,000,000	2.35	70	11-Jun-19	18,027	
NAB	3,000,000				57,880	6%
57-576-8731	2,000,000	2.70	330	25-Jun-19	48,822	
76-609-2519	1,000,000	2.71	122	27-May-19	9,058	
Total Cash - Unrestricted	25,098,156				149,160	47%
Cash - Restricted						
CBA	5,621,082				431	10%
At Call	5,621,082	Variable	11am	Daily	431	
Bankwest	10,000,000				205,282	19%
4748889	5,000,000	2.80	270	24-May-19	103,562	
4756710	5,000,000	2.72	273	18-Jun-19	101,721	
ME Bank	6,000,000				32,449	11%
133559	6,000,000	2.35	84	25-Jun-19	32,449	
NAB	4,000,000				97,644	7%
57-186-2122	4,000,000	2.70	330	25-Jun-18	97,644	
BOQ	3,000,000				41,137	6%
036670	3,000,000	2.75	182	17-Jun-19	41,137	
Total Cash - Restricted	28,621,082				376,944	53%
Total Cash - Invested	53,719,238				526,103	100%
Cash on Hand	9,005					
Total Cash	53,728,243					

Cash and Investments Analysis

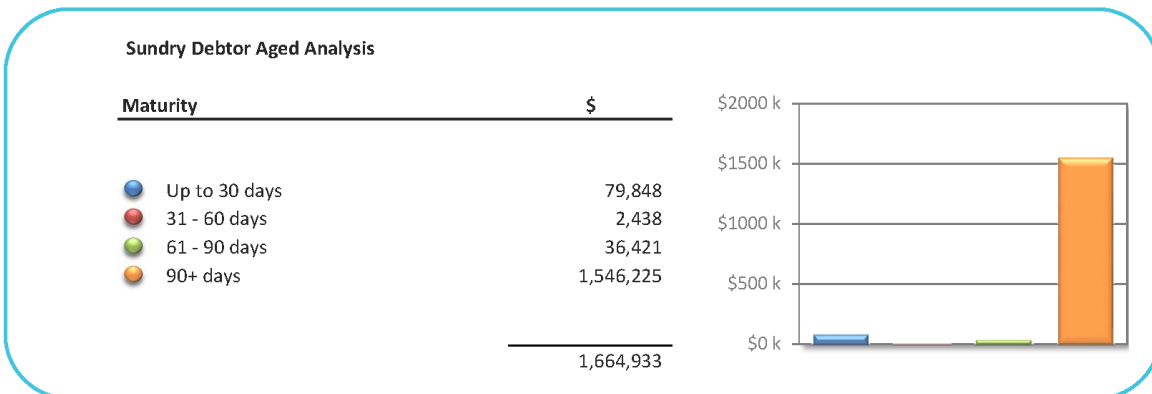


Rates Outstanding (Not Including Deferrals or Associated Fees and Charges)

	Total
Balance from Previous Year	1,092,378
Rates Levied - Initial	45,627,053
Rates Levied - Interims	431,921
Total Rates Collectable	47,151,351
Current Rates Collected To Date	44,829,555
Current Rates Outstanding	2,321,796
% Rates Outstanding	4.9%
% Rates Outstanding target less than	3.2%


Sundry Debtors

Type	Total	30 Days	60 Days	90 Days	90+ Days
Grants and Subsidies	14,575	14,575	-	-	-
Property Rent	25,416	23,808	-	-	1,607
Aqualife Fees	5,745	5,245	200	300	-
Leisurelife Fees	10,045	10,005	-	-	40
Community Development Fees	16,271	16,271	-	-	-
Health Fees	3,982	1,304	-	208	2,470
Other Fees and Charges	2,303	521	198	1,584	-
Building and Planning Application Fees	5,769	5,769	-	-	-
Infringements - Parking	1,459,105	2,100	2,040	33,679	1,421,286
Infringements - Animals	60,785	-	-	400	60,385
Infringements - General	35,874	-	-	-	35,874
Infringements - Bush Fire	20,494	-	-	250	20,244
Infringements - Health	4,569	250	-	-	4,319
Total Sundry Debtors	1,664,933	79,848	2,438	36,421	1,546,225



