



City of Cockburn
Ordinary Council Meeting
Agenda Paper

For Thursday, 10 December 2020



City of Cockburn
PO Box 1215, Bibra Lake
Western Australia 6965

Cnr Rockingham Road and
Coleville Crescent, Spearwood

Telephone: (08) 9411 3444
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NOTICE OF MEETING

Pursuant to Clause 2.4 of Council's Standing Orders, an Ordinary Meeting of Council has been called for Thursday 10 December 2020. The meeting is to be conducted at 7.00 PM in the City of Cockburn Council Chambers, Administration Building, Coleville Crescent, Spearwood.

The Agenda will be made available on the City's website on the Friday prior to the Council Meeting.

A handwritten signature in black ink, appearing to be 'D. Arndt', is written over a horizontal line.

Daniel Arndt
ACTING CHIEF EXECUTIVE OFFICER

CITY OF COCKBURN

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CITY OF COCKBURN
AGENDA TO BE PRESENTED TO THE
ORDINARY COUNCIL MEETING TO BE HELD
THURSDAY, 10 DECEMBER 2020 AT 7.00 PM

1. DECLARATION OF MEETING

2. APPOINTMENT OF PRESIDING MEMBER (IF REQUIRED)

3. DISCLAIMER (TO BE READ ALOUD BY PRESIDING MEMBER)

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

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

5. APOLOGIES AND LEAVE OF ABSENCE

Cr C Terblanche - Leave of Absence

6. WRITTEN REQUESTS FOR LEAVE OF ABSENCE

Nil

7. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

8. PUBLIC QUESTION TIME

9. CONFIRMATION OF MINUTES

9.1 MINUTES OF THE SPECIAL COUNCIL MEETING - 9/11/2020

RECOMMENDATION

That Council confirms the Minutes of the Special Council Meeting held on Monday, 9 November 2020 as a true and accurate record.

9.2 MINUTES OF THE ORDINARY COUNCIL MEETING - 12/11/2020

RECOMMENDATION

That Council confirms the Minutes of the Ordinary Council Meeting held on Thursday, 12 November 2020 as a true and accurate record.

9.3 MINUTES OF THE SPECIAL COUNCIL MEETING - 26/11/2020

RECOMMENDATION

That Council confirms the Minutes of the Special Council Meeting held on Thursday, 26 November 2020 as a true and accurate record.

9.4 MINUTES OF THE SPECIAL COUNCIL MEETING - 30/11/2020

RECOMMENDATION

That Council confirms the Minutes of the Special Council Meeting held on Monday, 30 November 2020 as a true and accurate record.

10. DEPUTATIONS

11. BUSINESS LEFT OVER FROM PREVIOUS MEETING (IF ADJOURNED)

Nil

12. DECLARATION BY MEMBERS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS CONTAINED IN THE BUSINESS PAPER PRESENTED BEFORE THE MEETING

13. COUNCIL MATTERS

13.1 PROPOSED AMENDMENT TO THE CITY OF COCKBURN PARKING AND PARKING FACILITIES LOCAL LAW 2007

Author D Green

Attachments 1. Parking and Parking Facilities Amendment No 1 Local Law 2021 [↓](#)

RECOMMENDATION

That Council:

- (1) proposes to make the Parking and Parking Facilities Amendment No 1 Local Law 2021, the purpose and effect of which is summarized in the notice, pursuant to Section 3.12 of the *Local Government Act 1995*, and as shown in the attachment to the Agenda;
- (2) advertise the proposed Parking and Parking Facilities Amendment No 1 Local Law 2021 for a period of six (6) weeks giving local public notice, calling for public submissions to be made before the day specified in the public notice, being not less than six weeks after the Notice is given, in accordance with s3.12(3) of the *Local Government Act 1995*; and
- (3) provide copies of the proposed amendment local law, together with the Public Notice to the Minister for Local Government.

Background

The City's Parking and Parking Facilities Local Law 2007 provides for the regulation of vehicle parking with the district, with the exception of private property and Main Roads WA reservations.

Clause 8 of the current Local Law provides that the local government (ie: City of Cockburn) may "by resolution" regulate the parking of vehicles by way of signage or otherwise.

Since 2008, the function of determining whether parking controls in the district are necessary has been undertaken mainly at officer level, under Delegated Authority of the Council, to the Chief Executive Officer. The current wording of the Local Law technically requires Council to authorise this function by a resolution of the Council.

Given the growth of the district, it is both inefficient and unnecessary for Council to be the sole arbiter of this process, and it is recommended that the current requirement be removed from the Local Law accordingly.

Submission

N/A

Report

The proposed amendment to the local law is presented to Council for the purposes of advertising for a statutory period of six (6) weeks for public consultation. Following the closure of the public consultation period, a report will be presented to Council in early 2021, where Council is required to consider any submissions that may have been received during this period prior to deciding whether to make the local law.

The **purpose** of the Local Law amendment is to remove the requirement for regulating vehicle parking in the district to be “by resolution” of Council only.

The **effect** of the amendment is that the function of administering the regulation of vehicle parking in the district will be capable of being formally delegated by Council.

The primary reason for the Parking Facilities Local Law is to enable vehicle parking restrictions to be undertaken at any time subsequent to development occurring within the district, which may otherwise be considered desirable. Such restrictions are only undertaken following a thorough investigation of parking conditions which identify a need to have a regulatory or controlled outcome.

While the Local Law amendment process is progressing, any proposals for regulating parking controls which are considered urgent would be referred to Council.

Strategic Plans/Policy Implications

City Growth and Moving Around

A growing City that is easy to move around and provides great places to live

- Continue to complete the coverage of accessible cycle ways, footpaths, parking and end of trip facilities, and trails networks across the City.

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

The minor expenditure required to undertake the process of amending the Local Law is provided for with the City's Governance budget.

Legal Implications

Section 3.12 of the *Local Government Act 1995* and Clause 8 of the City of Cockburn Parking and Parking Facilities Local Law 2007 refer.

Community Consultation

A six (6) week advertising period for public comment is provided for under the Act. Any comments received will be provided to Council for consideration in due course.

Risk Management Implications

There is a "Moderate" level of "Compliance" risk associated with this item, should urgent parking control be required in an identified specific circumstance.

Advice to Proponents/Submitters

N/A

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

Nil

LOCAL GOVERNMENT ACT 1995*City of Cockburn***PARKING & PARKING FACILITIES AMENDMENT NO 1 LOCAL LAW 2021**

Under the powers conferred by the Local Government Act 1995 and all other powers enabling it, the Council of the City of Cockburn resolved on _____ to make the following local law.

1. Citation

This local law may be cited as the *City of Cockburn Parking and Parking Facilities Amendment No 1 Local Law 2021*.

2. Commencement

This local law will commence 14 days after the publication in the *Government Gazette*.

3. Principal Local Law amended

This local law amends the *City of Cockburn Parking and Parking Facilities Local Law 2007* published in the *Government Gazette* on 11 January 2008 and as amended on 16 May 2014, 26 September 2014, 21 July 2015 and 23 May 2017.

4. Clause 8 amended

Delete , "by resolution," after the word "may".

Dated: _____

The Common Seal of the City of Cockburn was affixed by authority of a resolution of Council in the presence of –

LOGAN HOWLETT, Mayor

DANIEL ARNDT, Acting Chief Executive Officer

13.2 SOUTH WEST REFERENCE GROUP (ENVIRONMENTAL FORUM) AND WOODMAN POINT REGIONAL PARK COMMUNITY ADVISORY COMMITTEE (WPRPCAC)

Author D Green

Attachments N/A

RECOMMENDATION

That Council appoint Cr Phoebe Corke as a delegate to the South West Reference Group (Environmental Forum), and as a Deputy Delegate to the Woodman Point Regional Park Community Advisory Committee (WPRPCAC).

Background

By email received on 18 November 2020, Cr Corke requested information in relation to the South West Reference Group (SWRG) (Environment Forum), and the Woodman Point Regional Park Community Advisory Committee (WPRPCAC), with a view to being considered as an appointed representative of the City of Cockburn to these organisations.

Submission

N/A

Report

At a Special Council Meeting held following the local government elections in October 2019, Council appointed its delegates to a number of externally operated organisations. Two such organisations were the SWRG (Environmental Forum) and the WPRPCAC.

Council appointed Cr Philip Eva as its delegate to the SWRG (Environmental Forum) and Cr Michael Separovich as its delegate to the WPRPCAC.

A follow up enquiry to Cr Eva resulted in him advising he is unable to commit to attending SWRG meetings due to a conflict of work commitments. Accordingly, he has agreed to stand down from this appointment, which creates the opportunity for an interested Elected (and available) Member to be endorsed as its delegate.

Cr Separovich is a regular attendee at the WPRPCAC and is a keen participant in its activities, on behalf of the City of Cockburn.

Both meetings are conducted quarterly and are administered independently of the City.

With these comments in mind, it is considered Cr Corke would be a positive contributor to the SWRG (Environmental Forum) and would provide an option (as a deputy) for the City, should Cr Separovich be unavailable to attend a WPRPCAC Meeting.

Strategic Plans/Policy ImplicationsEnvironmental Responsibility

A leader in environmental management that enhances and sustainably manages our local natural areas and resources.

- Sustainably manage our environment by protecting and enhancing our unique natural coastal, bushland, wetlands areas and native wildlife.

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

There is a “Low” level of “Brand/Reputation” risk associated with this item. Cr Corke is familiar with the environmental issues within the City of Cockburn.

Advice to Proponents/Submitters

The Proponents and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 10 December 2020 Ordinary Council Meeting.

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

Nil

13.3 MINUTES OF THE AUDIT AND STRATEGIC FINANCE COMMITTEE MEETING - 19 NOVEMBER 2020

Author D Green

Attachments 1. Minutes of Audit and Strategic Finance Committee Meeting - 19 November 2020 [↓](#)

RECOMMENDATION

That Council receive the Minutes of the Audit and Strategic Finance Committee meeting held on 19 November 2020 and adopt the recommendations contained therein

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

Background

The Audit and Strategic Finance Committee conducted a scheduled meeting on 19 November 2020. The Minutes of the meeting are attached for the consideration of Council.

Submission

N/A

Report

The Committee recommendations are presented for Council endorsement, following which they are formalised as the decisions of Council.

An Elected Member may withdraw any item from the Committee meeting for discussion and propose an alternative motion for Council's consideration. Any such items will be dealt with separately, as provided for in the City of Cockburn Standing Orders.

Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.
- Deliver value for money through sustainable financial management, planning and asset management.

Budget/Financial Implications

N/A

Legal Implications

Section 7.1A of the *Local Government Act 1995* refers

Community Consultation

N/A

Risk Management Implications

There is a “Low” level of “Compliance Risk” associated with this item, as there is a requirement for the Committee minutes to be adopted by a resolution of Council

Advice to Proponents/Submitters

N/A

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

Nil



City of Cockburn
Audit and Strategic Finance Committee
Minutes

For Thursday, 19 November 2020

These Minutes are subject to confirmation

Presiding Member's signature

Date:

ASFC 19/11/2020

CITY OF COCKBURN

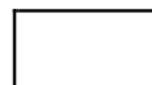
SUMMARY OF MINUTES OF THE AUDIT AND STRATEGIC FINANCE COMMITTEE MEETING HELD ON THURSDAY, 19 NOVEMBER 2020

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ASFC 19/11/2020

CITY OF COCKBURN
MINUTES OF AUDIT AND STRATEGIC FINANCE
COMMITTEE HELD ON THURSDAY, 19 NOVEMBER 2020

PRESENT:**ELECTED MEMBERS**

Mr L Howlett	-	Mayor
Mr K Allen	-	Councillor
Mr T Widenbar	-	Councillor
Mr M Separovich	-	Councillor (Arr 6.05pm)
Ms C Stone	-	Councillor
Ms P Corke	-	Councillor

IN ATTENDANCE

Mr D Arndt	-	Acting Chief Executive Officer
Mr D Green	-	Director Governance and Community Services
Mr S Downing	-	Director Finance and Corporate Services
Mrs G Bowman	-	Executive Manager, Strategy and Civic Support
Mr A Lees	-	Acting Director, Engineering and Works
Ms R Pleasant	-	Acting Director, Planning and Development
Mr N Mauricio	-	Manager Financial Services
Mr J Fiori	-	Risk and Governance Advisor
Mrs B Pinto	-	Governance Officer (Moderator)
Mrs S D'Agnone	-	Council Minutes Officer

1. DECLARATION OF MEETING

The Presiding Member declared the meeting open at 6.03pm.

“Kaya, Wanju Wadjuk Budjar” which means “Hello, Welcome to Wadjuk Land”.

The Presiding Member acknowledged the Nyungar People who are the traditional custodians of the land on which the meeting is being held and pay respect to the Elders of the Nyungar Nation, both past and present and extend that respect to Indigenous Australians who are with us tonight.

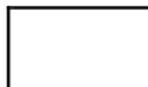
This meeting will be electronically recorded and live streamed on the City’s website, except where the Committee resolves to go behind closed doors.

All recordings are retained in accordance with the General Disposal Authority for Local Government Records produced by the State Records Office.

A copy of the recorded proceedings will be available on the City’s website, within two business days of the Council meeting. This will be easy to find from the front page of the City’s website.

Images of the public gallery are not included in the webcast, however the voices of people will be captured and streamed.

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The Presiding Member, Cr Allen, reminded everyone present to be mindful of their conduct as it will be recorded. This is a Council initiative aimed at increasing our transparency and openness, as well as making Council meetings more accessible.

2. APPOINTMENT OF PRESIDING MEMBER (IF REQUIRED)

N/A

3. DISCLAIMER (TO BE READ ALOUD BY PRESIDING MEMBER)

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

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

Nil

5. APOLOGIES AND LEAVE OF ABSENCE

Cr C Terblanche - Leave of Absence

6. PUBLIC QUESTION TIME

Nil

6.05pm Cr Separovich entered the meeting.

7. CONFIRMATION OF MINUTES

7.1 (2020/MINUTE NO 0010) MINUTES OF THE AUDIT AND STRATEGIC FINANCE COMMITTEE MEETING - 16/07/2020

RECOMMENDATION

That Committee confirms the Minutes of the Audit and Strategic Finance Committee Meeting held on Thursday, 16 July 2020 as a true and accurate record.

COMMITTEE RECOMMENDATION

MOVED Cr C Stone SECONDED Cr T Widenbar

That the recommendation be adopted.

CARRIED UNANIMOUSLY 6/0



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ASFC 19/11/2020

8. DEPUTATIONS

Nil

9. BUSINESS LEFT OVER FROM PREVIOUS MEETING (IF ADJOURNED)

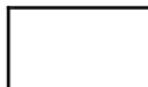
Nil

10. DECLARATION BY MEMBERS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS CONTAINED IN THE BUSINESS PAPER PRESENTED BEFORE THE MEETING

Nil

6.07pm The following items were carried by En Bloc resolution of Council:

13.1	15.1
13.2	
13.3	
13.5	
13.6	
13.7	
13.8	



Item 11.1

ASFC 19/11/2020

11. COUNCIL MATTERS**11.1 (2020/MINUTE NO 0011) APPOINTMENT OF AN INDEPENDENT EXTERNAL AUDIT AND STRATEGIC FINANCE COMMITTEE MEMBER****Author** D Green**Attachments** 1. Resume - Glyn Geen (**CONFIDENTIAL**)**RECOMMENDATION**

That Council appoint Glyn Geen as the Independent External Member of the Audit and Strategic Finance Committee for a period of two (2) years, expiring in December 2022.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COMMITTEE RECOMMENDATION

MOVED Cr T Widenbar SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED UNANIMOUSLY 6/0

Background

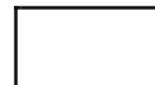
In 2018, the Audit and Strategic Finance Committee (ASFC) resolved that it would be prudent to include an Independent Member on the Committee. Subsequently, a process of advertising and selection resulted in an External Member being endorsed by Council in 2019.

That process involved the Presiding Member of the Committee, the Mayor, and the CEO perusing the applications received and agreeing on a preferred candidate to be recommended for appointment by Council. At that stage, it was resolved by Council that the appointment be for a period of one (1) year, with a review of the effectiveness of the role to be undertaken following that time.

At the June 2020 Ordinary Council Meeting, it was resolved that the position was considered to be a useful addition to the City's oversight of its audit functions and that the vacancy should be advertised. This occurred and a total of 30 applications were received by the closing date for the advertising period in September 2020.

Submission

N/A



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ASFC 19/11/2020

Item 11.1

Report

At the closure of the advertising period for the position of an Independent External Member of the ASFC, an internal assessment was conducted of the 30 applications received, and a shorter list of eight (8) candidates was provided to the Presiding Member, the Mayor and the Acting CEO for independent perusal, in accordance with the previously agreed process.

Each of the assessors was unanimous in the choice of two (2) applicants, and a majority favoured one other. Four (4) other applicants were each favoured by a minority (1) of the assessors.

On that basis, it was determined that a panel be convened to interview each of the assessed top three (3) applicants for suitability to the role, and to select a candidate to be recommended to Council for formal appointment to the Committee. From this process, Glyn Geen emerged as the most favoured candidate by the panel, and is now submitted for Council endorsement.

Glyn Geen impressed as an experienced and highly qualified person, in being able to understand and oversee the City's auditing functions and requirements. His knowledge of the role, and demonstrated previous capabilities of Board and Committee processes was impressive, and he appears to have the necessary personal qualities to contribute in a collegiate manner at a formal committee level. Glyn Geen's resume is testament to his suitability for the appointment (refer Attachment 1).

Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.
- Deliver value for money through sustainable financial management, planning and asset management.

Budget/Financial Implications

Reimbursement fees for the External Member are provided for in the City's Municipal budget.

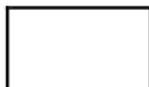
Legal Implications

Section 71A(2) of the *Local Government Act 1995* refers

Community Consultation

The position was broadly advertised through the usual City of Cockburn recruitment mediums.

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Risk Management Implications

There is a "Low" level of assessed "Compliance" risk associated with this item.

Advice to Proponents/Submitters

Candidates not included on the short listed interview list have been advised that their application has not been successful on this occasion.

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

Nil



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Item 11.2

11.2 (2020/MINUTE NO 0012) LEGAL PROCEEDINGS BETWEEN COUNCIL AND OTHER PARTIES

Author J Fiori
Attachments 1. Legal Register 1 July 2019 to 30 June 2020
 Financial Year (Costs Equal to and Greater than \$2,000) **(CONFIDENTIAL)**

RECOMMENDATION

That Council receive the report on legal proceedings commenced or responded to by the City during the 2019-2020 financial year as noted in the Confidential Attachment.

COMMITTEE RECOMMENDATION

MOVED Cr K Allen SECONDED Cr P Corke

That the recommendation be adopted.

CARRIED UNANIMOUSLY 6/0

Background

At its meeting held on 13 December 2018, Council adopted the *Legal and Expert Advice and Proceedings between the City and Other Parties Policy* (Policy) and associated Delegated Authority, to clarify the methodology by which legal or other expert advice is provided to Elected Members, to enable them to perform their civic function.

As a result, the 'Legal Advice Register', provided annually to the Audit and Strategic Finance Committee, is now limited to the notification of those issues which are in relation to, or a result of a Council resolution, or where the amount related to administrative advice is of such an amount to warrant Council's attention, which is capped at \$2,000 or above.

Submission

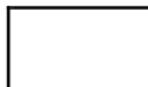
N/A

Report

Clause 1 *Application* of the Policy states:

'This Policy applies in relation to legal and other expert advice sought by Council, and legal proceedings commenced or responded to by the City of Cockburn, or any person acting in their capacity as a representative of the City of Cockburn and for whom the City of Cockburn is vicariously liable.'

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Clause 3 *Commencing Legal Proceedings* of the Policy states:

'(7) The Chief Executive Officer shall establish and maintain a procedure which enables those matters which are subject to the terms of this section to be centrally recorded and updated.

(8) A record of the procedure mentioned in (7) above shall be presented to the Audit and Strategic Finance Committee at least annually, or as often as considered appropriate by the CEO, or as requested by the Audit and Strategic Finance Committee.'

A Summary of the Legal Proceedings commenced or responded to by the City during the 2019-2020 financial year, as a result of a Council resolution, or of a significant amount that warrants Council's attention, has been circulated under separate confidential cover.

Strategic Plans/Policy Implications

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

The table below highlights the legal fees expensed during 2019-2020 with commensurate, where relevant, reimbursements, fines and penalties arising from the incurring of the legal expenditure. The table lists the legal services cost incurred for legal advice ≥ \$2,000, per subject matter.

Costs ≥ \$2,000 incurred for legal services during 2019–2020 financial year	
Legal Firms' Fees	Actual Paid
Jackson McDonald	\$616,197.86
Kott Gunning	\$22,650.85
McLeod Solicitors and Barristers	\$145,284.56
Total legal firms fees	\$784,133.27
Fines and penalties income	(\$175,306.45)
Net legal fees (after fines and penalties)	\$608,826.82

The above includes industrial relation issues, unauthorised developments, untidy properties, litter, environmental health, and dog licence infringements.

Legal Implications

Part 9 Division 2 of the *Local Government Act 1995* refers.



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Community Consultation

N/A

Risk Management Implications

There are no risks associated with this recommendation, however failure to present this report to Council annually presents a “Low” level of “Compliance” risk in accordance with Council adopted Policy 'Legal and Expert Advice and Proceedings Between the City and Other Parties'.

Advice to Proponents/Submissioners

N/A

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

Nil



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12. PLANNING AND DEVELOPMENT DIVISION ISSUES

Nil



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13. FINANCE AND CORPORATE SERVICES DIVISION ISSUES**13.1 (2020/MINUTE NO 0013) ANNUAL BAD DEBTS REVIEW AND WRITE-OFFS FOR 2019-2020****Author(s)** N Mauricio**Attachments** N/A**RECOMMENDATION**

That Council receive the report on bad debts written off under delegation.

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr C Stone

That the recommendation be adopted.

CARRIED UNANIMOUSLY 6/0

Background

Section 6.12 (1)(c) of the *Local Government Act 1995* allows local governments to write off any amount of money owing to it (other than rates and service charges). This action is necessary where delinquent debts become uncollectible.

The City's administrative policy for debtor management states that bad debt write offs should only be contemplated when all avenues for recovery have been exhausted, or that it is unviable to keep pursuing the debt.

At the September 2020 Ordinary Council Meeting, Council increased the Delegated Authority for writing off bad debts (other than for rates and service charges), up to an individual debt value of \$5,000. This delegation has been given to the Director Finance and Corporate Services.

Submission

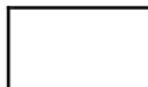
N/A

Report

Whilst the City has a very good track record in managing and collecting its outstanding debts, there will always be some debts that become uncollectible for various and unavoidable reasons.

The City's debtor profile comprises commercial debtors (mainly landfill trade debtors), regulatory debtors (applications, licences, infringements) and community debtors (hall and reserve hire and provision of community related services).

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Bad debts are usually attributable to failed businesses, untraceable debtors or insolvent community groups. Some outstanding debts are not worth pursuing due to their relative low value against high costs for legal recovery.

The City’s revenue team conduct regular reviews of overdue debts and identify those required to be written off, being those where all recovery efforts have been exhausted. A write off recommendation is then sought from the initiating Business Unit Manager, before being submitted for write-off either under delegation or by Council.

For 2019-20, there were no debts greater than \$5,000 identified for write off by Council. The following summary of debts written off under delegation is provided in accordance with the requirements of Council’s “Debt Write Off, Concession or Waiver” Delegated Authority:

Debt Category	No. of debts	Amount written-of \$(ex gst)	Amount to be written-off \$(inc gst)
Community (hall/reserve hire, services)	4	972.08	\$1,069.29
Commercial property lease/rent	2	2,023.91	2,226.30
Regulatory related (licences, health prosecutions, planning matters)	1	3,939.00	3,939.00
Small Balance Write Offs	19	49.71	49.71
Sundry Debts Sub-Total	26	6,984.70	7,284.30
Infringements – FER recommended	10	2,543.60	2,543.60
Infringements – unregistered/interstate vehicles	14	1,400.00	1,400.00
Infringement/Legal Write-Offs Sub-Total	24	3,943.60	3,943.60
Debt write off under delegation Total	50	10,928.30	11,227.90

It is worth noting that there were no debts proposed for write off at the Henderson Waste Recovery Park in 2019/20. This business operation represents the biggest risk area for the City’s debt collection, with nearly \$4 million invoiced on standard credit terms to commercial customers. This result somewhat provides evidence that current credit control practices are operating effectively for the City.

The City’s largest revenue and debt source, property rates and service charges, are secured against the property. Accordingly it is extremely rare for the City to recommend a related debt write off for property rates and service charges to Council. The City does write off small balances within rates accounts that are mostly related to interest charges and are very immaterial.



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Strategic Plans/Policy ImplicationsListening and Leading

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Budget/Financial Implications

Bad debts written off totalling \$10,928.30 (ex GST) were offset against their associated revenue sources, given the City does not maintain a doubtful debts provision due to the immateriality of past debt write-offs.

Legal Implications

Uncollectable sundry debts require Council authorisation in order to be written off under the provisions of the *Local Government Act 1995* Section 6.12 (1)(c), unless Council has delegated this power. Council has approved a Delegated Authority for writing off bad debts up to \$5,000, other than for rates and service charges.

Community Consultation

N/A

Risk Management Implications

It is considered good financial and risk management to regularly assess overdue debts in order to determine likelihood of collection. Those debts assessed as uncollectible should be written off to improve the accuracy of the receivables value recorded in the balance sheet (as is expected by financial audit). This also helps to ensure debt collection efforts and resources are better focused towards genuinely collectible debts.

Advice to Proponents/Submitters

N/A

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

Nil

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13.2 (2020/MINUTE NO 0014) REVIEW OF MONETARY AND NON-MONETARY INVESTMENTS FOR 2019-2020

Author S Downing
Attachments N/A

<p>RECOMMENDATION That Council receive the information.</p>
<p>COMMITTEE RECOMMENDATION MOVED Cr P Corke SECONDED Cr C Stone That the recommendation be adopted. <p style="text-align: right;"><u>CARRIED UNANIMOUSLY 6/0</u></p> </p>

Background

Policy ‘Investments of Funds’ Clause 5.2 requires:
An Annual Report on the performance of the investment portfolio will be submitted to Council outlining the performance of the portfolio for the financial year.”

Submission

N/A

Report

As per the Policy Investment of Funds, the following report is divided into two parts. The first part is a report on cash investments held by the City and the second part is for non-cash investments.

Cash Investments

The City earned the following interest income during 2019-2020 (LY2018-2019):

- Municipal/Reserve Funds (MFR) \$3.994m (\$4.991m);
- Rates – Administration Interest \$0.511m (\$0.462m);
- Rates – Penalty Interest \$0.212m (\$0.246m);
- Deferred Pension Rates \$0.023m (\$0.024m);
- ESL Interest \$0.037m (\$0.035m); and
- Total Interest Income \$4.727m (\$5.760m).

Interest income from the surplus cash in the Municipal Fund and Reserves (MFR) totalled \$3.994m (\$4.991m). The interest rates earned by the MFR over the twelve months varied from 2.53% (2.71%) in July 2019 to 1.52% (2.64%) in June 2020.



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The interest income earned from the other four sources, Rates – Penalty Interest, Rates – Administration Interest, Deferred Pension Rates and ESL Interest, was not earned on the management of surplus cash but on outstanding debts due to the Council.

The *Local Government Act 1995* provides the heads of power for a Council to impose interest on outstanding rates. Rates – Administration Interest and ESL Interest are charged at 3.5%, whilst Rates – Penalty Interest is charged at 7%. The *Local Government Act 1995* has a maximum interest rate of 11%. The Council has always elected to impose a lower interest rate.

Please note that Rates – Administration Interest and Rates – Penalty Interest will not be charged in 2020-2021 as a result of Council's response to COVID-19.

The rate for Deferred Pension Rates for 2019-2020 was 1.06% (2.26%). All surplus funds are invested in accordance with the *Local Government Act 1995*, associated regulations and Council's Investment Policy. All cash investments/term deposits were and are compliant with Council's Investment Policy.