Grants and Contributions

Details	Original Budget	Revised Budget	Receipt Status	
	\$	\$	Invoiced	Remaining
Operating Funding				
<u>Corporate Funds</u>				-
Federal Assistance Grant	750,000	750,000	275,318	474,683
Federal Local Road Grant	350,000	350,000	129,950	220,050
<u>Library Services</u>				-
Book Council Grants	3,000	3,000	-	3,000
State Government Grants	6,100	6,100	3,100	3,000
<u>Operations Office</u>				-
State Government Grants	2,000,000	2,000,000	-	2,000,000
<u>Street Operations</u>				-
Federal Government Grants	235,000	235,000	210,000	25,000
MRWA Direct Road Grants	84,193	84,193	84,193	-
Street Lighting Subsidy	31,000	31,000	-	31,000
				-
Non-Operating Funding				-
<u>Asset Planning</u>				-
State Government Grant	751,000	751,000	-	751,000
<u>Parks and Reserves</u>				-
Recreation Capital Grants	404,000	404,000	304,000	100,000
State Government Grant	2,790,000	2,790,000	-	2,790,000
<u>Street Operations</u>				-
Federal Government Capital Grants	65,000	65,000	-	65,000
MRRG Road Rehabilitation Grants	380,820	380,820	207,225	173,595
MRWA Black Spot Grants	921,500	921,500	168,000	753,500
MRWA Other Grants	41,628	41,628	-	41,628
State Government Grant	403,000	403,000	-	403,000
Transport Grants	548,110	548,110	112,000	436,110
				-
Total Cash Deposits	9,764,351	9,764,351	1,493,786	8,270,565

Reserve Funds Descriptions

The purposes for which funds have been set aside by Council, in Reserve Funds, are outlined below -

Building Renewal

To be used to fund renewal projects associated with Council's Building assets.

Cash-in-Lieu

To be used to assist in funding initiatives associated with payments received as cash in lieu of required obligations or works.

Community Art

To be used to fund the purchase and placement of art for the Council and Community.

Drainage Renewal

To be used to fund renewal projects associated with Council's Drainage infrastructure.

Edward Millen Site

To be used to assist in improving and / or maintaining the Edward Millen site, including the associated grounds.

Furniture and Equipment Renewal

To be used to fund renewal projects associated with Council's Furniture and Equipment assets.

Future Fund

To assist in funding projects and property purchases that diversify Council's revenue streams.

Future Projects

To assist in funding 'new' and 'upgrade' capital projects, with funding primarily derived from the sale of land assets.

Harold Hawthorne - Carlisle Memorial

To be used to provide funds to assist in conducting future Spring Garden Competitions.

Information Technology Renewal

*To be used to fund renewal projects associated with Council's information technology assets.
significant insurance claims.*

Insurance Risk Reserve

To be used for the purpose of meeting the difference between premiums and claims in the event of any significant insurance claims.

Other Infrastructure Renewal

To be used to fund renewal projects associated with Council's Other infrastructure.

Parks Renewal

To be used to fund renewal projects associated with Council's Parks infrastructure.

Pathways Renewal

To be used to fund renewal projects associated with Council's Pathways infrastructure

Plant and Machinery Renewal

To be used to assist in the acquisition and replacement of the Town's Plant and Machinery.

Renewable Energy

To assist in investigating and funding renewable energy projects within the District.

Roads Renewal

To be used to fund renewal projects associated with Council's Roads Infrastructure

Underground Power

To assist in the funding of projects associated with the installation of underground power and associated landscaping.

Waste Management

To assist in the funding of waste management and waste minimisation strategies

Reserve Funds Transactions

	Annual Opening Balance \$	Transfer to Reserve \$	Transfer from Reserve \$	30 April 2019 Balance Actual Balance Budget \$ \$		Annual Revised Budget \$
Building Renewal	487,366	2,735	-	490,101	489,366	525,366
Cash-in-Lieu	-	-	-	-	-	-
Community Art	689,443	3,869	-	693,312	691,443	690,043
Drainage Renewal	225,520	1,265	-	226,785	226,520	225,920
Edward Millen Site	1,882,335	8,180	-	1,890,515	1,887,335	1,458,678
Furniture and Equip Renewal	599,407	3,363	-	602,770	601,407	599,907
Future Fund	14,384,893	80,721	(3,710,000)	10,755,614	10,714,893	13,658,793
Future Projects	4,079,640	14,476	-	4,094,115	4,087,640	450,178
Harold Hawthorn - Carlisle	148,630	834	-	149,464	149,630	148,630
Information Technology Renewal	661,800	3,714	-	665,514	663,800	665,400
Insurance Risk Reserve	396,930	2,227	-	399,157	398,930	397,230
Land Asset Optimisation	801,300	1,085,779	-	1,887,079	1,884,790	397,230
Other Infrastructure Renewal	614,943	3,451	-	618,394	616,943	615,443
Parks Renewal	96,025	539	-	96,564	97,025	46,225
Pathways Renewal	419,697	2,355	-	422,052	421,697	420,397
Plant and Machinery	268,942	1,509	-	270,451	269,942	269,342
Renewable Energy	174,780	981	-	175,761	175,780	75,380
Roads Renewal	881,637	4,947	-	886,584	884,637	882,337
Underground Power	3,288,499	18,453	-	3,306,952	3,298,499	3,241,999
Waste Management	984,375	5,524	-	989,899	987,375	985,175
	31,086,162	1,244,921	(3,710,000)	28,621,082	28,547,652	25,753,673

Capital Items

The following pages summarise the progress of the Capital Items.

For the purposes of these pages, the following indicators have been used -

Item Timing

This relates to how the item is tracking time-wise and is displayed using the following indicators -

<input type="checkbox"/>	Behind
<input type="checkbox"/>	On-Track
<input checked="" type="checkbox"/>	In-Front

Budget Status

This relates to how the item is costing against the Revised Budget and is displayed using the following indicators -

<input type="checkbox"/>	Over budget
<input type="checkbox"/>	On budget
<input checked="" type="checkbox"/>	Under budget

Completion Stage

This relates to where the item is currently, in terms of completion, and is displayed using the following indicators -

<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Not commenced
<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Commenced
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Half-way completed
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Nearing completion
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Completed

Capital Items

Particulars	Budget Status	Completion Stage	Revised Budget \$	Year-to-Date Actual \$
Land and Buildings			6,523,913	4,841,934
Renewal - Land and Buildings				
6 Kent Street - Facility - Internal Renewal	□	■ ■ ■ □	255,000	222,682
8 Kent Street - Facility - Internal Renewal	□	■ ■ ■ □	230,000	225,899
Administration Office - Ceiling - Lighting	□	■ ■ ■ ■	20,000	19,370
Aqualife - First Aid Room - Refurbish	□	■ ■ ■ ■	14,500	14,485
Aqualife - Function Room - Renew Floor	□	■ ■ ■ ■	6,840	6,840
Aqualife - Plant Room - Ultraviolet Generators	□	■ ■ □ □	125,000	0
Fraser Park - Clubrooms - Painting	□	■ ■ ■ ■	12,300	12,300
Harold Hawthorne Centre - Various - Air Conditioning	□	■ □ □ □	65,000	3,600
Harold Rossiter Park - Clubrooms - Painting	☒	■ ■ ■ ■	17,000	17,080
Higgins Park - Clubrooms - Painting	□	■ ■ ■ ■	16,000	15,900
Leisurelife - Drama Room - Floor Reseal	□	■ ■ ■ ■	3,500	3,438
Leisurelife - Gym - Air Conditioning	☒	■ ■ ■ ■	110,000	111,420
Leisurelife - Sports Court Major- Roller Door	☒	■ ■ ■ ■	5,000	5,020
Leisurelife - Toilets and Change Rooms - Renewal	☒	■ ■ ■ ■	275,000	275,774
Library - Outdoor Staff Area - Courtyard Security	☒	■ ■ ■ ■	2,000	2,007
Library - Staff Locker Area - Compactus Area Ceiling	□	■ ■ ■ ■	7,000	4,690
Reactive Building Renewal Works - Various - Allocation	□	□ □ □ □	100,000	0
Taylor Reserve - Toilets - Renewal	□	■ ■ ■ ■	180,175	180,171
Victoria Park Community Centre (LLC) - Fencing replacement	□	■ ■ □ □	10,000	0
4 Temple Street - Electrical and Refurbishment Works	□	■ □ □ □	15,000	0
Harold Rossiter Park - Clubrooms - Plumbing	□	■ ■ □ □	10,000	0
Library - Main Area Fitout	□	□ □ □ □	86,000	0
Upgrade - Land and Buildings				
Administration Office - Facility - Accessibility Upgrade	□	■ ■ □ □	31,000	2,100
Land - 25 Boundary Road - Subdivision	□	■ □ □ □	71,000	0
Kitchen Upgrade - Higgins Park Tennis Club	□	■ ■ ■ ■	1,598	1,598
874 Albany Highway - Accessibility	□	■ ■ ■ ■	15,000	14,621
New - Land and Buildings				
Lathlain Redevelopment (Zone 2) - Buildings	□	■ □ □ □	750,000	0
Lathlain Redevelopment (Zone 2x) - Buildings	□	■ □ □ □	380,000	0
Land Acquisition - 707-709 Albany Hwy, East Vic Park	□	■ ■ □ □	3,710,000	3,702,939