The surplus funds are invested in term deposits with APRA regulated financial institutions, apart from two investments. The amendment to the regulations requiring Council's only invest in term deposits with a maturity less than twelve months was gazetted with an over-rider allowing existing investments with a maturity greater than twelve months and in non-term deposits to go to maturity (grandfathering).

The last remaining grandfathered investment is the reverse mortgage backed security, Emerald. The original investment was \$3m in three \$1m tranches. The City is currently receiving interest at the rates of 0.54%, 0.84% and 1.05% on the respective tranches.

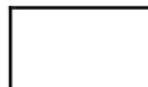
Additional 'step-up' interest is also accruing on these three tranches at 0.9%, 1.5% and 1.9% respectively, which will be paid to the City upon maturity. The current balance of 'step-up' interest owing to the City is \$404,676. The outstanding balance for the Emerald investment is \$2.516m.

Non-Cash Investments

The City has substantial freehold land on its balance sheet. As at the 30 June 2020 that total was \$82.97m (LY \$82.95m). The makeup of the land comprises sumps, reserves, land available for sale, freehold parks and land which Council buildings and facilities occupy.

The Council's Land Management Strategy 2017 had identified a range of land assets that are surplus to requirement, or land that could be made saleable with investment from Council. The concept is to monetise freehold land (where possible) so as to re-invest in income producing property to receive a stream of rental income. The Land Management Strategy provides for a reconciliation of the freehold land and that which is surplus to requirements.

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Rental Income

The rental income earned for 2019-2020 on commercial properties and lands including Cockburn Health and Community Centre, GP Super Clinic, Port Coogee Marina Pens and Office, Youth Centre (office and commercial), commercial areas of Cockburn ARC totalled \$4.81m (LY \$4.87m), excluding GST and Variable outgoings.

The current value of commercial real estate is \$73.06m (as at 30 June 2020 on a written down value for buildings and at valuation for land).

As a result of COVID-19, eighteen tenants have applied for and received rent relief at per the State Government's guidelines. To date rent totalling \$185,354 has been waived and \$123,569 has been deferred and will be recovered over the life of the lease.

The net rental revenue from the Cockburn Health and Community Centre is quarantined within a financial reserve for the purpose of future maintenance requirements for the facility. This is to ensure that there is no future demand for the Municipal Fund to meet capital or operating maintenance costs. The City also quarantines funds received from the Naval Base Shacks to meet the future capital maintenance needs of this unique asset.

Land Sales

The following land sales were settled in 2019-2020:

- 61 Delaronde Drive, Success \$0.65m (August 2019)
- 46 Riverina Parade, Munster \$0.35m (November 2019)
- Lot 1300 (No.10) Goldsmith Road, Spearwood \$0.38m (Sept 19).

Total land settlements (ex-gst) \$1.38mm

Land sold and not settled in 2019-20:

- 1 Semple Court, South Lake \$2.59m (December 2020)
- Lots 9004 and 805 Merevale Gardens, Beeliar \$6m
Due to settle on 31 May 2021 (settlement delayed due to COVID-19). Planning Application to go to JDAP in February 2021
- Lot 1003 Bundegi Grove and 58 Tindal Avenue, Yangebup \$5.23m.

Funds received from the sale of surplus land are placed into the Council's Land Development and Investment Fund Reserve.

Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.
- Deliver value for money through sustainable financial management, planning and asset management.



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Budget/Financial Implications

All items are reported in the financial statements of the City.

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

This is an information only report on the investments undertaken by the City on behalf of the Council.

Advice to Proponents/Submitters

The proponents and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 19 November 2020 Audit and Strategic Finance Committee meeting.

Implications of Section 3.18(3) Local Government Act 1995

Nil



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**(2020/MINUTE NO 0015) REPORT ON OFFICE OF AUDITOR
GENERAL PERFORMANCE AUDIT LOCAL GOVERNMENT
BUILDING APPROVALS AND THE CITY OF COCKBURN'S
RESPONSE**

- Author** J West
Attachments 1. List of OAG Performance Audits 2019 and 2020
 2. Office of Auditor General - Performance Audit -
 Local Government Building Approvals

RECOMMENDATION
 That Council receive the Office of Auditor General's Performance Audit Report on Local Government Building Approvals, as attached to the Agenda.

COMMITTEE RECOMMENDATION
 MOVED Cr P Corke SECONDED Cr C Stone
 That the recommendation be adopted.

CARRIED UNANIMOUSLY 6/0

Background

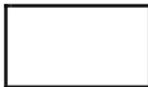
The Office of the Auditor General (OAG) has undertaken 23 audits in the last two years (A full list is at attachment 1) with 7 focused on Performance Audits in Local Government including:

- Records Management in Local Government
- Local Government Building Approvals
- Fraud Prevention in Local Government
- Local Government Contract Extensions and Variations
- Information Systems Audit Report 2020 – Local Government Entities
- Regulation of Consumer Food Safety by Local Government Entities
- Waste Management - Service Delivery

The City of Cockburn has participated in two such Performance Audits to date and presented to the Audit and Strategic Finance Committee -

1. Timely Payment of Suppliers (July 2018)
2. Records Management in Local Government (July, 2019).

To ensure the City adopts best practice in the industry, when any such Performance Audits with a Local Government focus are undertaken by the OAG with other Local Governments, the City independently prepares a report to be submitted to the Committee on performance and any improvement opportunities as a result of the OAG audit findings and recommendations.



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Submission

N/A

Report

A copy of the OAG Performance Audit Local Government Building Approvals (see attachment 2) provides a response from the relevant manager on the recommendations contained in the OAG audits detailed below:

OAG Recommendation 1

Albany, Gosnells, Joondalup and Mandurah should:

- a) Require written Declarations of Interest from assessment staff, and ensure appropriate mitigation action is taken for any conflicts.
- b) Improve the transparency of their building control activities by providing information about permits, monitoring and enforcement activities, and building related complaints to the Building and Energy Department of the DMIRS, community and industry stakeholders.
- c) Develop and implement a risk-based approach to monitor and inspect building works.
- d) Improve guidance to staff on how to prioritise and manage building related complaints and enforcement activities to resolve community concerns and non-compliance issues in a timely way.

City of Cockburn Response

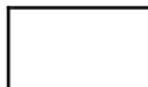
- a) The City of Cockburn has its own form and process that must be completed to the satisfaction of management by all employees who may have a conflict of interest.
- b) Information about all determined applications is forwarded each day to the Building and Energy Department of DMIRS. This includes specific City application monitoring data. DMIRS then sends the required data set to Landgate, the Australian Bureau of Statistics and other uses.

Current building legislation does not require checking of building works under construction. DMIRS has however liaised with local governments to determine if provision should be included in the Building Act and Building Regulations for such and how that could be funded.

Permits issued for private swimming pools and barriers are monitored in accordance with legislative requirements. The Building Act also facilitates the recouping of all costs by way of a swimming pool levy. The City has an effective and efficient swimming pool inspection program that runs cost neutral from the City's aspect.

- c) Currently not available other than compliance issues that are drawn to the City's attention via our general assessment processes or by members of the public.

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- d) City employees work diligently to meet the requirements of the City of Cockburn Customer Service Charter. The Building Services Department has a good reputation working with a large number of complaints and in particular vexatious complainants. The City has very few complaints in regard to its permit approval processes due to the efficiency and effectiveness of the system and the experienced staff.

OAG Recommendation 2

Joondalup and Mandurah should limit the authority and delegation to issue permits only to appropriately trained staff that assess and issue permits.

City of Cockburn Response

This is not an issue at the City of Cockburn. All staff are trained and have the relevant delegated authority to issue permits.

OAG Recommendation 3

Albany and Joondalup should only start, pause and stop the clock in accordance with the requirements of the Act.

City of Cockburn Response

The City honours the requirements of the start, pause and stop the clock process in accordance with the Building Act. This information is sent to Building and Energy on a daily basis.

OAG Recommendation 4

The Building and Environment Department at DMIRS should consult further with local government entities and stakeholders:

- a) On a way to assist local government entities is to implement consistent practices; and
- b) To determine if it will progress or cease development of the centralised e-lodgement and assessment system.

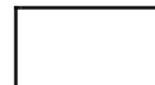
City of Cockburn Response

The City's Building Services Department has worked hard over many years to establish a very effective, transparent and accurate permit assessment and reporting set of processes with the Building and Environment Department at DMIRS, setting the City of Cockburn at the forefront of current Local Government practices.

Strategic Plans/Policy Implications**Listening and Leading**

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.



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Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Audit activities are an important mitigation measure in addressing risk. It is important that any audit findings and recommendations from the OAG's Performance Audits are considered and addressed.

Advice to Proponents/Submitters

N/A

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

Nil



Date	Topic of Performance Audit	Responsible Entity
24/9/20	Transparency Report: Current Status of WA Health's COVID-19 Response Preparedness	Dept of Health
31/8/20	Managing the impact of plant and animal pests: follow-up	Department of Primary Industries and Regional Development and the Department of Biodiversity, Conservation and Attractions
20/8/20	Waste Management - Service Delivery	Local Government
15/7/20	Working with children checks – managing compliance	Depts of Health/Education/Justice
30/6/20	Regulation of Consumer Food Safety by Local Government Entities	Local Government
25/6/20	Information Systems Audit Report 2020 – Local Government Entities	Local Government
18/6/20	WA' Transition to the NDIS	Depts of Communities/Premier and Cabinet/Treasury
21/5/20	Regulation of asbestos removal	WorkSafe
12/5/20	Audit Results Report – Annual 2019 Financial Audits	UWA, ECU, Curtin & Murdoch plus 5 TAFEs
4/5/20	Local Government Contract Extensions and Variations	Local Government
27/3/20	Control over purchasing cards	State Government Entities
4/12/19	Fee setting by the Department of Primary Industries and Regional Development & WA Police Force	Department of Primary Industries and Regional Development WA Police Force
23/10/19	Working with children checks – follow up	Dept of Communities
9/10/19	An analysis of the Department of Health's date relating to state-managed adult mental health services from 2013 to 2017	Dept of Health
15/8/19	Fraud Prevention in Local Government	Local Government
14/8/19	Access to State-Managed Adult mental health services	Dept of Health
31/7/19	Delivering Western Australia's Ambulance Services – Follow-up audit	Dept of Health/St. Johns Ambulance service
26/6/19	Local Government Building Approvals	Local Government
19/6/19	PathWest Laboratory Information System Replacement Project	PathWest
12/6/19	Improving Aboriginal Children's ear health	Dept of Health
15/5/19	Audit Results Report – Annual 2018 Financial Audits	UWA, ECU, Curtin & Murdoch plus 5 TAFEs
15/5/19	Firearm Controls	WA Police Force
9/4/19	Records Management in Local Government A report on the recommendations of this Performance Audit was provided to the July 2019 A&SF Committee	Local Government

Western Australian Auditor General's Report



Local Government Building Approvals



Report 28: June 2018-19



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The Office of the Auditor General acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

Local Government Building Approvals

Report 28
June 2018-19





THE PRESIDENT
LEGISLATIVE COUNCIL

THE SPEAKER
LEGISLATIVE ASSEMBLY

LOCAL GOVERNMENT BUILDING APPROVALS

This report has been prepared for submission to Parliament under the provisions of section 25 of the *Auditor General Act 2006*.

This was a narrow scope performance audit, conducted under section 18 of the *Auditor General Act 2006* and in accordance with Australian Auditing and Assurance Standards. Narrow scope performance audits have a tight focus and generally target compliance with legislation, public sector policies and accepted good practice.

The audit objective was to determine if local government entities effectively regulate residential building permits.

I wish to acknowledge the cooperation of staff at the local and state government entities included in this audit.

A handwritten signature in black ink, appearing to read 'Caroline Spencer'.

CAROLINE SPENCER
AUDITOR GENERAL
26 June 2019

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Auditor General's overview

In 2016, my office tabled a report on the *Regulation of Builders and Building Surveyors* focussed on the Building Commission's (now the Building and Energy Division within the Department of Mines, Industry Regulation and Safety) regulatory functions. This current audit recognises the important role that local government entities have to control building activities in their areas through approval of building permits, and monitoring and enforcement of compliance with those permits.



I was pleased to find that the local government entities reviewed in the audit were properly assessing permit applications against requirements in the *Building Act 2011* and issuing most building permits within the legislated timeframes. The audit also identified opportunities for local government entities to strengthen their controls to reduce the risks of inappropriate permit approvals, and improve the transparency of their building control activities.

It was however disappointing to find that local government entities undertake limited monitoring and inspections of building works, and that compliance issues were not always resolved quickly. The *Building Act 2011* provides local government entities with compliance and enforcement powers that can assist with ensuring buildings comply with permits and are safe, but that also act as a significant deterrent to anyone contemplating non-compliance. However, we found these powers were little used.

I note that the Building and Energy Division is considering regulatory reforms to address compliance and enforcement shortcomings identified in the 2018 Shergold Weir report *Building Confidence*. A key part of this work is the development of a consultation paper with options for independent inspections at key stages of building works. I will watch with interest how state and local government entities and the building industry collaborate to implement measures to protect the quality and safety of homes in WA.

I encourage all local government entities to use Appendix 2 as a guide to improve their building control functions.

Executive summary

Introduction

The objective of this audit was to determine if local government (LG) entities effectively regulate residential building permits (permits). The specific lines of inquiry were:

- Do LG entities adequately assess permit applications?
- Do LG entities effectively monitor and enforce compliance with permits?

We audited the following 4 LG entities in metropolitan and regional Western Australia (WA) that had issued a large number of permits, and the Building and Energy Division (formerly the Building Commission) within the Department of Mines, Industry Regulation and Safety:

- City of Albany (Albany)
- City of Gosnells (Gosnells)
- City of Joondalup (Joondalup)
- City of Mandurah (Mandurah).

Background

A permit is usually required for construction or renovation of any building. This includes new houses, carports and sheds. The permit process is legislated under the *Building Act 2011* (Act). In 2017-18, all LG entities in WA issued around 18,400 permits for residential buildings. Of these, nearly 13,500 related to new houses with a total value of more than \$3.8 billion.

To get a permit, either a certified or an uncertified application must be lodged with the relevant LG entity, along with the fee prescribed in the Building Regulations 2012¹. A permit can be issued when building plans meet the requirements of the Act, the Building Code of Australia (Code)², and planning and other required approvals. LG entities must assess certified applications within 10 business days and uncertified applications within 25 business days, unless the applicant and the LG entity agree in writing to extend the time. Figure 1 summarises the permit process.

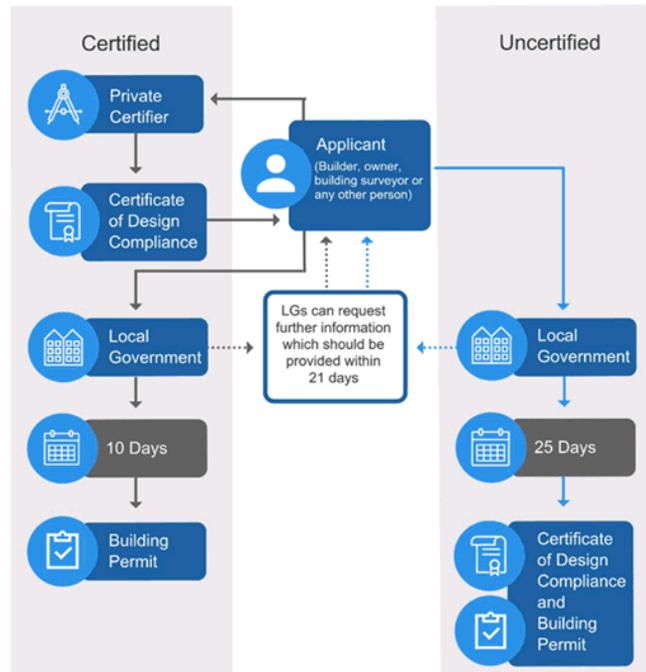
If information in the application is missing or incorrect, LG entities can request information informally (via email or phone), or formally based on the Act's requirements. LG entities can only formally request information and 'pause the clock' for up to 21 days, once. Thereafter, LG entities have the remainder of the 10 or 25 days to process the application.

If LG entities do not meet the timeframes or the agreed extended time, they must refund the application fee, but may still process the application. The clock stops when the permit is issued. A permit is valid for 2 years unless otherwise specified or extended.

¹ A certified application costs 0.19% of the estimated value of building works while an uncertified application costs 0.32%. The minimum fee payable is \$97.70

² Sets quality and safety standards for the design and construction of buildings and other structures throughout Australia





Source: OAG

Figure 1: Building permit process under the *Building Act 2011*

LG entities are required under the Act to keep a public register of permits and records of approved plans for owners and relevant parties to inspect.

Construction in all states and territories is a regulated activity. In WA, the Act gives LG entities the power to monitor and inspect building works to ensure compliance with the permit, but does not mandate any particular level of monitoring or inspections. The Act also provides LG entities with the power to issue building orders to remedy or stop building works, and prosecute builders and owners for non-compliance. Failing to comply with a building order carries a penalty of up to \$50,000 for a first offence and up to \$100,000 and 12 months imprisonment for subsequent offences.

The Building and Energy Division (B&E), supports the functions of the Building Commissioner legislated in the Act. B&E administers the Act and provides advice to LG entities and the building industry. It also regulates builders and surveyors through the issue of licences, monitoring compliance with building laws, and complaint processes. B&E can investigate alleged breaches of building laws, take disciplinary action against builders, and refer building non-compliance matters to LG entities. We audited how B&E regulates builders and surveyors in our 2016 *Regulation of Builders and Building Surveyors*³ audit.

³ [Report 12: June 2016: Regulation of Builders and Building Surveyors](#)

Since July 2016, B&E has collected permit information from LG entities such as details of builders, application processing times (including start-pause-stop clock and reasons), permit decisions, and conditions. This information is stored in B&E's Building Permit Database (Permit Database).

Conclusion

All 4 LG entities in our sample adequately assessed applications and issued nearly all permits within legislated timeframes between July 2016 and June 2018. They also improved timeliness of approvals over the last 4 financial years. However, different approaches to when LG entities started, paused and stopped the clock raise concerns about the accuracy and comparability of these processing times. Key controls to promote transparent and accountable decision-making had also either not been implemented or were not effectively managed.

The LG entities monitored and inspected building projects to identify non-compliance but the limited extent of this work meant they do not confidently know if building works in their area comply with requirements of permits. All LG entities we reviewed relied on complaints from the community and others as the primary means of identifying instances of non-compliance. Resolution of these issues was not always timely with some matters taking years to finalise.

Key findings

LG entities adequately assessed permit applications, but could improve their processes

The LG entities assessed permit applications against requirements in the Act. Our review of 100 applications received between July 2016 and June 2018 across the LG entities, found permit processes were followed and decisions recorded in their systems. Permits were issued only when applications contained the required supporting documents and approvals.

However, we identified control weaknesses that could result in applicants receiving preferential treatment, biased decisions and permits that had not been properly authorised. We found:

- none of the LG entities recorded conflicts of interest related to applications. We note staff declare interests annually to comply with the *Local Government Act 1995*, however these did not cover conflicts of interest relating to permits
- at Mandurah, staff could approve and issue permits without being authorised to do so
- Joondalup had 9 different positions, including administration officers and personal assistants, authorised to approve permits.

The LG entities used different processes and interpretations of the Act to receive and assess applications. Builders we spoke with confirmed our observations and told us about the impact of this on their operations. These different practices can limit the consistency and efficiency of approval processes. For example:

- all 4 LG entities provided online application lodgement and tracking facilities, but Joondalup required one-off applicants to apply by e-mail or over the counter
- Gosnells reviewed all certified applications in detail while the other 3 LG entities only checked these applications for completeness. The Act does not require LG entities to check the Certificate of Design Compliance (CDC) or prohibit them from doing so



- Albany paused the clock for informal requests, which is contrary to the Act, and Joondalup stopped the clock after application assessments were complete, but before issuing permits. These practices can provide misleading information on the number of days taken to issue permits. Both LG entities advised they had adopted compliant practices as a result of the audit.

B&E received around \$2.5 million of State funding to deliver an electronic lodgement and assessment system by 2017-18 to standardise the permit approvals processes. However, the system has not been developed. B&E told us that it consulted with large LG entities during the audit and found a lack of support for the system as LG entities had already modified their systems and processes to align with the permit approval requirements of the Act.

Most permits were issued on time

The LG entities issued most permits on time. Between July 2016 and June 2018, about 98% of applications were assessed within the required timeframes. Nearly all had a permit issued. This helps builders and owners to plan building works, and avoid potential losses and delays. We also found the LG entities improved the timeliness of permit approvals in the past 4 financial years.

The LG entities took around 3 times longer to issue permits when they received incomplete and incorrect applications and had to wait for more information from applicants. Most of the LG entities' information requests we reviewed related to:

- missing or inadequate information in the CDC
- home indemnity insurance and other approvals such as owner builder approval, or water services notifications.

Applicants can avoid delays in permit approvals if they submit complete and correct applications.

LG entities provided limited building activity information to B&E, community and industry stakeholders. The limited use of the Permit Database amongst LG entities means comprehensive building data is not collected across the sector. For example, only 8 metropolitan LG entities, including Gosnells, report data online to the Permit Database. A lack of reporting makes it difficult for B&E and other stakeholders to assess performance against legislated permit timeframes and other building control activities.

LG entities do not effectively monitor and enforce compliance with permits

The LG entities monitored and inspected building progress but this work was limited. Albany monitored permit expiry, Gosnells inspected footings, and Joondalup and Mandurah carried out one-off compliance activities on a small sample of building works. None regularly monitor or inspect at other stages of works. This is concerning given B&E's most recent inspection of 337 new houses found that nearly 30% to 50% of key building stages did not satisfactorily comply with building standards. This included non-compliant slab, roof and bushfire area requirements that may lead to future building quality and safety issues.

The LG entities did not always resolve community concerns about building works in a timely manner. Our review of 43 complaints found 6 compliance matters were not resolved in a timely manner across Albany, Joondalup and Mandurah. These 3 LG entities often granted extensions to owners and builders to comply. Albany had 1 matter which took 7 years to resolve.

Recommendations

Under section 7.12A of the *Local Government Act 1995*, the 4 sampled LG entities are required to prepare an action plan addressing significant matters arising from the audit relevant to their entity. This should be submitted to the Minister for Local Government within 3 months of this report being received by the local government, and published on the LG entity's website within 14 days after giving the report to the Minister. This action plan should address the recommendations below that are relevant to their entity.

1. Albany, Gosnells, Joondalup and Mandurah should:
 - a. require written declarations of interest from assessment staff, and ensure appropriate mitigation action is taken for any conflicts
 - b. improve the transparency of their building control activities by providing information about permits, monitoring and enforcement activities, and building related complaints to B&E, community and industry stakeholders
 - c. develop and implement a risk-based approach to monitor and inspect building works
 - d. improve guidance to staff on how to prioritise and manage building related complaints and enforcement activities to resolve community concerns and non-compliance issues in a timely way.
2. Joondalup and Mandurah should limit the authority and delegation to issue permits only to appropriately trained staff who assess and issue permits.
3. Albany and Joondalup should only start, pause and stop the clock in accordance with the requirements of the Act.
4. B&E should consult further with LG entities and stakeholders:
 - a. on ways to assist LG entities to implement consistent practices
 - b. to determine if it will progress or cease development of the centralised e-lodgement and assessment system.

Response: Agreed

Implementation timeframe: by December 2019



Response from audited local government entities

All 4 LG entities supported the audit findings and generally accepted our recommendations.

The LG entities advised they intend to implement audit recommendations in the near future, with some already being addressed.

Appendix 3 includes the full responses from the LG entities.

Response from the Building and Energy Division

The Department of Mines, Industry Regulation and Safety's, Building and Energy Division is comfortable with the findings of the report and supports the recommendations.

Appendix 3 includes the full response from B&E.

Audit focus and scope

The audit objective was to determine if local government (LG) entities effectively regulate residential building permits (permits).

The specific lines of inquiry were:

- Do LG entities adequately assess permit applications?
- Do LG entities effectively monitor and enforce compliance with permits?

The following 4 LG entities were included in the audit:

- City of Albany (Albany)
- City of Gosnells (Gosnells)
- City of Joondalup (Joondalup)
- City of Mandurah (Mandurah).

The audit also included the Building and Energy Division (B&E) within the Department of Mines, Industry Regulation and Safety. We spoke with key staff who deal with coordination, compliance, complaints, the Building Permit Database and policy matters.

The audit focussed on the regulation of permits for new houses and major renovations requiring LG entity approval. We did not review approvals for planning, demolitions and commercial buildings or other building activities like patios, retaining walls and swimming pools. The audit did not assess how builders inspect the quality of their own work.

We audited permit approvals, monitoring and enforcement of compliance with the permits for the 2016-17 and 2017-18 financial years. At each LG entity, we tested 25 permit applications and at least 10 complaints. We also reviewed and assessed:

- policies and procedures for permit approvals, monitoring, complaints and enforcement, and declarations of conflict of interest and gifts
- the timeliness of approving permits against legislated 10 and 25 day timeframes
- monitoring and inspection activities
- enforcement actions
- complaints management.

We also consulted with a range of stakeholders including:

- Master Builders Association
- Housing Industry Association
- WA Local Government Association
- LG Professionals WA
- Building surveyors
- 2 building companies that operate across a number of LG entities in WA.

This performance audit was conducted under section 18 of the *Auditor General Act 2006* and in accordance with Australian Standard on Assurance Engagements ASAE 3500 *Performance Engagements*. We complied with the independence and other relevant ethical requirements related to assurance engagements. Performance audits primarily focus on the effective management of state and local government programs and activities. The approximate cost of undertaking the audit and reporting was \$340,000.



Findings

LG entities adequately assessed permit applications, but can improve their processes

All 4 LG entities ensured applications met the Act's requirements before issuing a permit. However, we identified some weak controls which reduce the transparency and accountability of permit decisions. LG entities also receive and assess applications differently which affect the consistency and efficiency of the approvals process.

LG entities only issued permits when legislative requirements were met

The LG entities had suitable permit systems and processes in place to receive applications and assess them against requirements in the Act (Appendix 1). Their systems and checklists prompted staff to complete step-by-step checks of all applications. We reviewed 100 permit applications across the 4 LG entities and found processes were followed to check that applications:

- were complete and included plans, fees and other supporting documents such as engineering reports and relevant insurances
- met requirements for any specific conditions like owner builder or health approvals
- had an appropriate bushfire attack level assessment for buildings within a bushfire prone area
- contained correct information on the builder, surveyor and the applicant.

This ensured permits were issued only when applications contained the supporting documents and approvals needed under the Act.

Weak controls may lead to inappropriate permit approvals

Conflicts of interest are not recorded and managed transparently

We found none of the LG entities recorded actual, potential or perceived conflicts of interest that arose when assessing permit applications. LG entities told us that staff only declared conflicts of interest verbally, to their supervisor, who then assigned the application to someone else. As a result, we were not able to determine if conflicts of interest were declared and managed appropriately. It is good practice to record conflicts of interest and actions taken to manage them.

Conflicts of interest may arise for assessment staff when they:

- are in relationships, or familiar with builders or owners. This is more likely when staff live in the local government area or have worked at the LG entity for some time
- have had past grievances with an owner, builder or private surveyor.

We note that LG entity staff complete an annual declaration on conflicts to comply with the *Local Government Act 1995*. However, these declarations did not cover conflicts of interest relating to permits.

Conflicts of interest can lead to biased or improper assessments. During the audit, the LG entities acknowledged these risks and said they would consider processes to record assessed conflicts of interest for each application.

Inadequate approval controls increase the risk of unauthorised issue of permits

Joondalup and Mandurah did not have adequate controls over the issue of permits. We found:

- Joondalup had 9 different positions (including administration officers and personal assistants) authorised to approve permits. Joondalup advised it is reviewing these delegations to remove any unnecessary or excessive delegated authority.
- At Mandurah, permit system users could approve and issue permits without delegated authority to do so. Although Mandurah requires its surveyors to sign a monthly declaration stating they completed the applications, this does not fully mitigate the risk of unauthorised permit approvals in the system.