Capital Items

Particulars	Budget Status	Completion Stage	Revised Budget \$	Year-to-Date Actual \$
Plant and Machinery			990,800	332,359
Renewal - Plant and Machinery				
105 VPK - Holden Colorado Dual Cab Ute (Plant 397)	□	□□□□	35,000	0
107 VPK - Nissan X Trail Wagon (Plant 394)	□	□□□□	16,000	0
119 VPK - Holden Colorado Dual Cab Ute (Plant 383)	□	■ ■ ■ ■	32,000	31,749
121 VPK - Nissan Navara Dual Cab Ute (Plant 390)	□	■ ■ □ □	32,000	0
123 VPK - Holden Cruze Wagon (Plant 361)	☒	■ ■ ■ ■	25,000	25,272
125 VPK - Nissan Navara Ute (Plant 389)	☒	■ ■ ■ ■	32,000	32,642
126 VPK - VW Caddy Rangers (Plant 375)	□	■ ■ □ □	42,000	0
129 VPK - VW Caddy Rangers (Plant 376)	□	■ ■ ■ □	41,500	0
132 VPK - Holden Colorado Dual Cab Ute (Plant 392)	☒	■ ■ ■ ■	32,000	32,422
141 VPK - Ford Transit (Plant 296)	□	■ ■ ■ ■	45,000	43,457
162 VPK - Road Sweeper (Plant 341)	□	■ ■ □ □	380,000	0
1EFR 960 - Hyundai Sedan (Plant 333)	☒	■ ■ ■ ■	25,000	25,553
1EFZ 074 - Hyundai Parking (Plant 335)	☒	■ ■ ■ ■	25,000	26,638
1EHK 762 - Hyundai Sedan (Plant 337)	☒	■ ■ ■ ■	25,000	26,018
1EIO 123 - VW Caddy Parking (Plant 342)	□	□ □ □ □	45,000	0
1EPG 777 - Hyundai i30 Parking (Plant 373)	□	□ □ □ □	25,000	0
1GEL 999 - Subaru (Plant 391)	☒	■ ■ ■ ■	23,500	23,709
158 VPK - Mowing Trailer (Plant 180)	□	■ □ □ □	15,000	0
Electric Bicycles	☒	■ ■ ■ ■	10,500	12,795
Minor Plant Renewal - Parks	□	■ ■ ■ □	13,000	12,628
Minor Plant Renewal - Street Improvement	□	■ ■ ■ □	11,300	7,786
Minor Plant - Bins	□	■ ■ ■ □	60,000	31,691
Furniture and Equipment			317,830	222,103
6 and 8 Kent Street - Minor Expense - Allocation	□	■ ■ □ □	30,000	14,830
Administration Centre - Minor Expense - Allocation	□	■ □ □ □	45,000	11,623
Aqualife - Crèche - Play Equipment	□	■ □ □ □	1,000	0
Aqualife - Function Room - Group Fitness Equipment	□	□ □ □ □	3,000	0
Aqualife - Minor Expense - Allocation	□	■ ■ ■ □	11,000	8,229
Depot - Minor Expense - Allocation	□	■ ■ □ □	10,000	921
Digital Hub - Minor Expense - Allocation	□	■ □ □ □	5,000	1,343
Leisure life - Minor Expense - Allocation	□	■ □ □ □	10,000	8,324
Leisurelife - Court 3 - Badminton Posts	□	■ □ □ □	4,000	1,200
Leisurelife - Court 3 - Equipment Storage	□	■ □ □ □	10,000	0
Leisurelife - Courts 1 and 2 - Volleyball Posts	□	■ □ □ □	4,500	0
Leisurelife - Gym - Gym Equipment	□	■ ■ ■ ■	165,000	158,215
Library - Minor Expense - Allocation	□	■ ■ ■ □	15,000	13,088
Upgrade - Furniture and Equipment				
Depot - Pedestrian Gate - Security Upgrade	□	■ ■ ■ ■	4,330	4,330

Capital Items

Particulars	Budget Status	Completion Stage	Revised Budget \$	Year-to-Date Actual \$
Information Technology			1,048,000	372,408
Renewal - Information Technology				
System - Intranet and Portal	□	■□□□	129,000	57,249
Hardware - Mobile Computing Devices	□	□□□□	9,500	0
Upgrade - Information Technology				
Hardware - Workstations and Peripherals	□	■□□□	2,500	2,454
Software - Leisure Facilities Management	□	■□□□	81,500	64,177
Software - Library Management	□	■□□□	95,000	23,760
Software - Desktop Renewals (SOE Development)	□	■□□□	60,000	28,303
Software - AP Workflow (Authority)	□	□□□□	54,000	0
Hardware - Leisurelife Centre Technology	□	□□□□	120,000	0
Hardware - Network Storage	☒	■□□□	54,000	56,767
New - Information Technology				
Software - Asset Management	□	■□□□	176,500	22,440
Software - Minutes and Agendas	□	■□□□	70,000	55,016
Software - Mobile App Lighten Up	☒	■□□□	1,500	1,697
IT - Development Application System (Software)	□	■□□□	26,000	25,860
Relocation Hardware 6 - 8 Kent Street	□	■□□□	80,000	14,552
Software - Volunteer Database	□	□□□□	7,000	0
Software - CAMMS Project PoC	□	■□□□	35,000	20,133
Software - Property Management System	□	□□□□	30,000	0
Software - Human Resources (Authority)	□	□□□□	16,500	0
Roads			4,378,547	1,564,819
Renewal - Roads				
Albany Highway - Duncan to Teddington - Seal	□	■□□□	18,002	17,532
Albany Highway - Kent - Miller Roundabout - Seal	□	■□□□	68,500	0
Albany Highway - Service Lane to Shepperton - Seal	□	■□□□	42,000	0
Custance Street - Getting to Roberts - Seal	□	■□□□	51,000	50,664
Enfield Street - Goddard to Gallipoli - Seal	☒	■□□□	128,500	130,701
Enfield Street - Waller to Goddard - Seal	□	■□□□	33,000	15,793
Esperance Street - Berwick to End - Seal -	□	■□□□	85,000	82,907
Gloucester Street - Cargill to Leonard - Seal	□	■□□□	178,500	2,230
Hampton Road - Howick to Teague - Seal	□	■□□□	170,000	151,330
Hubert Street - Somerset to Oats - Seal	□	■□□□	100,000	84,579
Kate Street - Norseman to Lake View - Seal	□	■□□□	70,000	0
King George Street - Berwick to 60m South - Seal	□	■□□□	25,000	19,265
Maple Street - Gallipoli to End - Seal	□	■□□□	120,500	104,412