Processes and systems differ across LG entities which leads to inefficiencies*Applications are lodged differently*

The process to apply for a permit and pay fees varied across the LG entities we reviewed. For example:

- although all the LG entities allowed applicants to submit and track applications online, Joondalup required one-off applicants to apply by email or over the counter
- the LG entities used different ways to pay application fees. Gosnells charged fees via a monthly account, while Joondalup sent email invoices with credit card or BPAY options.

Builders told us that some LG entities did not accept emailed applications and only accepted in person or posted applications, and had different document requirements and payment methods. They spoke about the inefficiencies, confusion and delays this created in applying for permits, particularly for builders who lodge applications across multiple LG entities.

In July 2015, the State provided around \$2.5 million to B&E to develop a centralised e-lodgement system to provide better access and consistency for lodgement and assessment of applications. The system had not been developed despite an implementation date by 2017-18, due to other priorities. B&E discussed its system proposal with 11 LG entities in February 2019, which together issued about 50% of permits in 2017-18. B&E told us that the LG entities were not supportive of the proposal as they had already modified their own systems and processes.

LG entities assessed certified applications with varying rigour, creating uncertainty for applicants

The LG entities assessed certified applications with varying rigour. Three limited their assessment to a high level review of the completeness of applications, whereas Gosnells sometimes reviewed information, such as the Certificate of Design Compliance (CDC), in more detail when it had concerns about compliance with the Code, or applications contained errors. Builders we spoke with told us about the impact of this on their operations. While we found these different practices reduced the consistency of approval processes across the LG entities it did not impact the timeliness of approvals. Gosnells still assessed most of these applications within the required 10 days. The Act does not require LG entities to check the CDC or prohibit them from doing so.

Two LG entities incorrectly recorded application processing times

Albany and Joondalup incorrectly paused and stopped the clock when assessing applications. These practices can result in misleading information on the number of days taken to issue permits. We found:



- Albany paused the clock for informal requests. This occurred in 4 of the 25 applications we reviewed. Other LG entities only paused the clock for formal requests, which is consistent with the Act. We found that despite this incorrect practice, Albany issued nearly all permits within 10 and 25 days. Albany told us it no longer pauses the clock for informal requests
- 3 LG entities stopped the clock when they issued the permit. In contrast, Joondalup stopped the clock when the surveyor completed the assessment but issued the permit only after a review of the assessment. In the last 2 financial years in Joondalup, this resulted in a time lag of 0 to 80 days for 1,231 certified applications, with only 17 permits issued after 10 days. Joondalup advised they had discontinued this practice since January 2019.

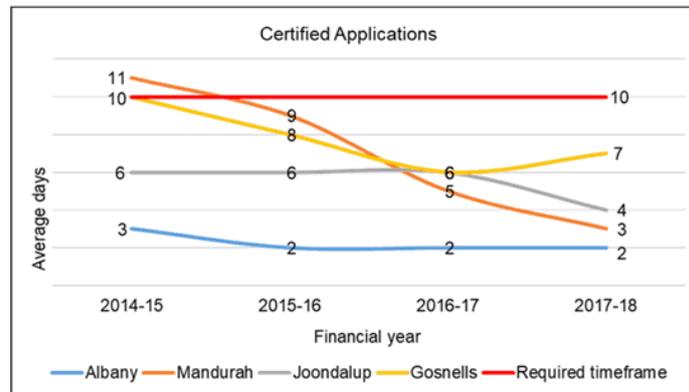
Most permits were issued on time

LG entities issued permits in required timeframes

Between July 2016 and June 2018, the LG entities assessed applications and issued most permits within the required timeframes. We calculated the time taken to issue permits and found:

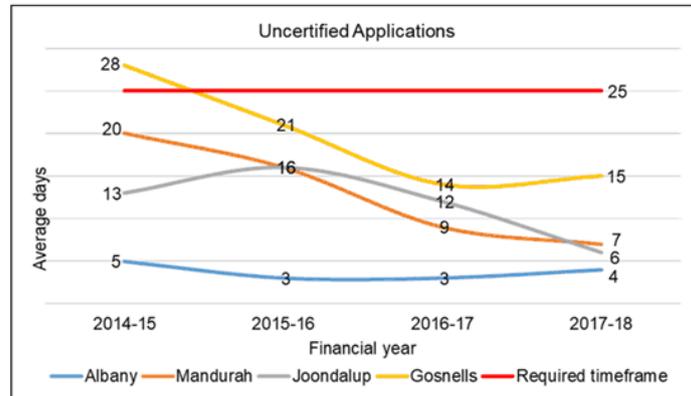
- about 98% of the 3,736 certified applications were assessed within 10 days. Nearly all had a permit issued
- about 98% of the 1,069 uncertified applications were assessed within 25 days. Nearly all had a permit issued.

All LG entities have improved the timeliness of their assessments over the last 4 financial years (Figures 2 and 3). Our review of approved and refused applications showed Albany and Joondalup had relatively consistent assessment times, while Mandurah and Gosnells improved over the last 2-3 years in part due to lower numbers of applications. Between July 2014 and June 2018, the number of applications received by the 4 LG entities declined by 35%.



Source: OAG using data from LG entities

Figure 2: Average time to assess certified applications



Source: OAG using data from LG entities

Figure 3: Average time to assess uncertified applications

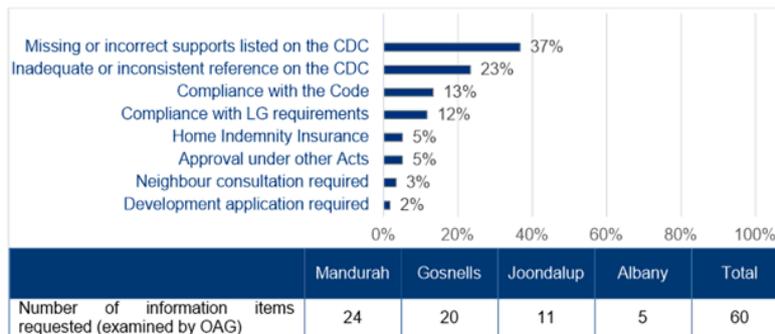
A future rise in building activity could put LG entities who take longer to issue permits at risk of not meeting the timeframes. Delays in issuing permits affect planning of building works and can lead to increased costs for applicants, particularly when they are renting and holding land.

Incomplete and incorrect applications often result in longer approval times

We found the LG entities took about 3 times longer to issue permits when they had to wait for more information from an applicant to assess an application. Around 75% of the information requests we reviewed related to incomplete or incorrect applications. This meant the majority of applicants could have avoided delays in their permit approvals if they had submitted complete and correct applications.

We reviewed 60 information requests for certified applications (Figure 4) and found:

- 60% related to missing or inadequate supporting information in the CDC
- another 15% related to incomplete applications such as mandatory information on home indemnity insurance or approvals required under building or health legislation.



Source: OAG using information from LG entities

Figure 4: Reasons for information requests by the LG entities



In the last 2 financial years the LG entities formally requested more information for around 38% of certified and 47% of uncertified applications. While these requests allowed LG entities to pause the clock for up to 21 days, it did add to the overall elapsed time to process applications.

Some requests for minor administrative errors could be resolved by informal requests (phone or email), which do not pause the clock. For instance, Albany adopted this approach advising us that they found it more efficient and customer-focused. In the last 2 financial years, Albany made fewer formal requests (32%) than the other LG entities (42%).

Reporting of permit information could be improved

All LG entities provided limited permit information to B&E, community and industry stakeholders. B&E's Permit Database aimed to fill this gap by collecting permit information from LG entities in a consistent format and more efficiently, but:

- only 8 metropolitan LG entities including Gosnells report data online to the Permit Database
- another 88 LG entities from regional WA report manually to the Permit Database, however these entities represent only a small proportion of permit approvals.

B&E told us that metropolitan LG entities do not report to the Permit Database because online reporting requires changes to the LG entities' permit systems, and manual reporting was not practical due to the large number of applications they received. A lack of reporting makes it difficult for B&E to assess LG entities' performance against legislated permit timeframes and other building control activities. This also impairs transparency and accountability on this important aspect of regulation by public sector entities.

We also found LG entities could provide more permit information to the community and industry stakeholders. Although all LG entities included the number and value of permits issued in their annual reports, only Mandurah reported the percentage of permits approved within the required timeframes, and none included information on complaints, monitoring or enforcement activities. This meant ratepayers had little information on how LG entities manage and regulate permits.

LG entities do not effectively monitor and enforce compliance with permits

The LG entities carried out limited monitoring, inspections and enforcement to ensure building works complied with permits. They identified most compliance matters through complaints but did not always take timely action to resolve them. The lack of monitoring and appropriate enforcement meant LG entities could not identify and address non-compliant building works or resolve community concerns in an effective and timely way.

Builders must also ensure their work complies with the permit and the Code, and submit a completion certificate to the LG entity within 7 days of finishing building works. Builders are legally responsible for faulty and defective work for up to 6 years after completion.

LG entities carry out limited monitoring and inspections of building work

None of the 4 LG entities had a formal policy or program to monitor and inspect building works, nor did they conduct monitoring or inspections at all key stages of building works. However, we found Albany monitored permit expiry, Gosnells inspected footings, and Joondalup and Mandurah did one-off projects on a small sample of building works (Figure 5). The Act gives LG entities power to monitor and inspect building works to ensure compliance

with permits. However, the Act does not require LG entities to inspect building works at key stages of construction.

The LG entities had not assessed the effectiveness of their existing compliance activities to understand whether they should continue their current work, or allocate resources to other quality and safety risks arising from non-compliance. LG entities advised that resource constraints and their inability to recover costs from current application fees limited the extent of their compliance work. A risk-based monitoring program could help LG entities use their limited resources to target the most serious and likely risks, and thereby provide better assurance that houses are well built and safe to live in.



Source: OAG using information from LG entities

Figure 5: Examples of monitoring by LG entities

Each year B&E inspects a small number of building works at key stages of construction. In the last 2 financial years, B&E inspected 337 new houses (1.2% out of nearly 28,500 approvals) and found nearly 30% to 50% of key stages did not satisfactorily comply with the Code or permit. For example, slab, roof and bushfire readiness issues were areas of identified shortcoming. These findings highlight the need for monitoring and inspections of building work to enhance compliance and provide safeguards to the community so that new houses meet quality and safety standards.

During our audit, B&E told us that it is preparing a consultation paper, which considers independent inspections. This will include options on who could do inspections, at what stages of construction, and the fees or costs. Other states, except for South Australia, require independent inspections at 4 to 6 key stages and most use private building surveyors to carry out these inspections. South Australian building law requires LG entities to inspect a certain percentage of building works every year.



LG entities could improve complaints processes to achieve more timely compliance

While all LG entities properly investigated complaints, they did not always take timely action to resolve community concerns about building works. In our review of 43 complaints about matters including building without a permit, deviation from the approved plans, and dangerous state of a building or structure, we found:

- 6 compliance matters across Albany, Joondalup and Mandurah took between 8 months and 7 years to be resolved. These LG entities often allowed builders and owners extensions to the required compliance time. Albany had 1 matter which commenced in 2011 and was resolved in 2018
- 10 complainants were not advised of the outcome. This sometimes led to follow up complaints for matters that were already being dealt with. Not advising complainants of the outcome is likely to result in a perception of unsatisfactory customer service and ineffective regulation.

Timely and appropriate enforcement action by LG entities deters non-compliance and sends a strong message to builders and owners who do not comply with permits. In the last 2 financial years Gosnells, Joondalup and Mandurah issued 24 building orders, of which 20 were issued by Gosnells. In the same period, the 3 LG entities prosecuted 8 matters. Penalties totalled \$122,000. However, Albany has not issued a building order or prosecuted a matter since the Act was introduced.

LG entities advised that they preferred an informal approach (education and warning letters) to maintain a softer image in the community. They also told us that a lack of resources, staff time and other costs limit their ability to take formal enforcement actions (building orders and prosecution).

Appendix 1 – Building permit application checklist

Information required to accompany certified and uncertified applications

Item	Certified	Uncertified
Certificate of Design Compliance	✓	x
Copy of each technical certificate used by the building surveyor in the Certificate of Design Compliance (if any)	✓	x
All prescribed authorities have been obtained ⁴	✓	✓
Heritage notifications	✓	✓
Water services notifications	✓	✓
Consent/court order for encroachments and/or for work affecting other land	✓	✓
2 copies of final plans (working drawings) and specifications	✓	✓
Evidence of payment of the Building and Construction Industry Training Fund Levy	✓	✓
Evidence of home indemnity insurance/s	✓	✓
Building Services Levy	✓	✓
Building Permit fee	✓	✓
Met the requirements of the relevant local government building permit checklist	✓	✓

Source: OAG using information from B&E

⁴ For example, if the building work is defined as 'development' under s.4 of the *Planning and Development Act 2005* each relevant approval under the Act.



Appendix 2 – Better practice principles

The following table shows key principles on which our audit focused. Our listed expectations are not exhaustive and do not cover all of the *Building Act 2011* (Act) and other compliance requirements.

Regulating building approvals		
Stage	Principle	Our expectation (what we expected to see)
Receive application	Lodgement and payment systems	<ul style="list-style-type: none"> • LG entity website provides adequate guidance to permit applicants. • Online system to lodge and pay for permit applicants. • Ability to track all applications online.
		<ul style="list-style-type: none"> • Policies and procedures which: <ul style="list-style-type: none"> ○ align with current legislation and building codes ○ explain the LG entity's interpretation of key terms of the Act ○ include guidance for staff to effectively manage permit assessments.
Assess application	Conflicts of interest	<ul style="list-style-type: none"> • Assess actual, potential or perceived conflicts of interest for each application. • Record whether a conflict of interest exists or not. • Record decisions and actions taken to manage any conflict of interest.
	Further information requests	<ul style="list-style-type: none"> • Where appropriate, use informal requests (phone or email) to resolve minor administrative errors more quickly.
	Quality review	<ul style="list-style-type: none"> • Review of assessment by a senior staff member, preferably a building surveyor.
	Record timeframes	<ul style="list-style-type: none"> • Staff start, pause and stop the clock as required by the Act. Particularly: <ul style="list-style-type: none"> ○ pause clock for formal requests only ○ ensure clock is paused only once ○ ensure further information provided by the applicant is correct before re-starting the clock ○ stop the clock when the permit is issued.
Issue permit	Staff delegations	<ul style="list-style-type: none"> • Delegate relevant staff with the authority to approve and issue permits. • Only delegated staff to have access to the permit system's approval and issue tasks.

Stage	Principle	Our expectation (what we expected to see)
Permit compliance	Monitoring	<ul style="list-style-type: none"> • Policies and procedures explain LG entity's regulatory approach and guidance on how to monitor and inspect building works, for example the nature and extent of possible monitoring and compliance enforcement actions including desktop review and on-site inspections. • Risk-based program for monitoring and inspections. Consider: <ul style="list-style-type: none"> ○ compliance risks during permit assessments (e.g. owner builders may lack building experience) ○ compliance history of the applicant, builder or surveyor ○ results of previous inspections and complaints ○ local risks such as site conditions and types of dwelling ○ other resources like B&E's website to identify builders and surveyors warned, fined or prosecuted for non-compliance.
	Complaints management	<ul style="list-style-type: none"> • Staff guidance on how to assess risks, assign a rating and prioritise complaints. • Timely referral of compliance matters to relevant staff. • Provide feedback to the complainant.
	Enforcement	<ul style="list-style-type: none"> • Policies and procedures on enforcement. • Consider appropriate enforcement method on a case by case basis: <ul style="list-style-type: none"> ○ informal (education, warning letters) ○ formal (building order, prosecution). • Follow up to ensure action is taken to remedy the non-compliance. • Escalate matters to senior staff if previous enforcement action did not achieve compliance.
Reporting	Performance information	<ul style="list-style-type: none"> • Report permit approvals, monitoring and enforcement data to B&E. • Provide key performance information to relevant stakeholders and the community. This could include information on: <ul style="list-style-type: none"> ○ number and value of permit applications received ○ time taken to issue permits ○ monitoring and inspection activities ○ building related complaints ○ number of non-compliance issues identified and resolved ○ number of building orders and prosecutions.

Source: OAG



Appendix 3 – Full responses from audited entities

City of Albany

We appreciate both the OAG's acknowledgement of what we are doing well, as well as identifying some improvement opportunities. We were especially proud of our very short turnaround times in relation to the other audited local governments and intend to continue to provide a high level of service to our community.

In relation to the recommendations made, we provide the following comment that we will include in the Action Plan required under 7.12A of the Local Government Act 1995:

City of Albany's specific responses to recommendations

- 1a. Noted.
- 1b. Subject to privacy considerations, our reporting processes have been modified to comply with these requirements.
- 1c. We will continue to comply with legislative requirements.
- 1d. The City of Albany has a Regulatory Compliance Policy and Guideline to ensure these recommendations are met.
3. The City of Albany agree to this and have implemented processes to immediately comply.

City of Gosnells

The City views the building control function as critical for ensuring community safety. In this regard, the speed of processing applications should not be a key metric. Instead, the City believes the community expect a vigorous assessment of building applications and the City is pleased that the OAG has recognised this while also noting the City complies with statutory timeframes.

The City notes that mandatory inspections of building construction is not required under current legislation. The City is not opposed to mandatory building inspections, but if this outcome is desired, the function should be self-funded to ensure that the wider community is not asked to pay for a function which has a very specific benefit.

The City acknowledges the dialogue with the OAG during the Performance Audit and is pleased that many of the City's comments have been accepted.

City of Joondalup

The City of Joondalup ("the City") supports the Office of the Auditor General (OAG) and its responsibility for carrying out performance audits within local governments. Prior to being included as one of the local governments in this audit, the City has found value in reviewing previous OAG reports to determine if any issues affecting other local governments exist at the City and if improvements to the control environment are necessary.

The City appreciates the opportunity to participate in the Local Government Building Approvals Performance Audit and accepts all the recommendations made by the OAG which will be, or already have been implemented to improve the City's systems for assessing building permit applications and build a more effective monitoring and enforcement regime to improve compliance.

The City is always willing to cooperate with any other government entities, including the Building Commission (now known as Building and Energy within the Department of Mines,

Industry Regulation and Safety) and the building industry, to improve the regulation of building permits and introduce a more consistent approach across the entire local government sector for the benefit of all stakeholders.

City of Joondalup's specific responses to recommendations

- 1a. Written declarations of interest from assessment staff was implemented in April 2019.
- 1b. The City will consider appropriate ways to inform the community and industry on these matters. Permit information is already provided to the Building Commission (Building and Energy). Information on the number, value and type (residential or non-residential) of building permits is already included in the City's Annual Report.
- 1c. As the current fee structure is cost neutral, if this approach is to be progressed there needs to be recognition in the statutory fee structure of the costs that would be incurred in applying this approach.
- 1d. A protocol to provide improved guidance will be developed.
2. Agree and implemented. Permits have always been determined by appropriately qualified and trained staff, and this delegation was only to allow for the administrative issuing of permits.

To provide better clarity around the delegation (*Building Act 2011* – Granting Building and Demolition Permit Applications, Building Approval Certificates, Building Certificate Strata, Occupancy Permits) it has been amended to reflect firstly its administrative intent, and secondly by providing a new condition that clarifies the delegation is restricted to administratively granting certificates and permits that have the relevant certifications of building compliance, construction compliance and/or design compliance, as certified and issued by a person meeting the qualification requirements of the Building Services (Registration) Regulations 2011.

Some sub-delegations from the Chief Executive Officer to employees have been removed as they do not form part of the building application approval process.

3. Agree and implemented. This practice ceased on 17 January 2019 and the time now being recorded accurately reflects the date a building application is received until the issue of the permit.

City of Mandurah

In acknowledging the findings and recommendations of this report, the City of Mandurah is broadly supportive of the recommendation to initiate building inspections. However, it is important that, despite the presence of localised activity, this is regulator-driven, consistent across all local governments and proposes a fee structure which enables local governments to recoup the cost of inspections.



Building and Energy Division

The Department of Mines, Industry Regulation and Safety's Building and Energy Division is comfortable with the findings of the report and supports the recommendations.

Building and Energy's specific responses to recommendations

1. Building and Energy agrees unconditionally with these recommendations 1. a, b, c and d.
2. Building and Energy agrees with recommendations 2 and 3. We suggest the recommendations should apply generally to all local government permit authorities, not just the four audited.
3. As above.
4. Agree with a, and b by December 2019. Building and Energy has been working with local government permit authorities on ways to implement more consistent practices. The goal is to align practices as a first step which will then pave the way for further streamlining of the permit application and approval processes.

In 2015, the former Building Commission published a "Guide to the building approvals process in Western Australia" to assist local government authorities, consumers and the building industry understand the permit application and approval process as prescribed under the Building Act.

Building and Energy will consult with local government permit authorities on the merits of further publications and other mechanisms to improve consistency in these processes.

Auditor General's Reports

Report number	Reports	Date tabled
27	Opinion on Ministerial Notification	20 June 2019
26	Opinions on Ministerial Notifications	19 June 2019
25	PathWest Laboratory Information System Replacement	19 June 2019
24	Verifying Employee Identity and Credentials	19 June 2019
23	Improving Aboriginal Children's Ear Health	12 June 2019
22	Opinions on Ministerial Notifications	5 June 2019
21	Engaging Consultants to Provide Strategic Advice	5 June 2019
20	Information Systems Audit Report 2019	15 May 2019
19	Audit Results Report – Annual 2018 Financial Audits	15 May 2019
18	Firearm Controls	15 May 2019
17	Records Management in Local Government	9 April 2019
16	Management of Supplier Master Files	7 March 2019
15	Audit Results Report Annual 2017-18 Financial Audits of Local Government Entities	7 March 2019
14	Opinions on Ministerial Notifications	13 February 2019
13	Opinion on Ministerial Notification	23 January 2019
12	Managing Disruptive Behaviour in Public Housing	20 December 2018
11	Opinions on Ministerial Notifications	20 December 2018
10	Opinions on Ministerial Notifications	18 December 2018
9	Treatment Services for People with Methamphetamine Dependence	18 December 2018
8	Opinions on Ministerial Notifications	10 December 2018
7	Audit Results Report – Annual 2017-18 Financial Audits of State Government Entities	8 November 2018
6	Opinion on Ministerial Notification	31 October 2018
5	Local Government Procurement	11 October 2018



Report number	Reports	Date tabled
4	Opinions on Ministerial Notifications	30 August 2018
3	Implementation of the GovNext-ICT Program	30 August 2018
2	Young People Leaving Care	22 August 2018
1	Information Systems Audit Report 2018	21 August 2018





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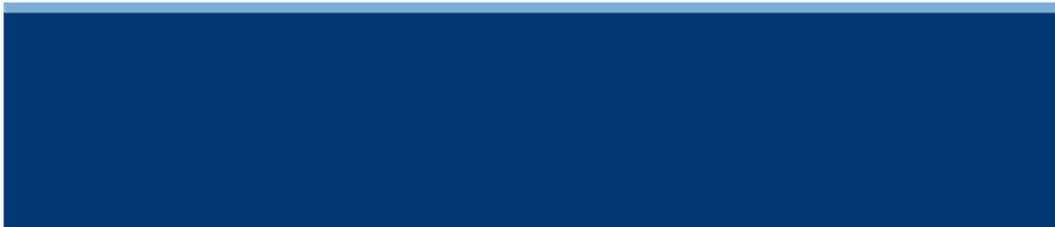
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Item 13.4

ASFC 19/11/2020

13.4 (2020/MINUTE NO 0016) REPORT ON OFFICE OF AUDITOR GENERAL PERFORMANCE AUDIT - FRAUD PREVENTION IN LOCAL GOVERNMENT AND CITY OF COCKBURN'S RESPONSE

Author	S Downing
Attachments	<ol style="list-style-type: none"> 1. OAG Performance Audit Report - Fraud Prevention in Local Government ↓ 2. Fraud Control Framework ↓ 3. Policy - Fraud, Misconduct Control and Resilience Framework ↓

RECOMMENDATION

That Council receive the Office of Auditor General's Performance Audit Report on Fraud Prevention in Local Government, as attached to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Cr C Stone SECONDED Cr P Corke

That the recommendation be adopted.

CARRIED UNANIMOUSLY 6/0

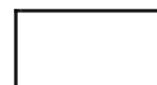
Background

The Office of the Auditor General (OAG) has undertaken a series of performance, financial and information system audits into functions or activities undertaken by Local Government in Western Australia. The City of Cockburn has participated in two such audits to date. The first, *Timely Payment of Suppliers* (report to this Committee in July 2018), and the second, *Information Systems Audit Report 2020 – Local Government Entities* (report to this meeting of the Committee).

The aim is that for any such audit undertaken by the OAG, where Local Government is the focus, a report will be submitted to the Audit and Strategic Finance Committee, with comments on the recommendations by relevant City Officers, as to its applicability to the City of Cockburn.

Since assuming responsibility for Local Government Audits in 2018, the OAG has undertaken and tabled in Parliament 14, Audit Reports that are Local Government focused:

- Control over Corporate Credit Cards (May 2018)
- Timely Payment of Suppliers (13 June 2018)
- Local Government Procurement (11 Oct 2018)
- Management of Supplier Master Files (7 Mar 2019)
- Audit Results Report - Annual 2017-18 Financial Audits of Local Government Entities (7 Mar 2019)
- Records Management in Local Government (9 Apr 2019)
- Verifying Employee Identity and Credentials (19 Jun 2019)



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- Local Government Building Approvals (26 Jun 2019)
- Fraud Prevention in Local Government (15 Aug 2019)
- Audit Results Report - Annual 2018-19 Financial Audits of Local Government Entities (11 Mar 2020)
- Local Government Contract Extensions and Variations (4 May 2020)
- Information Systems Audit Report 2020 – Local Government Entities (25 June 2020)
- Regulation of Consumer Food Safety by Local Government Entities (30 June 2020)
- Waste Management - Service Delivery (20 Aug 2020)

This represents around 26% of the 53 audits delivered in that period by the OAG, including to State Government agencies.

Submission

N/A

Report

A copy of the OAG Performance Audit Fraud Prevention in Local Government has been attached to the report with a response from the relevant manager on the recommendations contained in the OAG audits detailed below.

In line with better practice, all entities should ensure they implement a coordinated approach to manage their fraud risks. Entities should:

OAG Recommendation 1

Assess fraud risks across their business

City of Cockburn Response

This recommendation is supported.

An assessment occurs at the business unit level as part of the triennial assessment of risk.

OAG Recommendation 2

Develop a Fraud and Corruption Control Plan and review it at least once every two (2) years

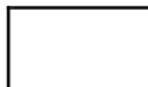
City of Cockburn Response

This recommendation is supported.

The City has implemented a Fraud Prevention, Control and Management Process Plan, supported by the following documentation:

- *City of Cockburn Fraud and Misconduct Control and Resilience Policy,*
- *City of Cockburn Elected Member Code of Conduct,*
- *City of Cockburn Code of Conduct for Staff,*

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- *City of Cockburn Information Communication and Technology (ICT) Code of Conduct,*
- *City of Cockburn Fraud and Misconduct Control and Resilience Framework, and*
- *City of Cockburn Public Interest Disclosure information Statement.*

The above are supported by Learning and Development modules which also provide induction and awareness for staff on procurement induction highlights fraud and misconduct.

OAG Recommendation 3

Develop and implement a periodic fraud awareness training program for all staff

City of Cockburn Response

This recommendation is supported.

LGIS are running training programs which the City is participating in.

The above are supported by Learning and Development modules which also provide induction and awareness for staff regarding procurement induction highlights fraud and misconduct.

The Human Resource Department – Staff Development have been tasked with preparing a specific Fraud Awareness Training Program of all officers with approval and spending rights. This training program will be compulsory and will be included in annual staff reviews.

OAG Recommendation 4

Ensure that all conflicts of interest are recorded, assessed and appropriate management plans are in place

City of Cockburn Response

This recommendation is supported.

Training is scheduled to be held in November 2020.

Governance will instigate and maintain relevant registers.

OAG Recommendation 5

Have policies and procedures in place to verify the identity and integrity of employees and suppliers

City of Cockburn Response

The fraud framework (attached) was prepared and updated by Governance as presented to the March 2019 Audit and Strategic Finance Committee Meeting, and subsequently adopted by Council at its Special Council Meeting held on 28 March 2019. The subsequent policy is also attached.

In addition the City undertook a supplier integrity check in 2019 with no issues. A check will be implemented in 2021.



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OAG Recommendation 6

Document clear internal processes and systems to report any potential fraud, that includes anonymous reporting

City of Cockburn Response

The recommendation is supported.

The fraud framework (attached) was prepared and updated by Governance as presented to the March 2019 Audit and Strategic Finance Committee Meeting, and subsequently adopted by Council at its Special Council Meeting held 28 March 2019.

OAG Recommendation 7

Collect and analyse information received about potential fraud to identify any trends or emerging issues.

City of Cockburn Response

This recommendation is supported.

Actions and procedures are in place to monitor and review risk associated with credit/purchase card use, the issue of purchase orders and approval processes around invoices, and changes to payment master file details. The City has had success in implementing these control measures.

Strategic Plans/Policy Implications**Listening and Leading**

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

Legal Implications

N/A

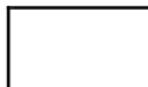
Community Consultation

N/A

Risk Management Implications

Audit activities are an important mitigation measure in addressing risk. It is important that any audit findings and recommendations from the OAG's Performance Audits are considered and addressed.

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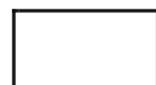
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Advice to Proponents/Submitters

N/A

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

Nil



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Western Australian Auditor General's Report



Fraud Prevention in Local Government



Report 5: 2019-20
15 August 2019



Office of the Auditor General
Western Australia

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The Office of the Auditor General acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

Fraud Prevention in Local Government

Report 5
August 2019





THE PRESIDENT
LEGISLATIVE COUNCIL

THE SPEAKER
LEGISLATIVE ASSEMBLY

FRAUD PREVENTION IN LOCAL GOVERNMENT

This report has been prepared for submission to Parliament under the provisions of section 25 of the *Auditor General Act 2006*.

This was a narrow scope performance audit, conducted under section 18 of the *Auditor General Act 2006* and in accordance with Australian Auditing and Assurance Standards. Narrow scope performance audits have a tight focus and generally target entity compliance with legislation, public sector policies and accepted good practice.

The audit objective was to assess whether local government entities have taken appropriate steps to prevent fraud.

I wish to acknowledge the cooperation of staff at the local government entities included in this audit.

A handwritten signature in black ink, appearing to read 'Caroline Spencer'.

CAROLINE SPENCER
AUDITOR GENERAL
15 August 2019

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Auditor General's overview

All organisations, public and private, face the risk of fraud. This will remain the case wherever people and scarce resources interact. Fraud, or even the perception of fraud, can have a serious impact on an organisation's reputation and resources. It can stem from inside or outside the organisation and by its nature is deceitful, dishonest, and often hard to detect. Numerous Corruption and Crime Commission investigations highlight the risks organisations face.



However, there are practical steps organisations can take to reduce fraud risks and build their fraud resistance. These include creation of a strong ethical culture that sets the standard of behaviour for all staff, raising staff awareness of the risks, and implementing good practice controls to manage them.

This audit found that many local governments have not assessed their fraud risks, and do not have comprehensive fraud management plans and programs. Most could do more to educate their staff on integrity policies and controls to reinforce anti-fraud messages and consider fraud risks in their daily duties. Local governments also need to make sure they have clear and easy processes for people to report any fraud concerns.

It was pleasing to find that all the local governments we reviewed had some fraud controls in place and the staff my audit team dealt with during the audit were diligent. But, high staff turnover and work load makes implementing good fraud controls even more of a priority.

I would like to acknowledge the willingness of the entire sector to engage with our questionnaire. Nearly 80% of local governments responded, providing valuable information about fraud approaches across the local government sector.

I encourage all entities to use the principles highlighted in Appendix 2 to build on their existing structures and practices, in a way that best suits their needs.

Executive summary

Introduction

Recent high profile investigations into fraud in the public sector by the Corruption and Crime Commission (CCC) in Western Australia (WA) have featured a number of local government entities (entities).

There are 148 entities in WA. In 2017-18, the sector spent more than \$4 billion, employed around 17,000 staff, and administered \$45 billion of assets. Fraud in this sector could result in substantial material and reputational losses, and this level of risk calls for entities to implement strong controls and better practice approaches to reduce the threat of fraud.

This audit reviewed whether entities have taken appropriate steps to prevent fraud, through the following lines of inquiry:

1. Have entities implemented a coordinated approach to manage fraud risks?
2. Do entities have adequate controls for preventing and detecting fraud?
3. Do entities respond appropriately to suspected fraud?

The purpose of this audit was to review the systems that entities had in place. We did not seek to identify any specific instances of fraud.

The audit included a sector wide questionnaire on entity approaches to managing fraud risks (see Appendix 3 for a summary of results). We conducted a more detailed review at the:

- Shire of East Pilbara
- Shire of Katanning
- City of Nedlands
- Shire of Serpentine-Jarrahdale
- City of Vincent.

Our sample focussed on entities that had not been part of recent audits, and included entities of varying size, from both metropolitan and regional areas.

Conclusion

Local government entities can do more to prevent fraud. We found entities do have some controls in place, but would benefit from better understanding their specific fraud risks and taking a coordinated approach to managing them.

Our questionnaire found many entities have not assessed their fraud risks, or created a plan to deal with fraud. The responses highlighted gaps in prevention and detection approaches. Many entities can do more to raise staff awareness of fraud, improve their screening processes, and strengthen protections for informants.

Our detailed review of 5 entities confirmed these results. We found they had core integrity policies in place, but none had assessed all their fraud risks, and implemented a coordinated approach to manage them. All entities could build on their current policies and practices to make workplaces more fraud resistant, and improve their reporting avenues to strengthen their ability to respond to fraud.



Background

Fraud is the act of obtaining a benefit, financial or otherwise, by deception. By its nature it is deceitful and dishonest, and can be very hard to detect particularly if collusion is involved. It is important that public sector entities design and implement strong internal control frameworks to prevent fraud.

Meeting legislated requirements provides entities with some level of fraud control (Appendix 1), particularly around council decision-making processes. Legislation includes requirements for:

- council and advisors to disclose conflicts of interest
- disclosure of financial interests for some staff
- the creation of Codes of Conduct
- handling of gifts
- when tendering is required for procurement activities.

This is the second report that we have tabled on public sector fraud controls. The previous report in 2013 reviewed 9 state government entities against elements taken from the *Australian Standard AS 8001-2008 Fraud and Corruption Control* (the Standard).

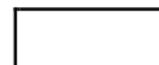
The Standard contains better practice guidance for controlling fraud risks. It is informative, flexible, and forms the basis of approaches in state and local government entities across Australia. It recommends entities tailor an approach that suits their needs, based on 4 components:



In developing our expectations for entities, we considered:

- key principles from the Standard
- guidance issued to entities by the Department of Local Government, Sport and Cultural Industries
- reports published by the CCC and the Public Sector Commission (PSC)
- guidance material issued by audit offices in other jurisdictions
- the best practice guide for fraud and corruption control published by the Crime and Corruption Commission in Queensland
- international research.

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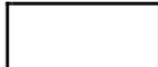


Recommendations

In line with better practice, all entities should ensure they implement a coordinated approach to manage their fraud risks. Entities should:

1. assess fraud risks across their business
2. develop a Fraud and Corruption Control Plan and review it at least once every 2 years
3. develop and implement a periodic fraud awareness training program for all staff
4. ensure that all conflicts of interest are recorded, assessed and appropriate management plans are in place
5. have policies and procedures in place to verify the identity and integrity of employees and suppliers
6. document clear internal processes and systems to report any potential fraud, that include anonymous reporting
7. collect and analyse information received about potential fraud to identify any trends or emerging issues.

Under section 7.12A of the *Local Government Act 1995*, all audited entities are required to prepare an action plan addressing significant matters relevant to their entity for submission to the Minister for Local Government within 3 months of this report being tabled in Parliament and for publication on the entity's website. This action plan should address the points above, to the extent that they are relevant to their entity, as indicated in this report.



Response from audited local government entities

All 5 audited entities supported the audit findings and accepted our recommendations. Appendix 4 includes the full responses from audited entities.

Audit findings

Entities have not implemented a coordinated approach to manage their fraud risks

We found that entities have not developed a good understanding of their fraud risks, or a clear vision of how they will manage them. As a result, entities cannot be sure they have adequate controls in place. These findings are similar to those of our 2013 audit into State government entity fraud controls, which found a lack of risk assessment and planning¹.

Entities have not assessed their business for fraud risks

None of the entities we reviewed had assessed all their fraud risks. We found strategic risk registers included some consideration of external theft and fraud. But, these were incomplete, focussed on external threats, and did not consider all fraud risks. This supports results from our questionnaire, as 25% of respondents told us they had not completed a fraud risk assessment. Completing an assessment would give entities a view of all their risks, and allow them to evaluate their controls.

Twenty-nine of the 116 entities (25%) that responded to this part of our questionnaire advised that they had not assessed their fraud risks. These entities had a combined expenditure of over \$310 million in 2017-18.

Entities have not planned how to manage fraud risks

We found that most entities have not developed a Fraud and Corruption Control Plan (Plan). These results are similar to those from our 2013 audit of fraud prevention in State government entities². That audit reviewed 9 State government entities and found none had developed a Plan. Plans are important better practice tools that capture an entity's commitment to manage its fraud risks, communicate its approach, and set timeframes and responsibilities.

Of the entities reviewed, only East Pilbara had developed a Plan. While the Shire completed this in 2013, it has not implemented any of the Plan's actions.

All 5 entities had Codes of Conduct (Codes) and East Pilbara, Nedlands and Vincent also have strategic fraud prevention policies. While these contain anti-fraud information, they are not as comprehensive as a Plan as they do not include controls, or assign timeframes or responsibilities for actions. Without a Plan, entities cannot be sure their approach to managing fraud risks is comprehensive.

Responses to the questionnaire show this is an issue across the sector, as more than half (54%) the entities told us they had not created a Plan.

We received documents from 26 of the entities who told us they had a Plan or equivalent. However, we found only 7 of these contained all the key elements of the Standard³. A further 8 contained at least 2 of the elements. Avenues for reporting suspected fraud, key controls to deal with fraud related risks and comprehensive fraud risk assessments were elements that were most commonly absent.

¹ Office of the Auditor General 2013 *Fraud prevention and detection in the Public Sector: Report 7 – June*.

² Ibid.

³ We reviewed the documents for key elements of the Standard including an entity position statement, accountabilities, a fraud risk assessment, outline of key controls, and reporting avenues and protections.



Entities could make themselves more fraud resistant if they strengthen their controls

We found that entities could make their organisations more fraud resistant if they raise staff awareness of risks, improve how they manage conflicts of interests, and better screen employees and suppliers.

Entities need to raise staff awareness of fraud risks

The Standard describes building a strong anti-fraud culture as a key strategy for managing the risk of fraud. Messaging to staff can help entities build and maintain fraud resistant cultures. Entities should commit to a program to raise staff awareness of integrity policies. By tracking participation they can be sure staff are aware of risks, the controls that are in place, and their responsibilities.

We found entities have not established regular programs to raise and maintain staff awareness of fraud risks. None of the entities we reviewed had established a regular training program, or had kept records of staff participation. The questionnaire provided similar results, with 55% of entities advising they did not train staff in fraud risks and controls.

Some of the entities we reviewed have made efforts to raise staff awareness of fraud risks and integrity policies. We found:

- 3 entities had used training, forums, or newsletters to engage staff in managing fraud risks (Figure1)
- 2 entities had tailored the language in their Codes to make them easier for staff to understand. To explain conflicts of interest, Serpentine-Jarrahdale used plain English rather than text from legislation, and Katanning included "real world" examples.

Katanning	Nedlands	Serpentine-Jarrahdale
The Infrastructure Department received refresher training on the Shire's code of conduct in January 2019.	Information about integrity issues have been included in staff newsletters. For example: <ul style="list-style-type: none"> • information on ethical decision making – August 2018 • article on conflicts of interest - September 2018. 	The Shire has conducted a series of staff forums. For example: <ul style="list-style-type: none"> • CEO led a forum on fraud controls - March and April 2017 • 'good governance' forum - September 2018 • forum on misconduct prevention, including a presentation from the PSC - January 2019.

Source: OAG using entity information

Figure 1. Examples of recent efforts to raise fraud awareness

All the entities we reviewed provided employees with key integrity policies at induction. However, none required staff to revisit the policies. The Standard recommends all employees confirm they understand and follow the Code, and other integrity policies, on a yearly basis. Results from our questionnaire suggest this is an issue across the sector, as 89% of entities told us they do not require staff to do this. Recording annual compliance would give entities a level of assurance that staff are regularly engaging with integrity policies and messages.

Not all conflicts of interest are captured

Three of the entities we reviewed did not capture all the conflicts of interest their staff may face. In line with legislation, entities record conflicts of staff and elected members on matters discussed by council. Entities also document financial, proximity and impartiality interests of elected members and senior staff.

However, processes are not in place to capture, assess and manage any other interests staff have that may conflict with their daily duties. Entities cannot be sure they appropriately manage all conflicts of interest (actual, potential or perceived), as they rely on individual business units to handle operational issues with no formal guidance or process. Staff need to be aware that they have a responsibility to declare any interests that could conflict with performing their public duties. Entities then need to capture and manage those declarations.

Vincent and Serpentine-Jarrahdale have recently implemented processes to better capture all conflicts of interest. Both entities have developed registers to capture the conflict, and require a manager or executive to approve the management plan. During the audit, both entities provided staff with guidance on how and when to make a declaration.

More screening of employees and suppliers would help entities reduce risks

The entities we reviewed did not have adequate policies to screen staff or suppliers. Good screening controls would give entities some assurance of the identity, integrity and credentials of employees and suppliers.

None of the entities we reviewed had policies in place to screen staff. These findings are similar to those in our 2019 audit *Verifying Employee Identities and Credentials*⁴.

Despite the lack of policy, 4 entities did retain copies of qualifications and identification. However, none consistently confirmed that qualifications were authentic or checked work histories. One entity did not engage in any police checks or do any checks beyond calling referees. Entities need consistently applied processes to confirm the identity, integrity and academic credentials of potential employees. The Standard also recommends entities screen all new employees and any employee transferring to an executive or high-risk area.

None of the entities we reviewed routinely screened their suppliers. Our questionnaire returned similar results, with less than 30% of respondents conducting media searches, police clearances or verifying directors' details. Purchases over \$150,000 are subject to tender which include some checks, including an ABN confirmation and receiving information on the financial position of the supplier. However, smaller purchases are not subject to this process.

To reduce fraud risks, the Standard recommends that entities verify the credentials of suppliers. Entities that have a large number of suppliers should consider a risk-based approach to screening to ensure appropriate use of resources.

Better reporting avenues would help entities detect and respond to fraud

To be well informed, entities need to have strong systems to receive, capture and act on information about potential fraud. International research has shown that organisations most frequently detect fraud through informants (whistleblowers)⁵.

⁴ Our audit found only 3 of the 8 entities reviewed had policies to verify employee identities and credentials.

⁵ Association of Certified Fraud Examiners 2018 *Report to the nations: global study on occupational fraud and abuse*, p4.



We found that it was not always clear how staff, the public or suppliers should report suspected fraud. The entities we reviewed did not have ways for individuals to make anonymous reports of potential fraud, other than Public Interest Disclosures (PID) through the *Public Interest Disclosure Act 2003* (PID Act). They also did not have a process in place to analyse all information they received about potential fraud. Entities may miss important information if reporting avenues are not clear or if reports are not analysed.

Entities need to better communicate how staff, suppliers and the public can report suspicious behaviour

At the entities we reviewed, Codes direct staff to report concerns of fraud to the CEO, deputy, or HR manager. However, there is no guidance for how a staff member would do this. Staff members may be reluctant to go directly to the executive on such a sensitive topic or when the suspicion relates to senior staff. The Standard highlights the need for formalised reporting systems and that these should include multiple avenues. Similarly, the Crime and Corruption Commission in Queensland has advised that employees will feel more confident in making reports if systems are readily accessible and well publicised⁶.

The PID Act encourages people to report concerns of wrongdoing in the public sector. Individuals can report concerns to authorised officers or to 1 of the authorities listed in the PID Act (such as the Auditor General for concerns including substantial unauthorised use of public resources). Other external reporting avenues include the CCC, PSC or the Western Australia Police Force.

All the entities we reviewed had clear processes around making a PID and had PID officers in place. However, entities should not rely only on PIDs, as this does not capture all potential reports or allegations. Staff may not wish to engage with the PID process or may not have information suitable for an investigation. The PSC reported that local government entities received 13 PIDs in 2017-18⁷.

Our questionnaire showed that many other entities could improve their reporting processes and protections. One third of respondents told us they did not have systems in place to protect staff who reported fraud. Of those that did have protections, 32% told us they relied solely on PIDs. Individuals may be reluctant to report concerns if they do not feel adequately protected.

Entities should include anonymous reporting options to encourage reporting

At the entities we reviewed, internal avenues to report suspected fraud did not include anonymous options. Both the Standard and guidance from other jurisdictions has raised the need for internal reporting to include options for anonymity. Making reports of wrongdoing can be difficult for some people and providing an anonymous option can make it easier.

We note that East Pilbara's Plan directs staff wishing to make an anonymous complaint to external agencies, either the CCC or the PSC. While directing staff to appropriate external reporting options is important, in our view better practice would be for internal reporting to also have anonymous options.

Entities need to better use information they receive about suspected fraud

None of the entities we reviewed have a way to capture, collate and analyse all information about potential fraud. The Standard expects organisations to develop a program and

⁶ Queensland Crime and Corruption Commission 2018 *Fraud and Corruption Control: best practice guide* p49.

⁷ Public Sector Commission 2018 *State of the sector statistical bulletin: Integrity and Conduct Survey results*.

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recommends the development of a fraud register. Capturing information in a central location would make it easier for entities to look for trends, identify issues early and act appropriately.

Entities have reported potential fraud to the CCC. The entities we reviewed told us they had reported 4 instances of potential fraud in the past 5 years.



Audit focus and scope

This audit assessed whether local government entities have taken appropriate steps to prevent fraud. We asked the following questions:

1. Have entities implemented a coordinated approach to manage fraud risks?
2. Do entities have adequate controls for preventing and detecting fraud?
3. Do entities respond appropriately to suspected fraud?

During our audit we considered:

- key principles from the Fraud and Corruption Control Standard (AS 8001-2008)
- guidance issued to entities by the Department of Local Government, Sport and Cultural Industries
- guidance material issued by audit offices in other jurisdictions
- reports published by the CCC and the PSC
- the best practice guide for fraud and corruption control published by the Crime and Corruption Commission in Queensland
- international research.

During the audit we:

- provided a questionnaire to all 148 local government entities, requesting information about approaches to managing fraud risks.
 - 118 entities responded to the questionnaire (see Appendix 3)
 - 91 provided copies of their Codes of Conduct
 - 26 provided copies of their Plans. We reviewed the Plans for key elements of the Standard, including an entity position statement, accountabilities, a fraud risk assessment, outline of key controls, and reporting avenues and protections.
- reviewed approaches in more depth at 5 entities. This included interviews with key staff, and reviews of policies, registers and complaints systems. This sample included entities ranging from relatively small to large, from both metropolitan and regional areas.

We did not conduct detailed reviews of procurement, record keeping or systems for verifying employee identities. These areas were the focus of recent performance audits by this Office.

This was a narrow scope performance audit, conducted under section 18 of the *Auditor General Act 2006* and in accordance with Australian Auditing and Assurance Standards. Narrow scope performance audits have a tight focus and generally target entity compliance with legislation, public sector policies and accepted good practice. The approximate cost of undertaking and tabling this audit is \$300,000.

Appendix 1: Summary of legislated responsibilities

Entities are required to meet a number of legislated responsibilities that help control fraud risks. A summary of key elements are listed below. This list is not exhaustive.

Legislation	Fraud related requirements
Local Government Act 1995	<ul style="list-style-type: none"> disqualifies individuals from becoming elected members due to insolvency, criminal convictions, or misapplication of funds councils must believe that a person is suitably qualified for the position of CEO, and CEOs must believe that staff are suitably qualified for their positions all employees must be selected in accordance with the principles of merit and equity mandates a general need for good government and the creation of a Code of Conduct council members, the CEO and designated staff members must disclose financial interests' employees must disclose any interests when they are advising or reporting to council an audit committee must be formed sets out penalties for improper use of information
Local Government (Rules of Conduct) Regulations 2007	<ul style="list-style-type: none"> requires council members to act ethically, be open and accountable forbids council members from influencing employees or using their office for personal advantage council members must declare any interests in matters being discussed at council or audit committee meetings sets out restrictions on gifts and travel contributions to councillors and requirements for records to be kept
Local Government (Financial Management) Regulations 1996	<ul style="list-style-type: none"> CEOs are to establish efficient systems and procedures for collection and custody of money owing to the entity
Local Government (Audit) Regulations 1996	<ul style="list-style-type: none"> describes the function of the audit committee Regulation 17 requires a CEO to review appropriateness and effectiveness of systems and procedures relating to risk management, internal control and legislative compliance. This is then reported to the audit committee
Local Government (Administration) Regulations 1996	<ul style="list-style-type: none"> sets out information on disclosure of financial interests provides detailed information on what value of gifts must be reported and which are prohibited requires a register of gifts to be publicly accessible requires Codes of Conduct to contain information on gifts, travel contributions and disclosing interests



Legislation	Fraud related requirements
Local Government (Functions and General) Regulations 1996	<ul style="list-style-type: none"> • entities must develop a policy for purchases less than, or equal to, \$150,000 • purchases worth more than \$150,000 must be conducted through tender • sets out requirements for pre-qualified suppliers
<i>Public Interest Disclosure Act 2003</i>	<ul style="list-style-type: none"> • entities must <ul style="list-style-type: none"> ○ publish internal procedures for reporting a PID ○ designate at least 1 PID officer to receive reports. They must comply with the Public Sector Commissioner’s minimum standards of conduct and integrity

Source: OAG



Appendix 2: Better practice principles

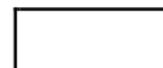
The table below shows key principles on which our audit focused. These principles are not exhaustive. Entities seeking to implement better practice approaches should also consult the Standard, and the guidelines prepared by the Department of Local Government, Sport and Cultural Industries.

Objective	Principle	What we would expect
Planning Develop a coordinated approach to manage fraud risks	Risks are understood	<ul style="list-style-type: none"> Fraud risks across organisation are assessed, documented and controls are in place.
	Approach is documented	<ul style="list-style-type: none"> Fraud and Corruption Control Plan (Plan) is in place and reviewed at least once every 2 years.
	Internal audit considers fraud risks	<ul style="list-style-type: none"> Audit committee engages with internal audit plan to ensure fraud risks are considered.
Prevention Create a fraud resistant organisation	Policy framework is in place	<ul style="list-style-type: none"> Integrity policies (such as Codes of Conduct and conflicts of interest) are appropriate, clearly written and available. Staff regularly engage with integrity policies. For example, signing yearly an understanding of the Code of Conduct. Fraud prevention and awareness training, newsletters and presentations are used to communicate entities ethical standards to staff.
	Internal controls are in place	<ul style="list-style-type: none"> Business processes, especially those assessed as higher risk, have controls that are well documented, updated and understood by all staff. Entities verify identity and credentials of all new employees and employees transferring to areas of higher risk, including: <ul style="list-style-type: none"> verify necessary qualifications review of past work history and referee checks criminal background checks confirm professional memberships are valid. Supplier credentials are checked, particularly for high-risk or high value purchases, including: <ul style="list-style-type: none"> Confirm ABN confirm directors are not bankrupt or disqualified.

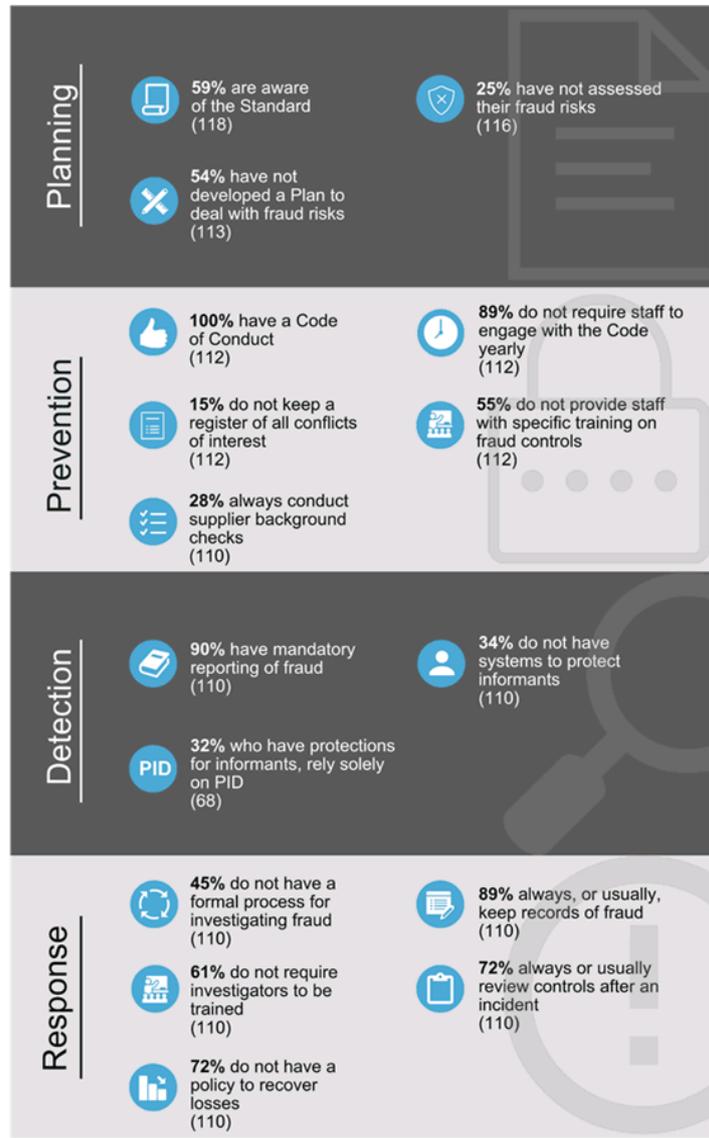


Objective	Principle	What we would expect
<p>Detection</p> <p>Entities are ready to detect fraud</p>	<p>Detection systems are in place</p>	<ul style="list-style-type: none"> • Entities should implement detection systems, as appropriate to their business needs, to identify potential fraud as soon as possible. • Multiple avenues are in place for staff, the public and suppliers to report concerns. • Reporting processes are well advertised, and include anonymous options.
<p>Response</p> <p>Entities are ready to respond to potential fraud</p>	<p>All information is considered</p>	<ul style="list-style-type: none"> • Entities should implement processes to record, analyse and escalate all incidents. • Processes are in place to review internal controls after incidents.

Source: OAG



Appendix 3: Summary of local government fraud questionnaire results



Number of responses to question marked in (*)

Source: OAG



Appendix 4: Full responses from audited entities

Shire of East Pilbara

Specific responses to recommendations

The Shire of East Pilbara agreed with all recommendations. They provided additional comments on recommendations:

2. Agree. But it is noted that the Shire of East Pilbara does have a Fraud and Corruption Plan. Our priority should be to deploy the plan effectively within the organisation and to undertake regular reviews internally
4. Agree. Conflicts of interest are recorded for elected members and key officers who are writing reports and/or attending Council meetings. It is noted that conflicts of interest for staff need to be recorded and this practice needs to be embedded further within the organisation.

Shire of Katanning

Specific responses to recommendations

The Shire of Katanning agreed with all recommendations.