Capital Items

Particulars	Budget Status	Completion Stage	Revised Budget \$	Year-to-Date Actual \$
Renewal - Roads (continued)				
Oats Street - Mars to Planet - Seal	☐	■ ■ ■ □	147,500	965
Oats Street - Tuckett to Rutland - Seal	☐	■ ■ ■ □	135,000	2,040
Rathay Street - Berwick to Lansdowne - Seal	☒	■ ■ ■ □	144,000	174,550
Salford Street - Albany to Lichfield - Seal	☐	■ ■ ■ □	99,000	85,853
Staines Street - Goddard to Gallipoli - Seal	☐	■ ■ ■ ■	161,000	141,084
Star Street - Mid Block to Archer - Seal	☐	■ ■ ■ □	135,000	106,541
Resurface rail crossing - Oats and Mint Streets	☐	□ □ □ □	115,000	0
Upgrade - Roads				
Hill View Terrace - Oats and Albany - Pavement	☒	■ ■ ■ □	0	4,000
Hill View Terrace and Oats Street - Intersection	☐	■ ■ ■ □	258,000	0
Kent and Hayman - Stage 1 - Pavement	☐	■ ■ ■ □	630,000	11,233
McCartney Crescent - Pavement	☐	■ ■ ■ □	22,500	17,750
Roberts Road and Orrong Road - Intersection	☐	■ ■ ■ □	220,000	0
Rutland Avenue - Oats to Welshpool - Pavement	☐	■ ■ ■ □	400,000	2,737
Shepperton and Miller - Stage 2 - Pavement	☐	■ ■ ■ □	449,500	10,200
Upgrade Hillview and Berwick Intersection - Stage 2	☐	■ ■ ■ □	5,500	0
New - Roads				
Cornwall Street - Gallipoli to Castle - Calming	☐	■ ■ ■ □	4,295	4,295
Gallipoli Street - Egham to Enfield - Calming	☐	■ ■ ■ ■	92,500	92,384
Gallipoli Street - Egham to Howick - Calming	☐	■ ■ ■ ■	99,000	98,628
Goddard Street - Egham to Howick - Calming	☒	■ ■ ■ ■	49,700	59,576
Goddard Street - Midgley to Cookham - Calming	☐	■ ■ ■ ■	46,200	46,178
McCartney Crescent - Goddard to Roberts - Calming	☐	■ ■ ■ ■	12,850	12,806
Saleham Street - Goddard to Gallipoli - Calming	☐	■ ■ ■ ■	15,000	14,960
Various - Bike Plan Initiatives - On Road Facilities	☐	■ ■ ■ □	47,000	19,625
Drainage			394,103	150,537
Renewal - Drainage				
Hill View Terrace - Intersection Drainage	☐	■ ■ ■ □	30,000	6,000
Pipe Renewal - Allocation	☒	■ ■ ■ □	40,000	43,301
Pit Renewal - Allocation	☐	■ ■ ■ □	20,000	3,858
Sump Renewal - Allocation	☐	■ ■ ■ □	35,000	31,834
New - Drainage				
Bishopsgate Street - Improvements	☐	■ ■ ■ □	235,000	37,299
Lake View Terrace - Improvements	☐	■ ■ ■ ■	14,103	14,103
Right of Ways - Various	☐	■ ■ ■ □	20,000	14,143