City of Nedlands

The City is encouraged by the audit work of the Office of Auditor General in the local government space and believes that its work to date in providing clarity on governance inconsistencies and interpretation in local government, which is long overdue.

Specific responses to recommendations

The City of Nedlands agreed with all recommendations and advised they will aim to implement a streamlined and coordinated approach towards risk management within the next 18 months. They provided additional comment on recommendations:

1. Agree. In the past, the City has conducted an organisation wide Risk Assessment program which incorporated a fraud risk assessment. However, the City will aim to undertake the first full fraud risk assessment within next 18 months.
2. Agree. The City will aim to develop and implement a control plan within 8 months.
3. Agree. 2019/20 training will be scheduled followed by annual training.
4. Agree. The City agrees that all conflicts of interest are to be recorded and assessed. At present, the implemented process is to record, assess and manage the declared conflict of interest by the Elected Members and staff for any matter to be discussed at Council meetings. Based on this recommendation the City agrees that procedures should be in place for assessing and recording all conflicts of interest; however, is not aware of the nature, content or need for management plans to achieve this. The City will aim to implement an appropriate Procedure within 8 months.
5. Agree. It is noted that the need for and extent of verification, is a matter to be considered within proper risk assessment, as part of policy and procedures scope. At present, there are verification processes in place for both employees and suppliers. However, there is definitely room for the improvement in this area. Accordingly, the City will aim to review and update its HR and suppliers' policies and procedures within 12 months.

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6. Agree. The City will aim to implement this within 12 months.
7. Agree. Once the work around the implementation of streamlined and coordinated approach towards fraud risk management is completed, the City will be able to perform the above task on an ongoing basis.

Shire of Serpentine-Jarrahdale

The Shire of Serpentine Jarrahdale welcomes the findings and subsequent recommendations of the 2019 Performance Audit for Fraud Prevention in Local Governments. It considers that the report is a balanced representation of areas and a good platform to work towards enhanced fraud management activities.

Specific responses to recommendations

The Shire of Serpentine-Jarrahdale agreed with all recommendations. They provided additional comment on recommendations:

1. Agree. The Shire will continue the fraud risk activities scheduled in the Internal Audit – Interim Audit Plan 2019. Outcomes of the initial risk / control activities will be transitioned to the updated Risk Framework when complete. Timeframe: April 2020.
2. Agree. The Shire will build a framework for management of fraud with a view to integrate into ongoing awareness and training processes inclusive of periodic review. Timeframe: April 2020
3. Agree. The Shire is in the process of implementing a learning and development management system. Induction and code of conduct are scheduled to be the initial modules to be implemented. The modules will be required on a periodic basis and be supported with audit trails and electronic signatures for tracking attendance. Timeframe: December 2019.
4. Agree. Building upon processes implemented to capture all conflicts of interest, the Shire is in the process of rolling out a consistent conflict of interest awareness process and supporting policy / procedure environment. Once the learning and development management system is implemented the Shire will progress to implement a specific module within the system. Timeframe: April 2020.
5. Agree. Employees - Policies will be reviewed to document a risk based approach to the screening of employees including enhancing the approach to assess qualifications, references and background searches. Suppliers - Policies will be reviewed to document a risk based approach to the screening for suppliers including consideration of legal history and checking of supplier Directors. Timeframe: December 2019.
6. Agree. Whistle-blower processes are scheduled to progress. The scope and approach of the processes will be informed by the recommendations of the report. Timeframe: October 2019.
7. Agree. Whistle-blower processes are scheduled to progress. The scope and approach of the processes will be informed by the recommendation of the report. April 2020.

City of Vincent

The City of Vincent (City) accepts the finding in the report and acknowledges that there are gaps in the City's current management and reporting of potential fraud. The City will table the Summary of Findings to its Audit Committee in August 2019, along with a management plan to address the recommendations identified. The management plan will be monitored by the Audit Committee to ensure all items are adequately completed.

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Specific responses to recommendations

The City of Vincent agreed with all recommendations. They provided additional comment on recommendations:

1. Governance will develop and implement a program for the annual review of fraud risks across the business. The proposed implementation date is June 2020. The findings of the annual review will be tabled at Audit Committee, with any items requiring action being included in the Audit Log and monitored by the Audit Committee until completion.
2. Governance will review the City's current Fraud and Corruption Prevention Policy and prepare a control plan which incorporates this policy. The proposed implementation date for the plan is June 2020. The plan will be reported to Audit Committee annually and updated as required.
3. Human Resources with the support of Governance will develop and implement an online fraud awareness training program to be completed by all staff. New staff will be required to complete the training as part of their online induction process and current staff will receive notification to complete the training annually via the induction portal. The proposed implementation date is January 2020.
4. The City currently has a register for Elected Members and senior staff as required by the Local Government Act 1995 and a register to capture and manage any other actual, perceived or potential staff conflicts of interest. Governance, in coordination with Human Resources, will ensure all staff are aware of the conflict of interest disclosure requirements and provide training for new staff as part of the induction process.
5. Human Resources will develop and implement a recruitment and selection policy and procedure (which will include identity and integrity checks) for the City. Human Resources will periodically monitor employees for change of circumstances via a declaration form which WALGA are currently preparing to supply to Local Governments. The proposed implementation date is January 2020. Finance will review and update the City's supplier verification process. The proposed implementation date is December 2019.
6. The City will investigate systems and processes to report any potential fraud, including anonymous reporting. The proposed implementation date is December 2020.
7. The fraud reporting system, as referred to in 6. above, should enable this data to be easily compiled. Governance will periodically review the data.

Auditor General's reports

Report number	2019-20 reports	Date tabled
4	Access to State-Managed Adult Mental Health Services	14 August 2019
3	Delivering Western Australia's Ambulance Services – Follow-up Audit	31 July 2019
2	Opinion on Ministerial Notification	26 July 2019
1	Opinions on Ministerial Notifications	19 July 2019





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FRAUD, MISCONDUCT CONTROL AND RESILIENCE FRAMEWORK



Document Control

Document Record			
Document title	Fraud, Misconduct Control and Resilience Framework		
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Maintained by	Governance & Risk Advisor		
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Approved by	Chief Executive Officer	Date approved	13 March 2019
	Audit & Strategic Finance Committee		March 2019
	Council		April 2019
Frequency of review	Every Three Years	Next review date	April 2022
NOTE: The City of Cockburn will review this framework every three years, but will also make incremental changes, modifications, and adjustments as conditions warrant. This framework document goes through continuous ongoing changes based on the fraud maturity level of the City of Cockburn.			
Record of changes / issues			
Version	Date	Comments / reasons for change	Made by
1	October 2018	Roles & responsibilities ammended	Risk Review Group
Distribution			
Name	Position		
Executive and Management Team	Directors & Senior Managers		
Elected Members	Audit & Strategic Finance Committee Members		



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STATEMENT FROM THE CHIEF EXECUTIVE OFFICER

This framework sets out the standards for accountability that I expect of all Employees of the City of Cockburn (City). It aims to minimise opportunities for fraudulent and/or corrupt activities in line with the City's zero tolerance policy to fraud, corruption, bribery and misconduct.

A proactive approach enables the City to manage fraud and misconduct risk at an acceptable level considering the environment in which the local government sector operates is becoming increasingly complex.

The complexities inherent in our work increase opportunities for fraud, corruption, bribery and misconduct because of the:-

- ever changing environment in which we operate
- growing convergence of the public and private sectors, and
- increase in cooperative and or strategic partnerships.

All City employees must demonstrate a commitment to preventing and detecting fraud, misconduct, bribery and corruption. Effective governance arrangements, ethical leadership and decision making, accountability and performance improvement underpin our controls.

This framework will help us to prevent, detect and respond to misconduct and fraudulent / corrupt behaviour. This will ensure our stakeholders and the community can be confident in the integrity and good governance of the City and the quality of our services to the community.

_____ Date _____
 Stephen Cain
 Chief Executive Officer



1. INTRODUCTION

1.1 Purpose

The City Risk Management Policy documents the commitment and objectives regarding managing uncertainty that may impact the City's strategies, goals and objectives.

The purpose of this Fraud, Misconduct Control and Resilience Framework is to:

- minimise opportunities for fraud, misconduct, bribery and corruption (whether committed by internal or external parties);
- protect public monies, property, information and organisational or individual rights; and
- maintain the effectiveness of the City's operations.

Implementation of this Framework will ensure that the City's workforce acts legally, ethically and in the public interest. This Framework is based upon five best-practice fraud, misconduct control and resilience resources:-

- Western Australian Corruption and Crime Commission – Misconduct Resistance Guidelines (CCC Guidelines);
- Western Australian Corruption and Crime Commission and Public Sector Commission (Joint) – Notification of Misconduct in Western Australia Guidelines (Notification Guidelines);
- The Australian Minister for Home Affairs and Minister for Justice – Commonwealth Fraud Control Guidelines (Commonwealth Guidelines);
- Australian National Audit Office – Fraud Control in Australian Government Entities Better Practice Guide (ANAO Better Practice Guide); and
- Standards Australia – AS 8001-2008 Fraud and Corruption Control (the Australian Standard)

1.2 Risk Management Approach

This Framework includes proactive measures designed to enhance system integrity (prevention measures) and reactive responses (reporting, detecting and investigative activities) that aligns with the City's Enterprise Risk Management Framework.

1.3 Structure

The Framework consists of a suite of tools and resources including the City's:

- Fraud and Misconduct Control and Resilience Policy (Policy).
- Fraud and Misconduct Risk Assessment (Risk Assessment).
- Reporting Serious and Minor Misconduct Management Procedure (Reporting Procedure).
- Conducting Investigations into Allegations of Serious Misconduct (Management Procedure).
- Public Interest Disclosure Procedure
- Code of Conduct, Statement of Business Ethics and Training Modules.

In addition, the City will develop a Fraud, Misconduct Control and Resilience intranet webpage, which will complement the Framework and make available all the City's fraud, misconduct control and resilience resources. This Framework should be read in conjunction with the City's:

- Corporate Governance Framework; and
- Enterprise Risk Management Framework.

1.4 Goals and Objectives

Through the Policy, the Framework aims to clearly articulate:

- the City's commitment to a zero-tolerance attitude towards fraud and misconduct;
- the City's approach to building resilience to, and control of, fraud and misconduct;
- the embedding of a strong and proactive fraud and misconduct control ethos within the City;
- the City's roles and responsibilities for building resilience to, and the control of, fraud and misconduct;
- strategies implemented within the City to prevent, detect and respond to fraud and misconduct;
- a summary of:
 - the fraud risks (internal and external) associated with the City's functions
 - the controls in place to minimise the opportunity for fraud, misconduct and corruption
 - their implementation details; and
- protocols for the reporting of suspected fraud or misconduct within and against the City.

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2. WHAT IS FRAUD AND MISCONDUCT

Fraud and misconduct can take many forms. Fraud and misconduct by public officials may fall within the category of 'misconduct' in accordance with the Corruption, Crime and Misconduct Act 2003 (CCM Act). In addition, many forms of fraud and corruption are offences under the Criminal Code Compilation Act 1913 (Criminal Code). These include false claims, stealing and misappropriation of property, false pretence, forgery and receipt or solicitation of secret commissions. The following definitions of "fraud", "corruption" and "misconduct" are used throughout this Framework.

2.1 Fraud

Fraud is dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal purpose or the improper use of information or position for personal financial benefit.

Any deliberate deceitful conduct or omission designed to gain an advantage to which a person or entity is not entitled. It is the intentional use of false representations or deception to avoid an obligation, gain unjust advantage or, in the context of public administration, commonly referred to as 'rotting the system'.

2.2 Corruption

Corruption is dishonest activity in which an employee, or contractor, of an entity acts contrary to the interests of the entity and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or entity.

Corruption may also constitute any behaviour that may involve fraud, theft, the misuse of position or authority or other acts which are unacceptable to an organisation, its clients or the general community. It may also include other elements such as breaches of trust and confidentiality.

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2.3 Misconduct

Section 4 of the CCM Act defines misconduct.

Notwithstanding the specific definition of misconduct set out in the CCM Act, misconduct generally occurs when a public officer abuses their authority for personal gain, causes detriment to another person, or acts contrary to the public interest. Misconduct also constitutes inappropriate or improper conduct by a public officer that reflects seriously and adversely on the public service.

The CCM Act characterises misconduct to either be serious or minor misconduct with serious misconduct dealt with by the Corruption and Crime Commission (CCC) and minor misconduct dealt with by the Public Sector Commission (PSC).

2.4 Minor Misconduct

Section 4(d) of the CCM Act defines minor misconduct for public officers other than WA Police officers.

Minor misconduct is misconduct that is significant enough that it could possibly lead to termination of a public officer's employment if proved. Minor misconduct occurs when a public officer engages in conduct that:

- adversely affects the honest or impartial performance of the functions of a public authority or public officer, whether or not the public officer was acting in their public officer capacity at the time of engaging in the conduct;
- involves the performance of functions in a manner that is not honest or impartial;
- involves a breach of the trust placed in the public officer; or
- involves the misuse of information or material that is in connection with their functions as a public officer, whether the misuse is for the benefit of the public officer or the benefit or detriment of another person; and
- constitutes, or could constitute, a disciplinary offence providing reasonable grounds for termination of a person's office or employment.

Where the Principal Officer (in the case of the City, the CEO) has a reasonable suspicion that an instance of minor misconduct has occurred, the Principal Officer must report to the PSC as soon as practicable



2.5. Serious Misconduct

Serious misconduct refers only to corrupt or criminal conduct as described in sections 4(a), (b) and (c) of the CCM Act.

Serious misconduct is misconduct that involves corrupt intent and/or criminal conduct and occurs when a public officer:

- acts corruptly or corruptly fails to act in the course of their duties; or
- corruptly takes advantage of their position for the benefit or detriment of any person; or
- commits an offence which carries a penalty of two or more years imprisonment.

2.6 Corrupt Conduct

Corrupt conduct is demonstrated by a deliberate intent or an improper purpose and motivation and may involve conduct such as:

- undertaking, soliciting or accepting the provision of something of value (a bribe) for the purpose of influencing the action or decision of an official in the discharge of their public or legal duties;
- deliberate failure to perform the functions of office properly;
- the exercise of a power or duty for an improper purpose;
- involves a breach of the trust placed in the person as a public officer, either knowingly or recklessly;
- involves a misuse of official information or material; or
- performance of functions or the exercise of powers for the purpose of providing a benefit either to the person or another person or causing a detriment to another person.

Anyone who tries to corrupt a public sector officer can also be guilty of corrupt conduct if the matter involves a criminal offence.

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2.7 Corrupt Conduct

Set out in the table below are common examples of fraud, misconduct and corruption:

Internal	External	Collusion
<p>Corporate card misuse, such as payment for personal expenses including fictitious names on the payroll system.</p> <p>Delayed terminations.</p> <p>Abuse of position and power, including accepting or offering bribes or gifts.</p> <p>Nepotism.</p> <p>Submitting false travel claims.</p> <p>Consistently recording incorrect hours of work on timesheets.</p> <p>Unauthorised use of City vehicles.</p> <p>Theft or unauthorised use of public funds or physical resources, such as office supplies and stationery.</p>	<p>Customers deliberately claiming benefits for which they are ineligible.</p> <p>External providers making claims for services that were not provided.</p> <p>The provision of false or misleading information</p> <p>Failure to provide information when obliged to do so.</p> <p>Inappropriate influence over grants and funding applications.</p> <p>Manipulation of a procurement process.</p>	<p>Inappropriate involvement with suppliers, including unlawful or unauthorised release of information.</p> <p>Knowingly making or using forged or falsified documentation.</p> <p>Failing to declare and appropriately manage conflicts of interest.</p>



3. POLICY STATEMENT

The City has adopted the Fraud and Misconduct Control and Resilience Policy.

The Policy states that the City is committed to excellence in service performance and in meeting its statutory obligations. This includes maintaining a strong culture and sound governance that provides not only for the protection of public funds and property but also promotes the prevention of fraud and misconduct. The City adopts a zero-tolerance attitude towards fraud, misconduct and corruption.

The City provides all employees with education and training in ethics and fraud awareness to ensure that all employees understand their responsibilities and obligations.

The City's organisational values and culture, governance and risk management frameworks and controls all work together to prevent, detect and respond to potential or actual fraudulent and corrupt conduct.

The City will deal appropriately with all allegations and suspected instances of fraud, misconduct, bribery and corruption. All employees are obliged to report suspected fraudulent and/or corrupt activities to their Team Leader and immediate Supervisor who will escalate accordingly.

The City will notify, report and refer any instances of misconduct (whether minor or serious) to the PSC and CCC and/or the Western Australia Police, as appropriate, for investigation and possible prosecution.

4. FRAUD AND MISCONDUCT CONTROL STRATEGIES

The City's Fraud and Corruption Control strategies are based on the Australian National Audit Office (ANAO) conditions that are essential for a sound fraud, corruption and misconduct control environment and the Ten Principle model for fraud and misconduct control.

4.1 ANAO Conditions

The ANAO's three conditions for a sound control environment are:

- Ethical leadership and culture – strong ethical values and high standards of ethical behaviour;
- Legislation and governance – legislation and policies that promote accountability, are transparent and incorporate robust governance structures; and
- Control strategies – actions to prevent, detect and respond to fraud, misconduct and corruption, which are reviewed and continuously improved.

4.2 Ten Principle Model

The Ten Principle Model is an integrated control model that comprises ten key principles and is consistent with Australian and overseas best practice. The principles are interrelated, with each one playing an important role.

The ten Principles are set out below:

- Principle 1 – City Wide Policy.
- Principle 2 – Risk Assessment.
- Principle 3 – Internal Controls.
- Principle 4 – Internal Reporting.
- Principle 5 – External Reporting.
- Principle 6 – Public Interest Disclosure.
- Principle 7 – Investigations.
- Principle 8 – Code of Conduct.
- Principle 9 – Employee Training and Awareness.
- Principle 10 – Customer and Community Awareness.

The City's approach to fraud, misconduct and corruption control also aligns with the Australian Standard.



4.3 Fraud, Misconduct and Corruption Control Model

The City's Fraud, Misconduct and Corruption Control Model (Figure 1) demonstrates the way in which the City integrates the ANAO's Conditions and the Ten Principles with its fraud, misconduct and corruption control prevention, detection and response strategies.

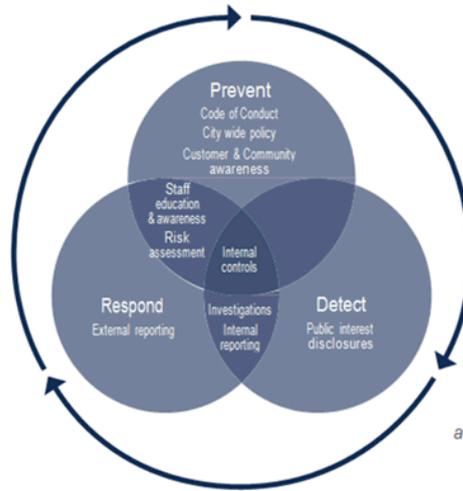


Figure 1: Fraud, Misconduct and Corruption Control Model

4.4 ANAO Conditions in Practice

4.4.1 ETHICAL LEADERSHIP AND CULTURE

Executive and Senior Managers must lead by example and behave in a way consistent with the City's Code of Conduct and the City's five corporate values of:

- Customer Service - we are committed to giving the best possible customer service
- Accountability - we are honest and accountable for our actions and decisions
- Excellence - we strive for excellence
- Safety - safety is an integral part of all that we do
- Sustainability - we consider the natural, financial and social implication of our decisions

The Code of Conduct and the City's corporate values provide all employees with ethics, principles, values and standards of conduct to guide behaviour in the workplace. They are important fraud, misconduct and corruption resistance tools to promote ethical behaviour and, in conjunction with this Framework and the best practice principles outlined in the City's Enterprise Risk Management Framework, support the effective and efficient management of fraud, misconduct and corruption risks across the City.

4.4.2 LEADERSHIP AND GOVERNANCE

This Framework is underpinned by legislation, Australian Standards and best practice guidelines, including:

- Local Government Act 1995 and relevant Regulations .
- Corruption and Crime Commission Act 2003.
- Corruption, Crime and Misconduct Act 2003.
- Criminal Code Compilation Act 1913.
- Public Interest Disclosure Act 2003.
- State Records Act 2000.
- CCC Guidelines.
- Notification Guidelines.
- Commonwealth Guidelines.
- ANAO Better Practice Guide.
- the Australian Standard.



4.4.3 ANAO CONTROL STRATEGIES

The ANAO's control strategies are referenced in conjunction with the Ten Principles for fraud, misconduct and corruption control in section 4 "Control Strategies".

Appendix 1 includes a full list of the applicable legislation and other instruments, while the City's Policy and Procedure Register sets out all procedure specific legislation and governance instruments.

The City's rigorous governance structure ensures legislative requirements are addressed effectively, transparently and with accountability.

Strategic

- Council sets the strategic direction and policy position for the City after consideration of advice from the CEO and Executive Team.
- Audit and Strategic Finance Committee provides Council with independent audit and risk management advice.
- The Executive Team sets and reviews each Directorate's strategic direction, priorities and performance objectives.
- Governance Business Unit reports to CEO and notifies the Executive Team, CEO and Audit and Strategic Finance Committee of fraud, misconduct and corruption matters to be escalated.

Corporate and Operational

- The CEO is responsible for the corporate, operational and administrative arm of the City.
- Corporate and operational management structures provide for clear lines of reporting, accountability and responsibility to support appropriate, open and transparent decision making.

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As illustrated in *Figure 2*, consistent with the Enterprise Risk Management Framework, the City's governance structures support fraud, misconduct and corruption control at the strategic, corporate and operational levels.

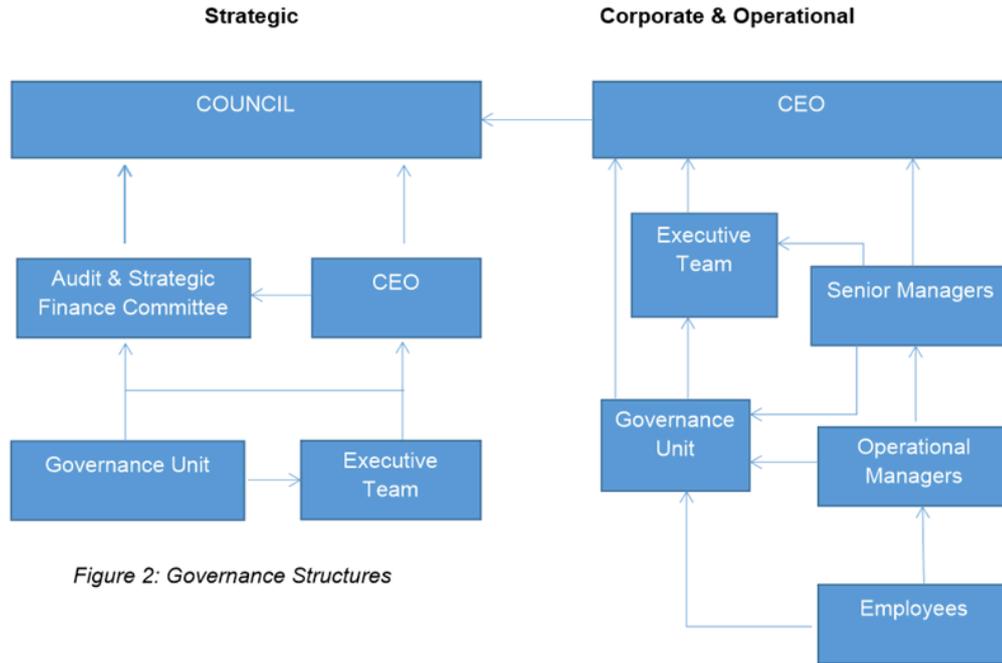


Figure 2: Governance Structures



4.5 Roles and Responsibilities

While fraud, misconduct and corruption control is the responsibility of every employee, the table below details specific roles and responsibilities:

Role	Responsibility
<p>Audit and Strategic Finance Committee</p>	<p>Oversight of risk management, including fraud, misconduct and corruption control.</p> <p>Review governance processes to ensure all matters relating to alleged fraud, misconduct and corruption or unethical conduct are dealt with appropriately.</p> <p>Review the City's Enterprise Risk Management Framework for identifying, monitoring and managing business risk, including risks associated with fraud, misconduct and corruption.</p> <p>Review the Strategic Internal Audit Plan annually to ensure it covers fraud, misconduct and corruption risks.</p>
<p>Chief Executive Officer</p>	<p>Legislated responsibility to exercise authority on behalf of the City.</p> <p>Overall accountability for prevention and detection of fraud and corruption within the City.</p> <p>Ensure integrity and accountability in the performance of the City's functions.</p> <p>Manage the City's operations and resources ensuring service delivery is effective and efficient.</p> <p>Promote continual evaluation and improvement of the City's management practices.</p> <p>As Principal Officer, report suspected corrupt conduct, criminal and other matters to the appropriate external agency i.e.:</p> <ul style="list-style-type: none"> • Crime and Corruption Commission • Public Sector Commission • Western Australian Police Service • Western Australian Ombudsman

Role	Responsibility
Directors and SeniorManagers	<p>Encourage and maintain a culture and working environment that fosters personal responsibility, integrity and accountability.</p> <p>Display ethical leadership and high personal standards of behaviour consistent with the Code of Conduct.</p> <p>Contribute to effective risk management strategies in accordance with the City's enterprise risk management framework and ensure risk management practices are adhered to throughout their area of control.</p> <p>Develop and maintain best practice for the prevention and detection of fraud, misconduct and corruption and ensuring due consideration is given to confidentiality, natural justice and procedural fairness pertaining to any reported incidents.</p> <p>Ensure all employees are made aware of and attend appropriate education, training and awareness sessions to allow for a skilled and knowledgeable workforce, including public sector ethics education, training and awareness, internal controls and financial or procurement training.</p> <p>Ensure effective employee communication about the process for identifying and reporting on potential fraudulent and corrupt activities and misconduct.</p> <p>Ensure where a public interest disclosure is made, the procedure for making and managing a public interest disclosure is adhered to.</p> <p>Follow the mandatory internal or external reporting requirements for reporting suspected corrupt conduct, including fraud, misconduct or corruption.</p>
Governance Unit	<p>Oversee the development, implementation and continued management of the fraud, misconduct and corruption control plan with the support of the Risk Review Group, and other service units.</p> <p>Provide accurate and timely advice to the CEO, Executive Team and Audit and Strategic Finance Committee on fraud, misconduct and corruption matters.</p> <p>Promote the implementation of effective risk management practices, in relation to fraud, misconduct and corruption.</p> <p>Ensure training and awareness programs are comprehensive and designed to assist employees, contractors and stakeholders to identify, prevent and detect fraud, misconduct and corruption, including methods of reporting.</p> <p>Implement, maintain and review the Framework.</p> <p>Ensure the Framework undergoes a triennial review, or more frequently as required.</p> <p>Coordinate, monitor and review the fraud, misconduct and corruption risk assessment process.</p> <p>Manage and coordinate all public interest disclosures made to the City and ensure adequate support and certain protections are afforded to the discloser in accordance with Public Interest Disclosure Act 2003.</p> <p>Provide advice and direction to employees on the correct protocol for reporting matters to external agencies.</p>



Role	Responsibility
<p>Manager Financial Services</p>	<p>Systematically review the operation and effectiveness of all financial internal control systems to assure they adequately prevent, deter and detect major frauds</p>
	<p>Record and collate fraud, misconduct and corruption incident reports.</p>
	<p>Coordinate and/or conduct investigations into allegations of fraud, serious misconduct and corruption.</p>
	<p>Ensure accounts payable systems have effective preventative and/or compensating controls that adequately mitigate the risk of fraudulent purchases and/or payments</p>
	<p>Maintain accurate and up-to-date asset registers that are regularly reviewed to mitigate the misuse and/or misappropriation of assets</p>
	<p>Provide independent appraisals, examination and evaluation of the City's activities and assist management with the detection of suspected fraud and corrupt activities.</p>
	<p>Undertake scheduled audits, which include examining established controls, to determine if these are robust enough to reduce the risks of fraud, misconduct and corruption, including the identification of work practices that may lead to fraudulent and corrupt activities and misconduct.</p>
	<p>Undertake targeted audit activities to specifically identify any indication that fraud, misconduct or corrupt behaviour may have occurred and be alert to opportunities that could allow fraudulent activities.</p>
<p>Manager Human Resources</p>	<p>Report in writing any suspected activities of fraudulent or corrupt practices identified during an internal audit function to the CEO and possible investigation or referral to the appropriate external agency.</p>
	<p>As directed by the CEO, coordinate and/or conduct investigations into allegations of minor misconduct by an employee.</p>
	<p>Coordinate the City's corporate training calendar, including mandatory training for all employees in respect of fraud and misconduct awareness.</p>
<p>Establish effective pre-employment screening processes that provide sufficient assurance over the integrity, identity and credentials of all council staff</p>	

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Role	Responsibility
All Employees	<p>Contribute to the development of improved systems, policies and procedures to enhance the City's resistance to fraud and corruption including:</p> <ul style="list-style-type: none"> • safeguarding assets and other resources under their control; • having a clear understanding of their obligations regarding any losses, deficiencies and / or shortages that may be identified while at work; and • ensuring all personal claims are accurate with no deliberate omissions and recording accurate hours of work on timesheets. <p>-----</p> <p>Actively seek education and training to learn and maintain knowledge and skills required to undertake their duties.</p> <p>Gain an understanding of the policies, procedures and guidelines that relate to their role and work within the requirements of these</p> <p>-----</p> <p>Follow the requirements for internal reporting of suspected fraud, misconduct and corruption.</p> <p>-----</p> <p>Understand responsibilities associated with performing their official duties and commit to acting ethically and with integrity in accordance with the City's Code of Conduct and other relevant policies and procedures.</p> <p>-----</p> <p>Report all suspected or actual incidents of fraud, misconduct and corruption that they may be aware of to an appropriate officer being:</p> <ul style="list-style-type: none"> • Manager/Supervisor • Manager Human Resources • Governance & Risk Advisor • Director • CEO

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4.6 Fraud, Misconduct Control and Resilience Strategies

The Ten Principle model of fraud, misconduct and corruption control, which the City has adopted as the basis of its fraud, misconduct and corruption control and resilience strategy, falls into three key categories of control:

- **Prevent** – as the first line of defence, to reduce the risk of fraud, misconduct and corruption occurring;
- **Detect** – discover and investigate fraud, misconduct and corruption when it occurs; and
- **Respond** – take corrective action and remedy the harm caused by fraudulent and corrupt behaviour.