Capital Items

Particulars	Budget Status	Completion Stage	Revised Budget \$	Year-to-Date Actual \$
Pathways			981,500	112,711
Renewal - Pathways				
Berwick Street - Mackie to McMaster - Surface	□	■ ■ ■ ■	15,900	15,864
Berwick Street - Whittlesford to Hillview - Surface	□	■ ■ ■ ■	36,300	36,248
Gloucester Street - McMaster to King George - Surface	□	■ ■ ■ ■	15,600	9,018
Kitchener Avenue - Howick to Egham - Surface	□	■ ■ ■ ■	20,300	20,264
Lathlain Redevelopment (Zone 7) - Pathways	□	■ □ □ □	150,000	0
Mint Street - Carnarvon to Shepperton - Surface	□	■ ■ ■ ■	28,400	25,872
Upgrade - Pathways				
ROW52 Laneway Upgrade (IGA Laneway Revitalisation)	□	■ □ □ □	315,000	0
New - Pathways				
Goodwood Parade - Shared Path - Surface	□	■ ■ □ □	400,000	5,445
Parks			7,581,000	337,317
Renewal - Parks				
George Street Reserve - Revegetation Project	□	■ ■ □ □	60,000	34,054
GO Edwards Park - Renewal	□	■ □ □ □	1,000,000	23,747
Kensington Bushland - Information Shelters	☒	■ ■ ■ ■	7,000	7,265
Kent Street Reserve - Revegetation Project	□	□ □ □ □	2,000	0
Main and Arterial Roads - Landscaping and Planting	□	■ □ □ □	15,000	0
McCallum Park - River Wall - Foreshore Landscape	□	■ ■ □ □	608,000	39,835
Tree Plan - Tree Replanting	□	■ ■ □ □	78,000	4,987
Berwick Road Median Planting (St James)	□	□ □ □ □	5,000	0
Upgrade - Parks				
Fletcher Park - Cricket Nets	□	■ ■ ■ ■	70,000	65,416
Higgins Park - Tennis Courts	□	□ □ □ □	736,000	0
John Macmillan Park - Redevelopment	□	■ ■ □ □	1,090,000	51,336
New - Parks				
Kensington Bushland - Jirdarup Signage	□	■ ■ □ □	10,000	5,303
Lathlain Redevelopment (Zone 2) - Parks	□	■ □ □ □	1,533,000	0
Lathlain Redevelopment (Zone 2x) - Parks	□	■ □ □ □	2,245,000	0
Peninsula to Park - Landscaping	□	■ ■ ■ □	122,000	105,374

Capital Items

Particulars	Budget Status	Completion Stage	Revised Budget \$	Year-to-Date Actual \$
Other Infrastructure			1,304,550	226,702
Renewal - Other Infrastructure				
Car Parks - Car Park Kerbs - Allocation	□	■ ■ □ □	5,000	0
Car Parks - GO Edwards No 17	□	■ ■ ■ ■	60,000	54,274
Car Parks - Resurfacing - Allocation	□	■ ■ □ □	20,000	11,695
Lathlain Redevelopment (Zone 7) - Carparks	□	■ □ □ □	350,000	0
Street Furniture - Bus Shelter - Allocation	□	■ ■ □ □	55,000	0
Street Lighting - Albany Highway and Laneways	□	■ ■ □ □	10,500	10,415
Upgrade - Other Infrastructure				
Parking - Parking Meters - Upgrade	□	■ ■ ■ □	30,000	0
Street Lighting - Leisurelife Car Park - Stage 2	□	■ ■ ■ ■	63,100	63,091
New - Other Infrastructure				
Artworks - Allocation	□	□ □ □ □	50,000	0
Lathlain Redevelopment (Zone 2) - Artwork	□	■ □ □ □	33,000	0
Lathlain Redevelopment (Zone 2) - Carparks	□	■ □ □ □	303,000	0
Lathlain Redevelopment (Zone 2x) - Artwork	□	■ □ □ □	55,000	0
Parking - ACROD Bays - Allocation	□	■ ■ ■ ■	22,000	18,331
Right of Way 51 - Resurface	□	■ ■ ■ □	6,800	4,557
Street Furniture - Allocation	□	■ ■ □ □	15,000	0
Street Furniture - Bike Stations and Hoops	□	■ ■ ■ □	10,000	6,873
Street Lighting - Installation	□	■ ■ ■ □	72,000	57,465
Street Lighting - Safety Improvements - Allocation	□	■ ■ ■ □	13,200	0
Carlisle Planter Box Pilot Scheme	□	□ □ □ □	16,000	0
Victoria Park Planter Box Pilot Scheme	□	□ □ □ □	14,950	0
Albany Highway CCTV	□	□ □ □ □	100,000	0