The strategy sets out the actions to be undertaken in respect of reporting, processing, resolving and responding to when:

- a person suspects fraud, misconduct or corruption is occurring within the City; and/or
- the suspected fraud and corruption constitutes misconduct on the part of an employee.

The Principles are categorised below, followed by a discussion of each Principle, and its alignment with the ANAO Conditions for best practice fraud, misconduct and corruption control.

Table 1: Key Fraud, Misconduct and Corruption Control Strategies

Key Control Principle	Categories			Purpose	
	Prev.	Det.	Resp.		
1. City-wide policy	√			Demonstrate the City's resolve to combat fraud and corruption	Communicate Intent
2. Code of Conduct	√			Set out expectations and standards of ethical behaviour within the City	
3. Employee education and awareness	√		√	Ensure a well-informed workforce with the capacity to recognise and respond to the risks of fraud, misconduct and corruption	
4. Client/community awareness	√			Maintain public trust and forestall potentially unacceptable practices from external parties	
5. Risk assessment	√		√	Provide a comprehensive understanding of the City's internal and external vulnerabilities	Limit Opportunities
6. Internal controls	√	√	√	Mechanisms to eliminate or minimise risks	
7. Internal reporting		√	√	Mechanism for employees to report potential fraudulent or corrupt activities and other alleged wrongdoing	Reinforce Zero Tolerance
8. Public Interest Disclosures		√		Responsibility for managing all allegations of wrongdoing received under <i>Public Interest Disclosure Act 2003</i>	
9. Investigations		√	√	Ensure allegations of fraud, misconduct and corruption are actioned appropriately and investigated competently	
10. External reporting			√	Mechanism for the CEO to report any suspected misconduct, fraudulent or corrupt activity to the appropriate external agency	



5. TEN PRINCIPLES IN PRACTICE

5.1 Principle 1 – City Wide Policy

ANAO condition: Ethical leadership and culture

The City is committed to excellence in fulfilling public expectations of service performance and in meeting its statutory obligations. The Framework provides overarching direction and sets out the policies and procedures designed to achieve this, provides guidance to employees and forms the foundation for fraud, misconduct and corruption prevention. A list of related instruments is found at *Appendix 1*.

5.2 Principle 2 – Risk Assessment

ANAO condition: Legislation and governance, control strategies

Fraud, misconduct and corruption risk assessment is an integral part of the City's overall risk management framework and provides the City with an understanding of its fraud, misconduct and corruption vulnerabilities and possible strategies to eliminate or minimize those risks.

5.2.1 RISK ASSESSMENT RESPONSIBILITY

The CEO is the accountable officer in accordance with the Local Government Act and Regulations and has ultimate legislative responsibility and accountability for establishing and maintaining suitable systems of internal control and risk management. Council, through the Audit and Strategic Finance Committee, provides oversight of strategic risks. The Executive Management Team provides oversight of corporate risks. Individual Directors and Managers provide oversight of operational risks. All employees are required to comply with the City's Enterprise Risk Management policy and apply risk management processes within their business and service units.

5.2.2 FRAUD, MISCONDUCT AND CORRUPTION RISK ASSESSMENT

Fraud and corruption risk assessments are carried out in accordance with the City's Enterprise Risk Management Framework.

The City's enterprise risk management procedure and process, risk assessment criteria, guidelines and tools to support the completion of the fraud, misconduct and corruption risk assessments are located on the City's Intranet.

Fraud, misconduct and corruption risk assessments are to be conducted for each Directorate on their specific functions/processes at least biennially. Potential fraud, misconduct and corruption risks are identified as risks to the City's functions/processes and as such are classified under the Enterprise Risk Management Framework as operational risks and recorded accordingly in the City's risk register.

Key risks and associated control activities were identified through a City-wide fraud, misconduct and corruption risk assessment in December 2017. The fraud, misconduct and corruption risk assessment will be undertaken at least triennially.

Fraud, misconduct and corruption risk identification and the development and assessment of related control activities form part of the City's continual process of risk review, which also considers changing circumstances and operating environments, both internal and external to the City.

5.2.3 RISK AREAS FOR FRAUD AND CORRUPTION

The City has identified a number of functions / processes considered to be areas of high vulnerability to fraudulent and corrupt activity. As a minimum, fraud, misconduct and corruption risks are to be identified and assessed for the following areas:

- Accounts payable and receivable
- Payroll
- Asset management
- Procurement
- Regulatory
- Timesheets
- Contract management
- Corporate credit cards
- Information management
- Recruitment
- Purchasing (including corporate credit cards and other purchasing cards)
- Funds and grants management
- Sponsorship/Donations
- Leasing

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Also as a minimum, the following specific matters should be considered:

- enforcement of existing financial management standards, policies and practices governing contracts and the supply of goods and services;
- proper recording of assets and provisions for known or expected losses;
- the collection, storage, management, handling and dissemination of information;
- segregation of functions, especially in regulatory, financial and cash handling areas, work activities which have little supervision or are open to collusion or manipulation and / or dual reporting structures;
- work practices associated with compliance and enforcement activities ;
- work practices and ethical standards for accredited agents and certifiers;
- formal or structured reviews of accounting and administrative control, effectiveness of measures for reporting suspected fraud, misconduct and corruption and other forms of corrupt conduct;
- compliance of employee training with requirements;
- workplace grievance practices and their relationship with other OH&S issues; and
- measures to ensure quick and decisive action on all suspected fraud, misconduct and corruption situations.

In addition to the assessment of risk, suitable operational practices to detect fraudulent or corrupt activity are to be implemented including:

- establishing effective accounting and management controls;
- routine and random auditing of decisions and operational records identifying variations from normal accounting procedures or work practices;
- recognising deviations or exceptions in outcomes from expectations; and
- monitoring key indicators (red flags) of potential fraud, misconduct and/or corruption.

Responsible employees will develop fraud, misconduct and corruption resistant work practices and subsidiary control plans as necessary. The City's Enterprise Risk Management Framework should be used to ensure consistency across the risk evaluation process.

5.3 Principle 3 – Internal Controls

ANAO condition: Legislation and governance, control strategies

Controls are used to manage risks identified through the risk assessment process. The City's internal control system consists of structures, policies, procedures, processes, information systems and other tangible and intangible activities that record and manage risks.

The City's internal control structure ensures that accountable employees establish and implement a cost-effective internal control structure, including:

- a strong emphasis on accountability and best practice management of City resources;
- an organisational structure and delegations which support the objectives and operations of the City;
- employment of qualified and competent officers;
- training and performance assessment of officers;
- efficient, effective and economic operations of the internal audit function;
- compliance with all financial legislative requirements;
- appropriate separation of duties; and
- preserving the integrity, accuracy and reliability of the City's Information Communication and Technology (ICT) systems

It also aligns with best practice requirements that internal control procedures should include:

- transparent operations, such as well-defined and publicised service standards, performance indicators and targets, referring to the City's Annual Report, Corporate Business Plan and Strategic Community Plan;
- easily accessible information;
- client opportunity to provide feedback;
- transparent decision-making to highlight potential nepotism, favouritism or conflict of interest;
- agency appropriate procedures through identification of fraud and corruption risks and matching control measures; and
- separation of functions through physical access controls, division of duties or different security access levels for information.

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The City's internal control procedures include basic checks and balances which are undertaken to ensure:

- completeness, relevance and accuracy;
- timeliness of the City's accounting and other transactions and records;
- safeguarding of assets; and
- compliance with any prescribed statutory requirements.

The City's internal controls specifically address identified fraud risk and are regularly reviewed, with internal policies and procedures documented and promoted to relevant employees. They also include all the elements of internal control identified in the Australian Standard.

All employees must be continually alert to early warning signs of fraud, misconduct, corruption or corrupt conduct. Common red flags for possible fraud, misconduct or corruption include:

- overly familiar relationships between employees, proponents, suppliers and / or contractors;
- disregard of internal controls;
- Employees demonstrating a reluctance to take leave, particularly where they have cash control or debt collection responsibilities;
- Employees remaining later at work than other employees, or accessing work premises unnecessarily after other employees have left;
- unreconciled accounting records, including corporate card transactions and / or poor follow-up of outstanding accounts; and
- lack of supporting documentation for purchases.

The integration of internal controls into management practices requires the inclusion of accountability in annual and long term planning, position descriptions and performance reviews of executive management, managers and supervisors, reflecting their responsibility for identifying system deficiencies that facilitate fraud, misconduct and corruption.

Investigations into cases of fraud, misconduct and corruption show strong links between the incidence of fraud and corruption and poor internal control systems. As a result, the assessment of internal control effectiveness is a crucial step in the fraud, misconduct and corruption risk assessment process.

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The City's internal auditor (outsourced) supports the City's efforts to establish and maintain systems integrity through an established audit program. The audit program includes periodic risk based assessments of the City's business units using best practice methodologies to assess levels of compliance with existing internal controls.

5.4 Principle 4 – Internal Reporting

ANAO condition: Legislation and governance, control strategies

Reporting suspected wrongdoing is vital to the City's integrity and that it has been shown that employees provide the most compelling source in detecting fraud and corruption. The Code of Conduct requires all employees to report suspicious actions or potential wrongdoing. Anyone, including customers, contractors or members of the public can also make a complaint about fraud, misconduct and corruption, anonymously if they wish. Matters relating to corrupt conduct will be referred for investigation as a priority.

Complaints may be lodged by telephone, hard copy correspondence, or through the City's Electronic Form available on the City's website.

The following City procedures explain how to report suspected wrongdoing, including fraud misconduct and corruption:

- Compliments, Feedback and Complaints Policy and Management Procedure;
- Reporting Serious and Minor Misconduct Management Procedure;
- Conducting Investigations into Allegations of Serious Misconduct Management Procedure;
- Public Interest Disclosure Policy; and
- Public Interest Disclosure Management Procedure

5.4.1 CHARACTERISTICS OF INTERNAL REPORTING

The City's internal reporting system provides for:

- receiving information about identified risks and suggestions for system improvements ;
- receiving information about suspected acts of fraud, misconduct and/or corruption
- maintaining, as far as possible, the confidentiality of the parties involved;

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- conveying information to the relevant employee (supervisor or manager);
- ensuring appropriate assessment and investigation;
- ensuring compliance with additional external reporting requirements; and
- providing feedback to the discloser, demonstrating that the information was taken seriously and acted upon.

5.4.2 INTERNAL REPORTING ARRANGEMENTS

The City's internal reporting system considers the organisation's size, structure, function and geographic reach. Reporting to immediate supervisors or managers is encouraged, with supervisory employee responsible for reporting to more senior management.

The City has a dedicated Service Unit responsible for accepting and investigating reports of alleged fraud, serious misconduct and corruption, being the Governance Unit. The Governance and Risk Advisor has an unrestricted line of access to the CEO, enabling the CEO to fulfil the legislative reporting responsibility to external bodies.

5.4.3 FRAUD AND CORRUPTION REPORTING GUIDELINES

- Employees should report suspected wrongdoing to their immediate supervisor or manager, in the first instance.
- Should an employee be reluctant to report any concerns immediately or feel appropriate action has not been taken by the supervisor or manager who received the complaint, alternative reporting options include reporting to:-
 - A more senior manager.
 - Governance and Risk Advisor.
 - CEO.
 - The City's reporting fraud, misconduct and corruption Electronic Form available on the City's website (which can be done anonymously).
 - Directly to the PSC.
 - Directly to the CCC.
- Supervisors and managers are required to report information regarding suspected fraud, misconduct and/or corruption incidents immediately to the Governance Unit.
- A climate of trust and accountability should be developed so employees are aware that all efforts will be made to maintain confidentiality and appropriate action will be taken.
- Identifying a senior and qualified employee to receive

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reports (such as the Governance & Risk Advisor) who will provide for objectivity (or at least the perception of objectivity).

5.4.4 FRAUD, MISCONDUCT AND CORRUPTION REPORTING MANAGEMENT PROCESS

The City will maintain a complaints management process, managed by the Governance Unit, which captures, reports, analyses and escalates all detected fraud, misconduct and corruption incidents. This complaints management process is different and distinct from the City's Customer Complaints Management system.

The process also provides a fraud, misconduct and corruption register and Case Status Reports – Fraud, Misconduct and Corruption (Case Status Reports) - which will be reported to the Executive (and on an annual basis to the Audit and Strategic Finance Committee) for ongoing monitoring and analysis. Serious cases of fraud and misconduct will be immediately reported to the Audit & Strategic Finance Committee members. Data may also be used to provide the City with information for other reporting purposes and facilitate continuous improvement of its fraud, misconduct and corruption resistance capacity.

As set out in the Australian Standard, the Case Status Reports include the following information regarding each incident reported:

- Date and time of report.
- Date and time that incident was detected.
- How the incident came to the attention of management.
- The nature of the incident.
- Value of loss.
- Action taken following discovery of the incident.

5.5 Principle 5 – External Reporting

ANAO conditions: Governance, legislation, control strategies

The Western Australian public sector integrity framework includes independent statutory bodies which promote accountability, integrity and good governance, being:

- Public Sector Commission (PSC)

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- Crime and Corruption Commission (CCC)

Their integrity-building activities are supplemented by the law enforcement role of the Western Australia Police Service.

The integrity agencies offer a range of external reporting channels and advice, depending on the nature and scope of the alleged misconduct. In addition, the City has an external reporting responsibility to the PSC for minor misconduct and the CCC for serious misconduct in accordance with the CCM Act.

The Governance & Risk Advisor should be contacted prior to matters being reported to an external agency, for advice on correct reporting protocols.

5.6 Principle 6 – Public Disclosure

ANAO conditions: Legislation and governance, control strategies

The Public Interest Disclosure Act 2003 facilitates the disclosure of public interest information, enabling anyone to make disclosures about improper or unlawful conduct within the State Public Sector, local government and public universities without fear of reprisal. The Public Interest Disclosure Act 2003 also provides protection for those who are the subject of a disclosure.

A public interest disclosure (PID) is a disclosure of information of public interest, involving wrongdoing within the public sector, made to a proper authority. In accordance with the Public Interest Disclosure Act 2003 (PID Act), a proper authority is defined as a public sector entity or a member of the Legislative Assembly. The City strongly supports the principles embodied in the PID Act, which provide for certain protection from reprisal for persons making a PID, with the intent of the PID Act to ensure that persons making a complaint of wrongdoing can do so without fear of retribution.

From the perspective of fraud, misconduct and corruption control, a public service officer may make a PID if they report information about another employee that may relate to:-

- unlawful, corrupt, negligent or improper conduct that could amount to corrupt conduct;
- maladministration that adversely affects anyone's interests in a substantial and specific way; and/or

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- negligent or improper management by a public officer public sector entity or a government contractor resulting, or likely to result, in a substantial waste of public funds.

The City is committed to promoting the public interest by facilitating disclosures of wrongdoing and ensuring that PIDs are managed thoroughly, impartially, in a timely manner and in accordance with the PID Act.

The management of a PIDs includes initial evaluation, including a risk assessment and the determination of appropriate action, which may include investigation. If an investigation is conducted the discloser will be kept informed of its progress and outcome and will be provided with protection from reprisal action.

In accordance with the requirements of the PID Act, the City has a stand-alone PID internal management procedure which covers:

- the context in which a PID is appropriate;
- how, when and where to make a disclosure;
- who can make a disclosure;
- to whom a disclosure may be made;
- assessment and investigation of disclosure allegations;
- available support and protection mechanisms;
- the investigation process;
- PID-related roles and responsibilities; and
- Confidentiality.

The City also has a program to actively encourage an ethical work climate and an atmosphere of transparency and responsible reporting, which includes compulsory Code of Conduct and internal controls training, employees trained to receive and manage PIDs and to offer support and protection for disclosers.

As with all internal reporting of suspected wrongdoing, the City:

- exercises due process and natural justice in managing PIDs;
- makes all attempts to preserve confidentiality;
- provides appropriate protection to the person who made the PID;
- maintains all necessary records securely; and reports appropriately.

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5.7 Principle 7 – Investigations

ANAO conditions: Legislation and governance, control strategies

All reports, information, complaints and notifications concerning alleged employee misconduct are referred to either the Human Resources Unit or Governance Unit.

If there is a reasonable suspicion or possibility that an incident constitutes minor misconduct or serious misconduct (corrupt conduct), the CEO, as Principal Officer, is required in accordance with the CCM Act, to report the matter to the PSC or CCC respectively.

As both fraud and corruption generally fall within the definition of misconduct, the majority of fraud and corruption matters automatically need to be reported. The PSC or CCC respectively may choose to investigate the matter itself, refer it back to the City, or work with the City to investigate the matter.

Any allegation involving criminal offences against the City, by employees or external parties, needs to be referred to the Police. In the event the Police do not lay criminal charges, but the information requires further enquiry because the allegation raises a reasonable suspicion of employee misconduct which, if proven, would be likely to result in formal disciplinary action, an investigation will be commenced.

Investigations may involve matters of suspected fraud, misconduct, corruption, misappropriation, maladministration, theft and other matters where the conduct of an employee, if substantiated, could amount to corrupt conduct and may result in disciplinary action, including dismissal.

5.7.1 CITY'S FRAUD MISCONDUCT AND CORRUPTION PRACTICES

The City's own fraud, misconduct and corruption investigative practices are aligned and comply with the WA Ombudsman Guidelines.

Specialist training may be provided to City investigators, to ensure the integrity and professionalism of their investigative work. Fraud, misconduct and corruption investigations are conducted by experienced, senior personnel who are independent of the service unit in which the alleged misconduct, fraudulent or corrupt conduct occurred.

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Investigations and any resultant disciplinary proceedings are always legislatively compliant and conducted in an atmosphere of transparency, with the overall guiding principles being independence and objectivity.

Information arising from, or relevant to, investigations is not disseminated to any person not required by their position description to receive the information and considering the seriousness of fraud, misconduct and corruption allegations, investigations are overseen by the Governance Unit.

In planning and undertaking fraud, misconduct and corruption investigations, the City follows the steps outlined by the WA Ombudsman:

- Assess the complaint
- Determine the scope and nature of investigation
- Determine the responsibilities and powers of the investigator
- Develop the investigation framework
- Gather evidence
- Apply the appropriate standard of proof
- Record and store information appropriately
- Prepare the investigation report
- Close and conclude the investigation

All investigations are conducted in accordance with the rules of procedural fairness.

5.7.2 EDUCATION AND AWARENESS

Employees must co-operate with an investigation being conducted in connection with the administration, management and operation of the City to ensure the best possible outcomes.

5.7.3 POLICIES AND PROCEDURES

In addition to the City's Fraud and Misconduct Control Policy Statement, the City has a Conducting Investigations into Allegations of Serious Misconduct Management Procedure, which discusses employees legislative obligations, misconduct and corrupt conduct, the investigation process, the balance of probabilities, procedural fairness and natural justice, interviews and what each party can expect from the other during an investigation.

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When the City deems an investigation into alleged misconduct or corrupt conduct, including fraud or corruption, is necessary:

- all employees are obliged to respect the rights of all involved and maintain confidentiality pending a full investigation into an alleged wrongdoing;
- managers and supervisors must ensure due process and encourage confidentiality;
- any person disclosing alleged wrongdoing must be advised of the outcome of the investigation as soon as practicable;
- the outcome may be subject of review by the PSC or CCC respectively; and
- the allegation and outcome may be reported to the Police.

Outcomes of investigations where complaints of alleged fraud, misconduct and / or corruption have been substantiated may be published, when appropriate to do so and where confidential records can be maintained.

5.8 Principle 8 – Code of Conduct

ANAO conditions: Legislation and governance, ethical leadership and culture

The City's Code of Conduct provides guidance on the standards of conduct expected of all employees and others associated in any significant way with the City. They include ethics, principles and values and advice and guidance for employees in making ethical decisions, especially in circumstances where the 'correct' or 'best' course of action may not be clear.

The Code of Conduct is based upon four ethical principles:

- Integrity and impartiality
- Promoting the public good
- Commitment to the system of government
- Accountability and transparency

The Code of Conduct is underpinned by the City's Corporate Values:

- Customer Service - we are committed to giving the best possible customer service
- Accountability - we are honest and accountable for our actions and decisions
- Excellence - we strive for excellence

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- Safety - safety is an integral part of all that we do
- Sustainability - we consider the natural, financial and social implication of our decisions

As a tool which outlines the City's ethical framework, it is outside the scope of the Code of Conduct to cover all ethical situations which may arise. To assist in the resolution of complex issues, including those relating to fraud, misconduct or corruption, Employees should seek the advice of their supervisors, managers or senior management when appropriate.

The value of the Code of Conduct as a deterrent to misconduct depends substantially on the perception that the provisions are enforced swiftly and equitably. Accordingly, prompt and impartial action is taken by the City in the event that a reasonable suspicion exists of fraud, misconduct, corruption or corrupt conduct.

The Code of Conduct reflects the corporate and business ethos of the City. As such, the City-wide implementation will promote integrity, encourage ethical behaviour and strengthen the City's resistance to fraud, misconduct and corruption.

The Human Resources Unit will review the Code of Conduct biennially, or more frequently if required. On an ongoing basis, the Director of Governance & Community Services will also review the need to develop any other related policies and procedures, ethical awareness training or employee development materials.

5.9 Principle 9 – Employee Education and Awareness

ANAO conditions: Governance, ethical leadership and culture

The City provides appropriate education and training for all employees.

5.9.1 MANDATORY TRAINING

As part of the City's corporate training, it will be mandatory for all employees to undertake ethics education and training. Such training will be undertaken on an on-going basis and at regular intervals during employment with the City.

The ethics education and training module includes:

- ethical decision-making training and awareness, including Code of Conduct;
- internal controls training; and
- fraud, misconduct and corruption (including Public Interest

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Disclosure) training and awareness.

Such training will be available to all employees through a variety of delivery modes including:

- face-to-face training;
- on-line fraud awareness and ethical decision making training; and
- ethics-related resources published on City's intranet.

5.9.2 CITY EDUCATION AND AWARENESS STRATEGIES

The City implements a variety of education and awareness strategies to foster an ethical organisational culture and strengthen the City's resistance to fraud, misconduct and corruption:

- displaying notices about the Code of Conduct and the expectation of ethical behaviour, throughout the workplace;
- making a copy of the Code of Conduct available to all new employees;
- demonstrating executive management commitment to fraud, misconduct and corruption control, with senior executives leading by example and participating in training sessions ;
- dissemination of advice about fraud awareness strategies and internal controls;
- this Framework and the Fraud and Misconduct Control and Resilience Policy made accessible to all employees
- dissemination of Public Interest Disclosure (PID) Policy and advice about the City's support and approach to PIDs;
- function-specific training about fraud and corruption control to employees working in high-risk areas;
- online Internal Controls training;
- the inclusion of fraud, misconduct and corruption control KPIs in the City's financial sustainability benchmarks;
- embedding fraud, misconduct and corruption control in the City's Enterprise Risk Management program; and
- reinforcement of the City's zero tolerance attitude to fraud, misconduct and corruption demonstrated by prompt response to incidents.

Consideration of future training programs will include but not be limited to the provision of guidelines on the identification of misconduct risk and the 'red flag' indicators of potential fraud, misconduct and corruption. Such training will also include information about accountability and ethical standards, as well as offering case studies and scenarios for ethical decision making.

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5.10 Principle 10 – Client and Community Awareness

ANAO conditions: Legislation and governance, ethical leadership and culture

This Framework and other relevant policies and procedures are published on the City's internet site to make them accessible for all community members and residents.

The City's external communication will emphasise the integrity of the City and its commitment to the highest standard of probity in all its dealings. The City's Statement of Business Ethics promotes this and is available on the City's internet site. In doing so, the City will give the community confidence in its dealings with the City and ensure that external providers, such as contractors, suppliers, third party providers and funding recipients are aware of the City's zero tolerance policy. This message will be augmented by the ethical actions of employees at all times.

The City promotes its position in respect of fraud and misconduct control and resilience by:

- publishing this Framework and procedure on the City's internet and intranet;
- ensuring a documented process for reporting potential fraudulent, misconduct and/or corrupt activities;
- incorporating probity compliance declarations and provisions into the City's standard contracts;
- providing a fraud, misconduct and corruption reporting Electronic Form on the City's website; and
- developing and delivering associated training to all employees.

The City's zero tolerance to fraud, misconduct and corruption should be highlighted, and measures taken to ensure the City's fraud, misconduct and corruption prevention goals are reported in the City's Annual Report.



6. MONITORING, REVIEW AND CONTINUOUS IMPROVEMENT

The processes that support continuous improvement of the Framework include:

- reviewing the Framework triennially (or following a significant change within the City) including:
 - control strategies to ensure appropriate balance between prevention and detection; and
 - control appropriateness and effectiveness of design and operation,
- updating the fraud, misconduct and corruption risk assessment to ensure fraud misconduct and corruption risks are captured and managed; and
- review of individual fraud, misconduct and corruption cases to identify the cause, areas of control weakness, where possible measure the loss or cost of fraud, and identify lessons learned.

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APPENDIX 1 – LEGISLATION AND OTHER INSTRUMENTS

Legislation

- Local Government Act 1995
- Local Government Regulations
- Corruption and Crime Commission Act 2003
- Corruption, Crime and Misconduct Act 2003
- Criminal Code Act Compilation Act 1913
- Public Interest Disclosure Act 2003
- State Records Act 2000

Substantive policy and related procedures

- Employee Code of Conduct
- Elected Members Code of Conduct
- Fraud & Misconduct Control and Resilience Policy
- Compliments, feedback & Complaints Policy
- Compliments, feedback & Complaints Procedure
- Conflict of Interest Management Procedure
- Secondary Employment Management Procedure
- Gifts and Benefits Procedure
- Public Interest Disclosure Procedure
- Reporting Serious and Minor Misconduct Management Procedure
- Conducting Investigations Management Procedure
- Rules of Conduct Complaint Handling Management Procedure

Standards, guidance and best practice

- Australian Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines
- Australian Standard AS 8001-2008 Fraud and Corruption Control
- Australian Auditing Standard ASA 240 – The Auditor's Responsibilities Relating to Fraud in an Audit of a Financial Report
- Australian National Audit Office – Fraud Control in Australian Government Entities – Better Practice Guide (March 2011)
- Notification of Misconduct in Western Australia
- a joint information resource prepared by the Public Sector Commission and the Corruption and Crime Commission on misconduct as defined by the Corruption, Crime and Misconduct Act 2003 – 1 July 2015
- Western Australian Auditor General's Report: Fraud Prevention and Detection in the Public Sector – Report 7 – 30 June 2013



APPENDIX 2 – DEFINITIONS

Capitalised terms referred to in this Framework are defined in the table below:

Term	Definition
Administration	The operational arm of the City which includes the Employees and is headed by the CEO.
ANAO	Australian National Audit Office.
ANAO Better Practice Guide	Australian National Audit Office – Fraud Control in Australia Government Entities Better Practice Guide.
Australian Standard	AS 8001-2008 – Fraud and Corruption Control.
Bribe	The offering, giving, receiving, or soliciting of something of value for the purpose of influencing the action of an official in the discharge of his or her public or legal duties.
CCC	Corruption and Crime Commission.
CCC Guidelines	Corruption and Crime Commission – Misconduct Resistance Guidelines.
CCM Act	Corruption, Crime and Misconduct Act 2003.
CEO	Chief Executive Officer.
City	The City of Cockburn, including the Council and the Administration.
Code of Conduct	Principles, values, standards and rules of behaviour that guide the decisions, procedures and systems of the City of Cockburn.
Commonwealth Guidelines	The Australian Minister for Home Affairs and Minister for Justice – Commonwealth Fraud Control Guidelines.
Corruption	Dishonest activity in which a director, executive, manager, employee, or contractor of an entity acts contrary to the interests of the entity and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or entity. The concept of "corruption" [within this standard] can also involve corrupt conduct by the entity, or a person purporting to act on behalf of and in the interests of the entity, in order to secure some form of improper advantage for the entity either directly or indirectly (Source: AS8001:2008).
Council	The body constituting of all Elected Members sitting formally as a Council under the Local Government Act.
Criminal Code	Criminal Code Compilation Act 1913.
Director	The senior position in the Administration directly responsible to the CEO and who classified as a "senior employee" in accordance with the Local Government Act.
Employee	Means a person employed by a local government in accordance with section 5.36 of the Local Government Act including the CEO, Directors, Managers, officers, casual and contract employees.

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Term	Definition
Executive Management Team	Means the CEO, the Directors and Executive Manager Strategy and Civic Support.
Framework	Means this Fraud, Misconduct Control and Resilience Framework.
Fraud	Dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal purpose or the improper use of information or position for personal financial benefit. The theft of property belonging to an entity by a person or persons internal to the entity but where deception is not used is also considered 'fraud' [for the purposes of this standard] (Source: AS8001:2008).
Fraud, misconduct and corruption risk assessment	Means the application of risk management principles and techniques in the assessment of the risk of fraud and corruption within the City of Cockburn.
Investigation	Means a search for evidence connecting or tending to connect a person with conduct that infringes the criminal law or the policies and standards set by the City of Cockburn.
Local Government Act	Means the Local Government Act 1995.
Misconduct	Misconduct occurs when a public officer abuses their authority for personal gain, causes detriment to another person, or acts contrary to the public interest (Source: Corruption and Crime Commission).
Notification Guidelines	Corruption and Crime Commission and Public Sector Commission (Joint) Notification of Misconduct in Western Australia Guidelines.
PID	Means a public interest disclosure as defined in the PID Act.
PID Act	Public Interest Disclosure Act 2003.
Policy	The City's Fraud and Misconduct Control and Resilience Policy.
PSC	Public Sector Commission.
Reporting Procedure	The City's Reporting Serious and Minor Misconduct Management Procedure.
Risk	Means the chance of something happening that will have an impact upon objectives. In consideration of fraud and misconduct risk, this will generally be a negative impact.
Risk Assessment	The City's Fraud and Misconduct risk assessment.
Risk Management	Means provides the necessary foundations and organisational arrangements for managing risk across the City of Cockburn. The Framework outlines a standardised, consistent approach to risk management in accordance with current industry standards, whilst providing a best practice methodology that meets the City's Risk Management Policy requirements.

13 March 2019





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Item 13.4 Attachment 3

ASFC 19/11/2020

Title	Fraud & Misconduct Control & Resilience
Policy Number (Governance Purpose)	

**Policy Type**

Council

Policy Purpose

To articulate the City of Cockburn's (the City) commitment to a zero-tolerance approach to fraud, misconduct, bribery and corruption (Fraud and Misconduct) and to building resilience through the identification and implementation of strategies to prevent, detect and respond to Fraud and Misconduct.

All Employees will need to be aware of this Policy, the Framework and its implications, together with other stakeholders, including contractors and consultants.

Policy Statement

The City adopts a zero tolerance approach to Fraud and Misconduct and will appropriately deal with all allegations and suspected instances of Fraud and Misconduct. This includes notifying, reporting or referring any such instances to the appropriate authority for investigation and possible prosecution. The City will seek to recover any losses incurred after considering all relevant issues.

The management of Fraud and Misconduct is a collective responsibility of all persons engaged or closely associated with the City in any capacity.

The City's 'Statement of Business Ethics' outlines the integrity and ethical standards expected by the City to ensure business relationships between the City (and its Employees), suppliers and/or service providers exhibit the highest standards of integrity when conducting business.

(1) Implementation

1. The City has adopted a Fraud and Misconduct Control and Resilience Framework (the Framework) that is aligned with the Australian Standard AS8001:2008 Fraud and Corruption Control.
2. This Policy along with the Code of Conduct, the City's values and culture and its governance and risk management frameworks all operate in synergy to prevent, detect and respond to potential or actual fraud and misconduct.
3. The Framework establishes the strategies and processes by which the City will determine specific practices, plans and procedures to manage the prevention and detection of fraudulent activities, the related investigation and, where appropriate, referral of incidents to the appropriate authorities.
4. The City provides all Employees with education and training in ethics and fraud awareness to ensure that all Employees understand their responsibilities and obligations.

[1]



Title	Fraud & Misconduct Control & Resilience
Policy Number (Governance Purpose)	



(2) Reporting Serious or Minor Misconduct

A Public Officer or any other person may report to the CCC or the PSC any matter which that person suspects on reasonable grounds concerns or may concern serious or minor misconduct. Information on reporting to the appropriate authority is available on the City's public website.

(3) Public Interest Disclosure (PID)

1. Any person may make an appropriate disclosure of public interest information to a proper authority (which includes a local government). The legislation which governs such disclosures is the PID Act.
2. A disclosure can be made by anyone and may be made anonymously. If disclosures are made in accordance with the PID Act, the person making them is protected from reprisal. This means that the person enjoys immunity from civil or criminal liability and is protected from any disciplinary action or dismissal.
3. The PID Act requires local governments to appoint a PID Officer to whom disclosures may be made. The PID Officer should be consulted when considering whether to make a disclosure. Information on public interest disclosures and the City's PID Officers are maintained on the City's public website.

(4) Disciplinary and Recovery Action

The City will respond to all instances of Fraud and Misconduct in accordance with its disciplinary process which may lead to termination. The City will also seek to recover any losses it may have suffered through Fraud and Misconduct.

(5) Roles and responsibilities

The roles and responsibilities of the Audit and Strategic Finance Committee, CEO, Executive, Managers, Governance Business Unit, Human Resources Business Unit and all Employees in respect of this Policy are articulated in detail in the Framework.

(6) Dispute Resolution

All disputes in respect of this Policy must be referred to the Director of Governance and Community Services in the first instance, and if unresolved, to the CEO.

(7) Relevant Documents

1. Fraud and Misconduct Control and Resilience Framework
2. Risk Management Policy and Framework
3. Code of Conduct (Employees and Elected Members)
4. Reporting Serious and Minor Misconduct Policy and Procedures

[2]



Item 13.4 Attachment 3

ASFC 19/11/2020

Title	Fraud & Misconduct Control & Resilience
Policy Number (Governance Purpose)	



(8) References

In developing the Policy, reference has been made to relevant guidance and/or legislation as follows:

1. Australian Standard for Fraud and Corruption Control (AS8001:2008)
2. Australian Standard for Organisational Codes of Conduct (AS8002:2003)
3. Australian Standard for Whistleblower Protection (AS8004:2003)
4. Australian National Audit Office – Fraud Control in Australian Government Entities
5. Public Sector Commission: Code of Ethics Principles Conduct Guide and Accountable and Ethical Decision Making Modules
6. Corruption & Crime Commission: Agency Misconduct Management Systems and Misconduct Resistance Framework
7. Public Interest Disclosure Act 2003
8. Corruption Crime and Misconduct Act 2003

Term	Definition
Australian Standard	AS8001-2008 – Fraud and Corruption Control
Bribe	The offering, giving, receiving, or soliciting of something of value for the purpose of influencing the action of an official in the discharge of his or her public or legal duties
CCC	Corruption and Crime Commission
CEO	Chief Executive Officer
Code of Conduct	Principles, values, standards, and rules of behaviour that guide the decisions, procedures and systems of the City of Cockburn
Corruption	Dishonest activity in which a director, executive, manager, employee, or contractor of an entity acts contrary to the interests of the entity and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or entity. The concept of "corruption" [within this standard] can also involve corrupt conduct by the entity, or a person purporting to act on behalf of and in the interests of the entity, in order to secure some form of improper advantage for the entity
Employee	A person employed by a local government in accordance with section 5.36 of the LGA including the CEO, Directors, Managers, officers, casual and contract employees

[3]



Title	Fraud & Misconduct Control & Resilience
Policy Number (Governance Purpose)	



Term	Definition
Fraud	Dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or falsified documentation used or intended for use for a normal purpose or the improper use of information or position for personal financial benefit. The theft of property belonging to an entity by a person or persons internal to the entity but where deception is not used is also considered 'fraud' [for the purposes of this standard] (Source: AS8001:2008).
LGA	Local Government Act 1995
Minor Misconduct	Minor misconduct occurs if a public officer engages in conduct that: (a) adversely affects the honest or impartial performance of the functions of a public authority or public officer, whether or not the public officer was acting in their public officer capacity at the time of engaging in the conduct; or (b) involves the performance of functions in a manner that is not honest or impartial; or (c) involves a breach of the trust placed in the public officer; or (d) involves the misuse of information or material that is in connection with their functions as a public officer, whether the misuse is for the benefit of the public officer or the benefit or detriment of another person; and constitutes, or could constitute, a disciplinary offence providing reasonable grounds for termination of a person's office or employment. (<i>Corruption, Crime and Misconduct Act 2003</i>)
Misconduct	Means when a public officer abuses their position and/or authority for personal gain, to cause detriment to another person, or acts contrary to the public interest (Source: Corruption and Crime Commission)
PID Act	The <i>Public Interest Disclosure Act 2003</i> was introduced to encourage people to report wrongdoing within the State Government, local government and public universities and protect them when they do.

[4]



Title	Fraud & Misconduct Control & Resilience
Policy Number (Governance Purpose)	



Term	Definition
PID Officer	The 'Public Interest Disclosure (PID) Officer' is the person who holds the specified position as the proper authority to receive public interest disclosures within the sphere of responsibility of the public authority. This person is designated by the Principal Executive Officer (PEO) under section 23(1)(a) of the PID Act.
PSC	Public Sector Commission
Public Interest Information	means information that tends to show, in relation to its public function a public authority, a public officer, or a public sector contractor is, has been, or proposes to be, involved in: (a) improper conduct; or (b) an act or omission that constitutes an offence under a written law; or (c) a substantial unauthorised or irregular use of, or substantial mismanagement of, public resources; or (d) an act done or omission that involves a substantial and specific risk of – (i) injury to public health; or (ii) prejudice to public safety; or (iii) harm to the environment; or (e) a matter of administration that can be investigated under section 14 of the <i>Parliamentary Commissioner Act 1971</i> . (<i>Public Interest Disclosure Act 2003</i>)
Public Officer	Includes a member, officer, or employee of an authority, board, corporation, commission, local government, council, committee or other similar body established for a public purpose under an Act. (<i>Corruption, Crime and Misconduct Act 2003</i>)
Public Authority	Includes an authority, board, corporation, commission, council, committee, local government, regional local government or similar body established under a written law. (<i>Corruption, Crime and Misconduct Act 2003</i>)

[5]



Title	Fraud & Misconduct Control & Resilience
Policy Number (Governance Purpose)	



Term	Definition
Serious Misconduct	Serious misconduct occurs when: <ul style="list-style-type: none"> (a) a public officer corruptly acts or corruptly fails to act in the performance of the functions of the public officer's office or employment; or (b) a public officer corruptly takes advantage of the public officer's office or employment as a public officer to obtain a benefit for himself or herself or for another person or to cause a detriment to any person; or (c) a public officer whilst acting or purporting to act in his or her official capacity commits an offence punishable by two or more years' imprisonment. <i>(Corruption, Crime and Misconduct Act 2003)</i>

Strategic Link:	Fraud and Misconduct Control and Resilience Framework
Category	Governance
Lead Business Unit:	Governance
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	13 December 2018
Next Review Due: (Governance Purpose Only)	December 2018
ECM Doc Set ID: (Governance Purpose Only)	4134601

[6]

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Item 13.5

13.5 (2020/MINUTE NO 0017) REPORT ON OFFICE OF AUDITOR GENERAL PERFORMANCE AUDIT - WASTE MANAGEMENT - SERVICE DELIVERY AND THE CITY OF COCKBURN'S RESPONSE

Author L Davieson
Attachments 1. OAG Performance Audit - Waste Management - Service Delivery [↓](#)

RECOMMENDATION

That Council receive the Office of Auditor General's Performance Audit Report on Waste Management – Service Delivery, as attached to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr C Stone

That the recommendation be adopted.

CARRIED UNANIMOUSLY 6/0

Background

The Office of the Auditor General (OAG) has undertaken a series of Performance Audits into functions or activities undertaken by Local Government in Western Australia.

The City of Cockburn has participated in two such Performance Audits to date. The first, *Timely Payment of Suppliers* (report to this Committee in July 2018), and the second, *Information Systems Audit Report 2020 – Local Government Entities* (report to this meeting of the Committee).

The aim is that any such Performance Audit undertaken by the OAG, where Local Government is the focus, a report will be submitted to the Audit and Strategic Finance Committee with comments on the recommendations by relevant City officers as to its applicability to the City of Cockburn.

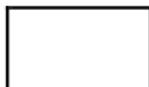
The OAG has undertaken twenty three audits in the last two years, with seven focused on Local Government and sixteen on State Government agencies.

The OAG has undertaken the following Local Government Performance Audits:

- Records Management in Local Government
- Local Government Building Approvals
- Fraud Prevention in Local Government
- Local Government Contract Extensions and Variations
- Information Systems Audit Report 2020 – Local Government Entities
- Regulation of Consumer Food Safety by Local Government Entities
- Waste Management - Service Delivery

Submission

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N/A

Report

A copy of the OAG Performance Audit Waste Management – Service Delivery has been attached to the report with a response from the relevant manager on the recommendations contained in the OAG audits detailed below.

OAG Recommendation 1

Provide support to Local Government entities by:

- a) Preparing a State Waste Infrastructure Plan to ensure alignment with the State planning framework,
- b) Identifying local Perth, Peel and regional reprocessing facility requirements and markets for recyclable materials, particularly for organic materials,
- c) Continuing to develop better practice guidance for Local Government entities to manage key waste streams and problematic wastes,
- d) Engaging with individual Perth, Peel and regional Local Government entities to help understand, identify and address their local challenges, risks and waste management requirements.

City of Cockburn Response

1a. and 1b. – Fully Supported.

All infrastructure planning is best undertaken at the State or Regional level and it is entirely appropriate that the State should lead this development.

- 1c. Quality guidelines have already been developed collaboratively with WALGA and Local Governments. WALGA is actively developing additional guidelines.
- 1d. The Waste Authority and the DWER continue to consult widely on waste related issues and the City's experience is that our feedback is not embraced.

OAG Recommendation 2

Support Local Government entities to improve the accuracy of their waste and recycling data in line with the Waste Data Strategy by:

- a) Providing additional training and guidance for Local Government entities on data collection, reporting and quality control requirements,
- b) Developing and implementing appropriate controls to minimise the risk of inaccurate data supplied by contractors.



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City of Cockburn Response

- a) The City has reported waste data, well beyond the minimum requirement, for more than a decade, due mostly to our excellent financial systems, the City's HWRP weighbridge and the detailed metrics recorded in Waste Collection. New compulsory DWER data reporting requirements are now in place.
- b) Supported – Additional funding from the Landfill Levy could be allocated to private waste contractors for waste auditing that will assist in reducing the risk of reporting inaccurate data.

OAG Recommendation 3

Provide Local Government entities with materials that explain the cost and environmental benefits of adopting a 3-bin FOGO system.

City of Cockburn Response

The EMRC has developed a business case approach to use with its Member Councils to assess the viability of FOGO. WALGA has applied for a *Waste Sorted* grant to allow this process to be implemented with Local Governments.

The City has made its position clear to the DWER with respect to its cautious approach to adopting FOGO.

OAG Recommendation 4

Engage with Local Government entities to develop consistent and regular state-wide messages, education and behaviour change programs for all Local Government entities and contractors that align with Waste Strategy 2030 targets.

City of Cockburn Response

The City's Waste Education Coordinator meets regularly with the Consistent Communication Collective and has already adopted this group's recommendations in the City's Waste Education promotional material. The process of consistent and collaborative education and behaviour change is already well in place at the City of Cockburn.

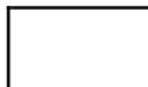
OAG Recommendation 5

Provide guidance for Local Government entities to collect and publicly report consistent waste and recovery financial and performance data.

City of Cockburn Response

The City has reported waste data, well beyond the minimum requirement, for more than a decade, due mostly to our excellent financial systems, the City's HWRP weighbridge and the detailed metrics recorded in Waste Collection. New compulsory DWER data reporting requirements are now in place.

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OAG Recommendation 6

Provide regular community updates on efforts to recover waste and meet Waste Strategy 2030 targets and seek community feedback where appropriate.

City of Cockburn Response

The Waste Education Coordinator and the Communications Team are very active in social media platforms and in hard print, to provide feedback to the community on their waste management performance. Public interaction at festivals, workshops and tours is already common place in the City's Waste Education programs.

OAG Recommendation 7

Consider preparing waste plans, which demonstrate how the Local Government will contribute to relevant Waste Strategy 2030 headline strategies. These plans should be publicly available.

City of Cockburn Response

The DWER has already approved the City's Waste Plan (September 2020). It has not been made publically available by the City as it is an unreadable document. The City has instead opted to develop its own Waste Strategy 2020-2030.

The DWER may publicise the City's Waste Plan if it so chooses.

OAG Recommendation 8

Include performance measures in contracts with service providers to recover more waste without adding significant costs.

City of Cockburn Response

WALGA is currently working on Best Practice Procurement Guidelines for Waste Services. This will assist in ensuring at a sector wide level, measures such as this can be included.

OAG Recommendation 9

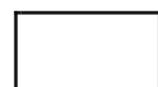
Consider providing incentives for the community to minimise waste production.

City of Cockburn Response

The City's extensive three year roll out of the third bin involved doorknocking every resident to engage them in waste avoidance and reduction.

The Waste Education Coordinator is continually running competitions and programs with prizes for waste avoidance and reduction.

The City included in its 2020-2021 Fees and Charges a cost reduction for residents to reduce their general waste bin from 240lt to 140lt.



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Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Audit activities are an important mitigation measure in addressing risk. It is important that any audit findings and recommendations from the OAG's Performance Audits are considered and addressed.

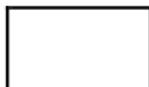
Advice to Proponents/Submitters

N/A

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

Nil

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Western Australian
Auditor General's Report



**Waste Management
– Service Delivery**



Report 3: 2020-21
20 August 2020

**Office of the Auditor General
Western Australia**

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The Office of the Auditor General acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.

Cover image: Broome Waste Management Facility



WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

Waste Management – Service Delivery

Report 3: 2020-21
August 2020



**THE PRESIDENT
LEGISLATIVE COUNCIL**

**THE SPEAKER
LEGISLATIVE ASSEMBLY**

WASTE MANAGEMENT – SERVICE DELIVERY

This report has been prepared for submission to Parliament under the provisions of section 25 of the *Auditor General Act 2006*.

Performance audits are an integral part of my Office's overall program of audit and assurance for Parliament. They seek to provide Parliament and the people of WA with assessments of the effectiveness and efficiency of public sector programs and activities, and identify opportunities for improved performance.

This audit assessed whether local government (LG) entities plan and deliver effective waste services to their communities. We also assessed whether the State Government provided adequate support to LG entities for local waste planning and service delivery.

I wish to acknowledge the entities' staff for their cooperation with this audit.

A handwritten signature in black ink, appearing to read 'Caroline Spencer'.

CAROLINE SPENCER
AUDITOR GENERAL
20 August 2020



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Auditor General's overview

The sustainable management of waste is an important issue for the community. There are many examples across the world of the dire consequences to human health and the environment when waste is poorly managed. Community expectation regarding waste management is high and there is a strong desire to understand how State and local government (LG) entities manage waste, what goes in each of our household bins and where our recyclable materials will end up.



This audit assessed whether LG entities plan and deliver effective waste services to their communities. We also assessed whether the State Government provided adequate support to LG entities for local waste planning and service delivery. We last audited the State Government's role in waste management in 2016 in our report, *Western Australian Waste Strategy: Rethinking Waste*.

The State Government's *Waste Avoidance and Resource Recovery Strategy 2030* clearly outlines the actions the government, industry and the community need to take to meet community expectation. The strategy set ambitious targets, including recovering 65% of municipal solid waste from households in the Perth and Peel regions and 50% in major regional centres, by 2020. LG entities collect and process this waste stream, often with the support of the private operators they contract.

While the Department of Water and Environmental Regulation (DWER) and the Waste Authority have substantially improved their support to LG entities in the last 5 years, the proportion of waste that is recycled in Western Australia has not changed, and the State's performance sits below the national average. High rates of contamination in recycling bins, inconsistent and irregular waste education, limited local recycling infrastructure and markets for recycled commodities, are issues that prevent wider adoption of better practice waste management techniques. As a result, few LG entities are on track to meet the 2020 targets.

It is pleasing to see the many examples of better practice waste management from LG entities, but only a handful were consistently using them. For example, organic material typically accounts for half of household waste, and is therefore our single biggest opportunity to recycle. Using green waste collected from households to produce mulch for community parks and gardens, or composting food and garden organics to develop fertilisers, can significantly increase waste recovery. In addition, separating and recycling bulk rubbish is another simple way for LG entities to recover more waste and contribute to meeting the State's waste targets.

The audit found that local, regional and statewide waste planning is inadequate. Few LG entities had waste plans but DWER has been working closely with entities to help them develop individual plans. The Waste Authority flagged State infrastructure planning as essential back in 2012, but little progress has been made. It remains a key initiative that government, industry and the community need to progress to ensure waste truly becomes a valued resource. Given recent international export bans on recyclable materials, the planning and development of local recycling facilities within the state is becoming increasingly urgent to help provide certainty to stakeholders, create opportunities for local recycling industries, and protect our local environments and public health.

I encourage all LG entities to consider the findings in this report. Making a concerted effort to use available practices to avoid and recover more waste is the key to continuing to improve the State's waste and recycling performance.



Executive summary

Introduction

This audit assessed whether local government (LG) entities plan and deliver effective waste management services to their communities.

We focused on LG waste management and progress towards achieving targets and objectives set in the first *Western Australian Waste Strategy: Creating the Right Environment* (Waste Strategy 2012) and subsequent *Waste Avoidance and Resource Recovery Strategy 2030* (Waste Strategy 2030). The audit also assessed State Government support for LG entities and followed up on recommendations to State government entities from OAG's *Western Australian Waste Strategy: Rethinking Waste* audit completed in 2016.

Background

Waste management challenges

Poorly managed waste poses a threat to human health and the environment. However, if managed well, it can become a valuable material that can be reused, reprocessed or recycled. Solid waste is typically managed as 1 of 3 streams:

- municipal solid waste (MSW or waste¹) – waste from households and public places collected by LG entities or their contractors
- commercial and industrial – waste originating from commercial and/or industrial activities (e.g. metals, paper, cardboard, plastic, food organics, glass, timber)
- construction and demolition – waste material generated from commercial, government or residential building and demolition sites.

In 2017-18, Western Australian (WA) households produced over 1.5 million tonnes, or about 600 kilograms (kg) per person, of waste.² The amount of waste households generated decreased by a reported 26 kg per person from 2014-15 to 2017-18², as did the amount sent to landfill. However, the proportion of waste recovered had not changed. The State's total waste recycling rate of 53% in 2016-17 for all waste streams was still below the national average of 58%.

Factors such as population growth, environmental concerns and changes in technology and international markets for recycled materials have continued to increase the need for sustainable waste management.

In 2018, China announced it would stop importing contaminated recyclable materials as part of its *National Sword* policy. This placed additional pressure on LG entities, who had to find alternative solutions for managing recyclable materials. Other countries such as Malaysia, Thailand and Vietnam also declared restrictions on importing waste. In response, the Council of Australian Governments (COAG) agreed to a phased ban on the export of waste plastic, paper, glass and tyres. This will commence in January 2021.

Waste management is a shared responsibility. All levels of government, business, industry and the community generate waste, and all have a role to play in adopting best practice

¹ MSW is collected from households and LG entities through waste and recycling collections, but can also include some commercial waste.

² ASK Waste Management (2019). *Recycling Activity in Western Australia 2017-18*.

approaches to manage that waste. The State Government oversees and guides the waste and recycling system in WA (Table 1).

Entity	Responsibilities
Waste Authority	<ul style="list-style-type: none"> provides strategic and policy advice to the State Government implements policies and programs consistent with the waste strategy applies funding from the Waste Avoidance and Resource Recovery Account (WARR Account) to strategic initiatives collates waste and recycling data from LG entities to produce the annual <i>Census of Western Australian Local Government Waste and Recycling</i> (LG Census)
Department of Water and Environmental Regulation (DWER)	<ul style="list-style-type: none"> supports the Waste Authority is responsible for waste legislation, policy, planning, and licencing and regulation
Department of Local Government, Sport and Cultural Industries (DLGSC)	<ul style="list-style-type: none"> provides support and advisory services to LG entities, including helping them improve waste management planning

Table 1: Responsibilities of State government entities

LG entities play a critical role in managing MSW, which makes up 34% of the State's waste.³ Many LG entities deliver these waste services 'in-house', while others use private contractors. Some LG entities have joined to form regional councils as a way of sharing waste management. LG entities can provide a range of waste, recycling and organic material collection services; drop-off facilities; and waste education and behaviour change programs to their communities.

Legislation and waste strategies

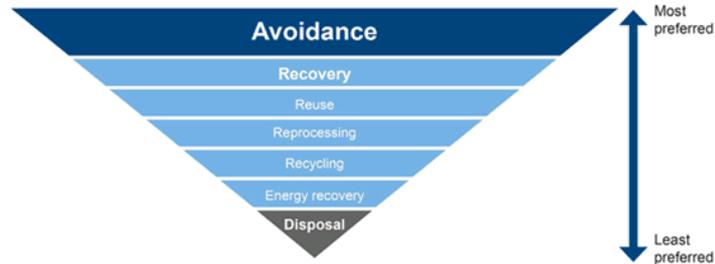
The *Waste Avoidance and Resource Recovery Act 2007* (WARR Act) is the principal legislation for waste management in the State. The WARR Act aligns with the key principles of the *National Waste Policy 2018: Less Waste, More Resources*. It also contributes to Australia's international commitments, such as the United Nations' Sustainable Development Goals, adopted by world leaders in 2015. One of these goals focuses on 'responsible consumption and production' and another 8 of the 17 relate to improving resource recovery and waste management.⁴

The WARR Act establishes the role of LG entities to provide waste services in line with the waste hierarchy (Figure 1). It also requires the Waste Authority prepare a waste strategy and provides the Chief Executive Officer of DWER with the power to require LG entities prepare waste plans. These plans aim to align LG entities' waste planning processes with the State's waste strategy, and to protect human health and the environment. DWER has requested Perth and Peel LG entities prepare waste plans by March 2021.

³ ASK Waste Management (2019). *Recycling Activity in Western Australia 2017-18*.

⁴ <https://sustainabledevelopment.un.org/sdgs>





Source: OAG adapted from the Waste Authority

Figure 1: Waste hierarchy based on the WARR Act

The Waste Strategy 2012 was the first statewide plan developed for WA. It described the cooperative effort needed to reduce waste disposed in landfill and increase resource recovery. It set targets to divert 65% of metropolitan MSW from landfill by 2020 and 50% for major regional centres (MRC). Improving the way we manage waste in WA relies heavily on the choices that individuals make in buying and using products and how they dispose of them.

In February 2019, the State Government released the Waste Strategy 2030. It set targets for the community and waste managers. This strategy was developed in consultation with government, industry and the community. It set a new benchmark for community expectation, shifting the State’s approach to waste management to focus on avoiding and recovering waste, and protecting the environment.

The Waste Strategy 2030 also introduced the ‘circular economy’ model where energy and materials are retained for as long as possible. Instead of ‘waste’, materials became ‘resources’. This was a move away from a linear ‘take, make, use and dispose’ economic model. The *Waste Avoidance and Resource Recovery Action Plan* (Action Plan) supported the Waste Strategy 2030, outlining 8 headline strategies and 57 actions.

Audit conclusion

In WA, kerbside waste collection at the LG level is largely effective. However, local, regional and statewide waste planning, and tailored support for LG entities, is inadequate. This has limited the effectiveness of waste management and the State’s ability to meet its long-term targets.

Most LG entities deliver waste collection and drop-off services that are highly valued by their communities. However, many LG entities are not effectively encouraging waste avoidance, nor maximising the recovery of waste by reusing, reprocessing and recycling. As a result, few are on track to help the State meet its Waste Strategy 2030 targets for 2020 to increase waste recovery to 65% in the Perth and Peel region, and 50% in major regional centres (MRC).

Waste planning by LG entities is inadequate and inconsistent, as most do not have their own up-to-date waste plans. Nearly 80% of LG entities contract out their kerbside waste collection services. However, they do not directly impose waste recovery targets on the private waste contractors, who typically focus on collecting waste. Preparing waste plans and contracts that clearly align to the Waste Strategy 2030 and address risks is an important step to help LG entities meet waste targets.

We found examples of good practice in recovering waste across the sector, but LG entities have not consistently adopted these. They include regular and consistent education,

incentives for the community to avoid and reduce waste, and efforts to recover a greater proportion of organic waste and bulk wastes, such as white goods, mattresses and timber. If LG entities are to progress the State's vision to become a sustainable, low-waste society, such initiatives need to be widely implemented.

The Waste Authority and Department of Water and Environmental Regulation (DWER) have substantially improved their support to LG entities since our last audit in 2016. However, both can do more to assist LG entities, particularly those in regional areas. A lack of infrastructure planning and accurate waste and recycling data, along with guidance on better practice waste recovery, has left LG entities to plan and manage community waste based on their own local needs and available infrastructure, which may not be consistent with the State's plans and objectives.

Key findings

LG entities deliver essential waste collection and drop-off services but few are likely to meet State and community expectations to avoid and recover waste

LG entities and their contractors provide regular waste collection and drop-off services that are valued by their community. We reviewed 20 community scorecards, which surveyed community feedback on LG performance between 2017 and 2019. Three quarters of the responses ranked waste collection services as the highest performing area for the LG entities, who received an average positive rating of 92% for weekly waste collection services. These results show that the community and other stakeholders are confident that LG entities will regularly collect and dispose of their household waste.

Most LG entities are unlikely to meet State and community targets to increase waste recovery by 2020 and 2025, and do not always provide public information on their progress. In 2017-18, the waste recovery rate for the Perth and Peel region was 41%, and for the MRCs, 28%. This was well short of the targets of 65% for Perth and Peel, and 50% for MRCs. At the time, none of the 33 Perth and Peel LG entities and only 1 of the 5 MRC LG entities (City of Bunbury) had met the targets. LG entities need to do more to manage waste in line with current community and State expectations, to avoid and recover more waste, and contribute to a circular economy.

State and local waste planning and data capture is inadequate

State planning for significant risks, including recycling, has been poor. Key State government entities have been aware of the potential impact of insufficient waste processing infrastructure since 2012. However, the required planning and proactive response to mitigate the risks, such as reduced access to international markets and limited local waste facilities, has not been timely, nor adequate. This had increased the amount of waste that ends up in landfill, which is contrary to the State's objective to protect the environment.

There is still no State waste infrastructure plan, despite the Waste Authority identifying this as a priority in 2012 in the first Waste Strategy. As a result, there is limited guidance on the location and type of waste infrastructure. This is evident with the approval of 2 proposed waste-to-energy facilities located within 5 km of one another in the south of Perth (Appendix 1). The 2 operating material recovery facilities are also in the south metropolitan area. This imbalance in the location of waste infrastructure further increases the risk that waste facilities may not meet the long-term needs of their communities and the State.

LG waste management planning is also inadequate and not all plans are easily accessible to the community. We found that only 7% of LG entities across the State had a waste plan on their website to provide transparency on their waste activities. Further review of our sampled LG entities showed that none had public waste plans and only 3 of 7 had a waste plan for their LG or region that met WARR Act recommendations. Without good plans that are



publicly available, the community and other stakeholders cannot hold LG entities accountable, nor can they ensure that waste management activities align with the State's strategic direction.

Nearly 80% of LG entities contract out kerbside waste collection services but they have not required their contractors to help meet the State's waste recovery targets. Our review of the main contracts from our sampled LG entities showed that none had obligations or targets for contractors to improve rates of waste recycling or reprocessing. Services focused mainly on timely waste collection and transport. This is a missed opportunity for LG entities to ensure contractors are also contributing to State recovery targets.

Limited guidance from DWER on how LG entities classify and allocate waste costs means that the full cost to deliver waste and recovery services is unknown. LG entities reported that they spent \$297 million in 2017-18 on waste services. However, because there was no clear or consistent approach to how LG entities allocate these costs, the potential for variation in reporting is high. Improved consistency in allocating and reporting the cost of waste services will allow LG entities to choose waste services that provide value for money, improve waste recovery and meet community expectations.

The LG Census relies on data that LG entities self-report and there are limited controls to check its accuracy. We found examples of LG entities reporting the same tonnes of waste collected in multiple years, as well as variation in the way LG entities categorise and record waste streams.

However, State government entities have recognised that the poor quality waste and recovery data reported by LG entities means that government and industry are limited in their ability to monitor progress and make informed decisions. DWER and LG entities have improved data capture in the last 3 years, and the Waste Authority outlined further improvements in a *Waste Data Strategy* released in November 2019. This should allow LG entities to better monitor the efficiency and effectiveness of the waste services they deliver.

Wider uptake of existing better practice waste management methods could be key to improving waste recovery

LG entities are not all using a range of well-known and available practices that can improve waste recovery. The most significant of these are community waste education and behaviour change programs. LG entities, their private waste contractors and others in the sector all produce slightly different waste education materials. Bin tagging programs that reduce contamination are available to all LG entities and their contractors, but are not widely used. Inconsistent messaging and limited use of behaviour change programs increases the risk of bin contamination and contributes to recyclable materials ending up in landfill.

There is poor uptake of the State's waste messaging programs to encourage waste avoidance and recovery by LG entities. The Waste Authority first produced a WasteSorted toolkit in 2018 to help LG entities communicate with their residents. However, the 7 audited LG entities do not use it. Each prefer to use their own or their contractors' graphics and messages, some of which were developed prior to 2018. It is important for all entities to provide regular and consistent community messaging about waste avoidance and recovery to households, industry and government.

Results from LG entities that have adopted the 3-bin food organics and garden organics (FOGO) collection system have been positive, yet uptake has been limited. The Cities of Melville and Bunbury reported annual waste recovery rates of over 60% from 2016-17 to 2018-19, which was much better than the State average of 25% in 2017-18. Each had adopted a 3-bin FOGO system or used alternative waste treatment to separate and process organic waste, and provided regular and consistent waste education. This approach to waste avoidance and recovery was not evident at the other LG entities we sampled, though these

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LG entities reported constraints that prevented them from adopting a 3-bin FOGO system. Separating and reprocessing FOGO, which is typically over a third of MSW, can significantly increase waste recovery rates. For those LG entities already using a 3-bin system to collect garden organics (GO), the transition to FOGO may require a change in processing infrastructure, along with associated approvals and licensing by DWER.

Financial incentives for households to avoid or reduce waste are rare but can be effective in facilitating behaviour change. We identified only 2 LG entities that offered financial rewards to residents for reducing their waste. Bunbury charges ratepayers less for smaller size waste bins and the Town of Cambridge does not charge for the yellow-lid recycling bins. These simple, cost effective incentives can help change behaviours and reduce the amount of waste disposed to landfill.

Bulk verge waste can be recycled but often ends up in landfill. All 33 Perth and Peel LG entities and all 5 MRC LG entities, offered verge collections or bulk bins in 2017-18. Around two-thirds of smaller regional LG entities provided drop-off facilities instead. For the Perth and Peel LG entities:

- 6 sent all bulk waste to landfill in 2017-18
- only 4 recycled 50% or more
- the remaining 23 recycled an average of 20%.

Recycling bulk waste offers effective recovery of a range of commonly disposed items such as metal, cardboard, wood and mattresses.

The State Government has made good progress since 2016, but LG entities need more support to address local challenges

The State Government has implemented many of the recommendations from our 2016 audit (Appendix 2). But WA's waste recycling rate of 53% in 2016-17 was still 5% below the national average.⁵ The DWER and Waste Authority have addressed 13 of our 16 audit recommendations. They are currently addressing the remaining 3, however 2 critical recommendations to prepare a State waste infrastructure plan and comprehensive better practice guidance are not complete. Implementing these outstanding recommendations is crucial to help LG entities plan and deliver waste services for their communities, and improve the State's waste recovery.

A combination of local challenges and a lack of tailored support from State government entities prevents LG entities from recovering more waste. LG entities indicated that there was limited opportunity to interact directly with the State government entities that provide waste management guidance. LG entities may also prioritise local issues, such as managing litter or illegal dumping, above Waste Strategy 2030 headline strategies. Without engaging with individual LG entities, particularly in more remote areas, State government entities are unlikely to understand fully the challenges each LG faces, nor offer the support needed for them to recover more waste.

There is unspent landfill levy funds that the Waste Authority can effectively use to progress the State's waste management objectives. The unspent balance of the WARR Account had grown from \$30 million in 2015-16 to \$40 million in 2018-19. The purpose of the funds is to promote programs for the management, reduction, reuse, recycling, monitoring or measurement of waste. These reserves can help to better support a range of Waste Strategy 2030 initiatives.

⁵ National Waste Report 2018



Recommendations

The Waste Authority and Department of Water and Environmental Regulation (DWER) should work together to:

1. **provide support to LG entities by:**
 - a. preparing a State waste infrastructure plan to ensure alignment with the State planning framework
 - b. identifying local Perth, Peel and regional reprocessing facility requirements and markets for recyclable materials, particularly for organic materials
 - c. continuing to develop better practice guidance for LG entities to manage key waste streams and problematic wastes
 - d. engaging with individual Perth, Peel and regional LG entities to help understand, identify and address their local challenges, risks and waste management requirements
2. **support LG entities to improve the accuracy of their waste and recycling data in line with the Waste Data Strategy by:**
 - a. providing additional training and guidance for LG entities on data collection, reporting and quality control requirements
 - b. developing and implementing appropriate controls to minimise the risk of inaccurate data supplied by contractors
3. **provide LG entities with materials that explain the cost and environmental benefits of adopting a 3-bin FOGO system**
4. **engage with LG entities to develop consistent and regular statewide messages, education and behaviour change programs for all LG entities and contractors that align with Waste Strategy 2030 targets.**

Waste Authority response: Recommendations supported

DWER response: Recommendations supported

LG response: LG entities in our sample supported the recommendations for the Waste Authority and DWER. Full responses from LG entities for each of the recommendations, where provided, are included in Appendix 3

Implementation timeframe: December 2021

The Department of Local Government, Sport and Cultural Industries (DLGSC), Waste Authority and DWER should work together to:

5. **provide guidance for LG entities to collect and publicly report consistent waste and recovery financial and performance data.**

DLGSC response: Recommendation supported

Waste Authority response: Recommendation supported

DWER response: Recommendation supported

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LG response: LG entities in our sample supported the recommendations for the Waste Authority and DWER. Full responses from LG entities for each of the recommendations, where provided, are included in Appendix 3

Implementation timeframe: progressively through to December 2022

LG entities should:

6. **provide regular community updates on efforts to recover waste and meet Waste Strategy 2030 targets and seek community feedback where appropriate**
7. **consider preparing waste plans, which demonstrate how the LG will contribute to relevant Waste Strategy 2030 headline strategies. These plans should be publicly available**
8. **include performance measures in contracts with service providers to recover more waste without adding significant costs**
9. **consider providing incentives for the community to minimise waste production.**

LG response: LG entities in our sample generally agreed with the recommendations and indicated that they were preparing waste plans and considering initiatives to improve waste management and help achieve Waste Strategy 2030 targets. Full responses from LG entities for each of the recommendations are included in Appendix 3.

Implementation timeframe: December 2021

Under section 7.12A of the *Local Government Act 1995*, all audited entities are required to prepare an action plan addressing significant matters relevant to their entity for submission to the Minister for Local Government within 3 months of this report being tabled in Parliament and for publication on the entity's website. This action plan should address the points above, to the extent that they are relevant to their entity, as indicated in this report.

Response from entities

The Waste Authority, Department of Water and Environmental Regulation, Department of Local Government, Sport and Cultural Industries and the 7 audited LG entities generally supported the audit findings and accepted our recommendations.

Appendix 3 includes the full responses.



Audit focus and scope

The audit objective was to determine whether local government (LG) entities plan and deliver effective waste management services to their communities.

We based our audit on the following criteria:

- Are waste services planned to minimise waste and meet community expectations?
- Do LG entities deliver effective waste services?
- Does the State Government provide adequate support for local waste planning and service delivery?

The audit focused on waste services delivered by LG entities to progress towards achieving targets and objectives set in the first *Western Australian Waste Strategy: Rethinking Waste* (Waste Strategy 2012) and subsequent *Waste Avoidance and Resource Recovery Strategy 2030* (Waste Strategy 2030). We assessed 3 Perth and Peel and 3 regional LG entities of varying sizes:

- City of Belmont (Belmont)
- City of Bunbury (Bunbury)
- City of Kalgoorlie-Boulder (Kalgoorlie-Boulder)
- City of Kwinana (Kwinana)
- City of Melville (Melville)
- Shire of Broome (Broome).

We audited Mindarie Regional Council, but did not assess their management of specific waste streams or waste and recycling data.

The audit also assessed State Government support for LG entities and followed up on recommendations to State government entities from OAG's *Western Australian Waste Strategy: Rethinking Waste* audit completed in 2016. This included auditing the following State government entities:

- Waste Authority
- Department of Water and Environmental Regulation (DWER)
- Department of Local Government, Sport and Cultural Industries (DLGSC).

We did not look at actions by the private sector waste industry, or the management of construction and demolition waste, commercial and industrial waste, controlled waste, liquid waste, mining waste and waste water.

In undertaking the audit we:

- reviewed plans, policies, strategies, guidelines, budgets and financial statements, industry and LG waste and recovery data, meeting minutes and other documents from the Waste Authority, DWER, the 7 audited LG entities and publicly available documents on statewide LG websites
- analysed DWER's LG Census waste and recovery data from July 2016 to June 2018, including assessment of how LG entities were tracking to meet Waste Strategy 2030 community and waste manager targets, and contributing to State targets (Table 3)

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Note: there are limitations in the use of the available data. Not all LG entities reported waste and recycling data. Because DWER did not validate the data, we could not guarantee its accuracy. This issue is discussed later in the report

- analysed LG Census waste and recovery data from July 2018 to June 2019 for the 6 audited LG entities (excluding Mindarie Regional Council)
- reviewed DLGSC's MyCouncil waste and recovery data for LG entities for 2016-17 and 2017-18
- interviewed staff from the Waste Authority, DWER, DLGSC and the 7 audited LG entities
- interviewed Perth, Peel and regional stakeholders, community members, private waste operators, LG entities and key agencies with a role in managing waste in WA, including WA Local Government Association (WALGA), Waste Management and Resource Recovery Association Australia (WMRR), Bunbury-Harvey Regional Council, Eastern Metropolitan Regional Council, Southern Metropolitan Regional Council (SMRC), Suez, Cleanaway and ASK Waste Management
- reviewed published national and international literature on waste management, including national waste reporting
- attended 3 presentations on waste management organised by WALGA and LG Professionals
- conducted site visits to 3 Perth and Peel and 5 regional waste facilities, which included landfills, material recovery facilities (MRF), waste transfer stations and organics processing facilities
- reviewed submissions from LG entities and industry stakeholders.

This was a performance audit, conducted under Section 18 of the *Auditor General Act 2006*, in accordance with Australian Standard on Assurance Engagements ASAE 3500 *Performance Engagements*. We complied with the independence and other ethical requirements related to assurance engagements. Performance audits focus primarily on the effective management and operations of entity programs and activities. The approximate cost of undertaking the audit and reporting was \$450,500.



Audit findings

LG entities deliver essential waste collection services but few are likely to meet State targets to recover more waste

Communities value their LG waste collection and drop-off services

LG entities collect and dispose of their community's waste. Almost all of the State's LG entities that reported waste and recycling data (132 of 139) offer a weekly or fortnightly kerbside waste collection service and drop-off facilities (Table 2). Only 19 LG entities reported using a third kerbside bin to collect GO or FOGO. Regional LG entities collect kerbside waste, however only 65% collect kerbside recycling. These essential services help to protect community health and the environment.⁶

Waste service	Perth & Peel (33 LG entities)	Major regional centre (5)	Smaller regional (94)	Total % (132)
Kerbside waste	33	5	93	99% (131)
Kerbside recycling	33	4	60	73% (97)
Kerbside garden organics (GO)	9	2	3	11% (14)
Kerbside food organics and garden organics (FOGO)	1	1	3	4% (5)
Vergeside bulk waste	33	4	30	51% (67)
Vergeside green waste	31	3	27	46% (61)
Drop-off	32*	5	93	98% (130)

Source: OAG from DWER LG Census data

Table 2: LG waste services reported in the 2016-17 and 2017-18 LG Census.⁷ *Most Perth and Peel LG entities use regional council drop-off facilities

Communities are generally satisfied with LG waste collection and drop-off services. We reviewed 20 community scorecards, which provided feedback on the performance of LG service delivery between 2017 and 2019. Respondents gave the LG entities an average positive rating of 92% for weekly waste collection services. They also ranked these services as high performing or significant areas of strength for the majority (75%) of LG entities. Our sample of scorecards, including half from regional and half from Perth and Peel LG entities, showed a strong positive rating. This reflected community satisfaction across the state.

Most LG entities are not on track to meet waste recovery targets

Community and State expectations for waste management have changed over the last 8 years. The inaugural Waste Strategy 2012 set clear targets to increase the amount of waste diverted from landfill. The Waste Strategy 2030 shifted the focus to both avoid and recover waste, by setting targets to recover 65% of MSW in the Perth and Peel region and 50% for MRCs by 2020, increasing to 70% and 60% respectively, by 2030 (Table 3). These strategies were developed in consultation with the community, industry and government, and show the shift in State and community expectations, from solely focusing on waste collection

⁶ We have only provided data for the 33 Perth and Peel LGs and 5 MRC LGs defined in the current Waste Strategy 2030. The Waste Strategy 2012 referred to 31 metropolitan LGs, which excluded Mandurah and Waroona, and defined MRCs as 'Avon, Greater Bunbury, Albany, Geraldton, Kalgoorlie, Karratha, Peel and Busselton'.

⁷ Note: we used data from the 2016-17 LG Census for LG entities that did not report waste services in the 2017-18 LG Census.

and disposal from households, to waste recovery and waste minimisation. As a result, both the State and local communities expect LG entities to recover more materials that would otherwise have ended up in landfill or stockpiled.

Objectives	Avoid – generate less waste	Recover – recover more value and resources from waste	Protect – protect the environment by managing waste responsibly
State targets	2025 – 10% reduction in waste generation per capita 2030 – 20% reduction in waste generation per capita	2025 – increase material recovery to 70% 2030 – increase material recovery to 75% 2025 – all LG entities in the Perth and Peel region provide consistent 3-bin kerbside collection systems that include separation of food organics and garden organics (FOGO) from other waste categories From 2020 – recover energy only from residual waste	2030 – no more than 15% of Perth and Peel regions' waste is landfilled 2030 – all waste is managed and/or disposed to better practice facilities
Community targets	2025 – reduction in MSW generation per capita by 5% 2030 – reduction in MSW generation per capita by 10%	2020 – increase MSW material recovery to 65% in the Perth and Peel regions and 50% in MRCs 2025 – 67% for Perth and Peel and 55% for MRCs 2030 – 70% for Perth and Peel and 60% for MRCs	2030 – move towards zero illegal dumping 2030 – move towards zero littering
Waste manager targets	2030 – all waste is managed and/or disposed using better practice approaches	All waste facilities adopt resource recovery better practice	2030 – no more than 15% of Perth and Peel regions' waste is disposed to landfill 2030 – all waste facilities adopt environmental protection better practice facilities

Source: OAG from WA's Waste Strategy 2030

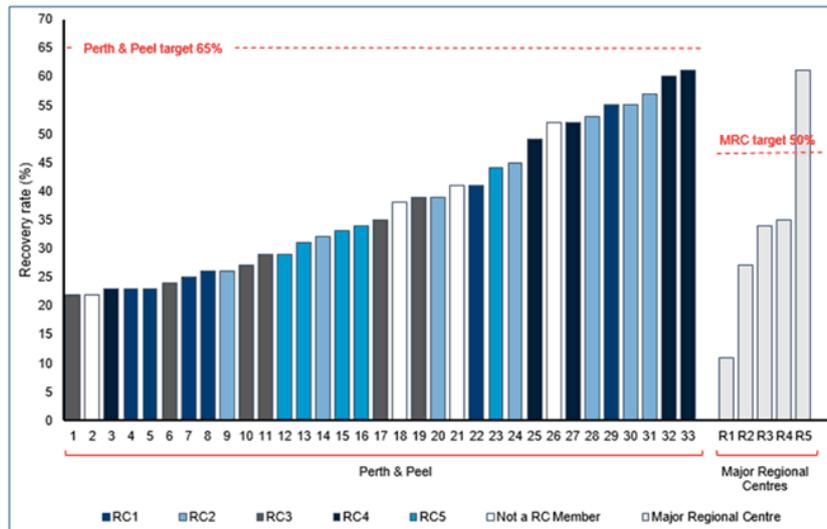
Table 3: Waste Strategy 2030 objectives and State and community targets that relate to this audit⁸

The majority of LG entities are unlikely to meet the State's waste recovery goals. In our analysis of reported 2017-18 data, the combined Perth and Peel LG entities recovered only 41% of their waste. This fell short of the target to divert 65% of metropolitan waste from landfill by 2020. The 5 MRCs of Albany, Busselton, Bunbury, Greater Geraldton and Kalgoorlie-Boulder recovered 28% of their waste, which was also well below their 50% target.

⁸ Additional targets are outlined in the [Waste Strategy 2030](#)



Just 4 of the State's 132 LG entities that reported waste and recycling data had met the State's targets to increase the amount of resources recovered from waste by 2017-18. None of the Perth and Peel LG entities had reached the waste recovery target of 65% (Figure 2). Of the 5 MRCs, only Bunbury had met the recovery target of 50%, recovering 61% of its waste (Figure 2). Neither the Waste Strategy 2012 nor the Waste Strategy 2030 provided targets for smaller regional LG entities. However, a further 3 smaller regional LG entities reported recovery rates of 51-58%. Each sent all kerbside waste and recycling to landfill, but recovered a significant portion of drop-off waste delivered direct to a waste facility by residents. The low recovery rates mean that recyclable materials still end up in landfill, contrary to State and community expectations.



Source: OAG analysis of DWER LG Census data

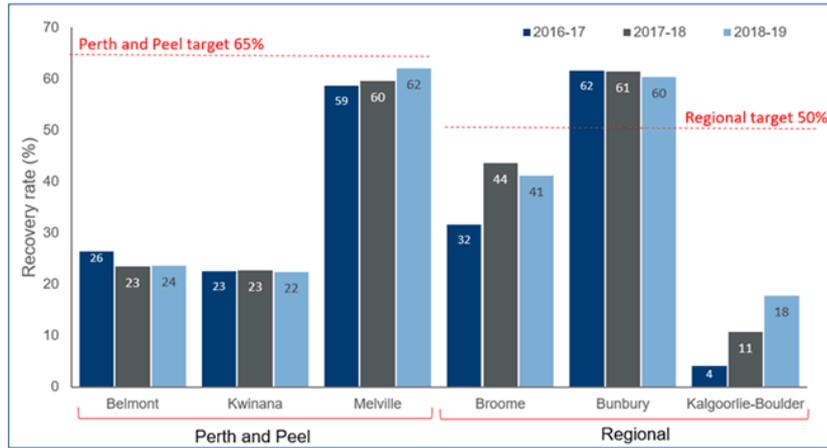
Figure 2: LG entity recovery rates reported in 2017-18 compared to the Waste Strategy 2012 and Waste Strategy 2030 targets of 65% for Perth and Peel RCs and 50% for MRCs

Of the 6 LG entities sampled during our audit, only Melville and Bunbury are on track to meet the Waste Strategy 2030 targets. Both had waste recovery rates of about 60% for 3 years from 2016-17 to 2018-19 (Figure 3). Bunbury was the first LG to introduce the 3-bin FOGO system in 2013 and has shown consistently high performance over a 3 year period. Bunbury and Melville share some characteristics:

- a 3-bin FOGO system or alternative waste treatment to separate organic waste
- in-house kerbside collection services conducted by the LG
- significant investment in regular community education.

The remaining 4 LG entities showed limited signs of improving their waste recovery performance to the extent needed to meet the State's recovery targets. However, 1 LG entity had an agreement to supply residual waste to a waste to energy plant, which it advised would allow it to meet the State's 65% recovery target. This arrangement aligned with the previous Waste Strategy 2012, which aimed to divert waste from landfill. At the time of our audit, LG entities had limited time to accommodate the change in approach of the new Waste

Strategy 2030, which aligns with the waste hierarchy (Figure 1) and supports adoption of a 3-bin FOGO system.



Source: DWER and OAG with data supplied by the LG entities

Figure 3: Reported recovery rates for the 6 audited LG entities from 2016-17 to 2018-19 showing progress towards meeting Waste Strategy 2030 community recovery targets for 2020. Note: regional target applies to MRCs only

LG entities do not provide sufficient public information on their waste recovery targets or their progress to meet these targets. Only 2 of the 6 LG entities sampled in our audit provided this information on their websites or in annual reports. DLGSC’s MyCouncil website allows the community to view and compare LG information on services such as waste. It reports tonnes of waste and recycling collected, but does not provide recovery rates for each LG entity. This lack of transparency means that the community has limited visibility of what LG entities are doing to improve waste management outcomes or if they are on track to achieve them.

State and local waste planning is inadequate

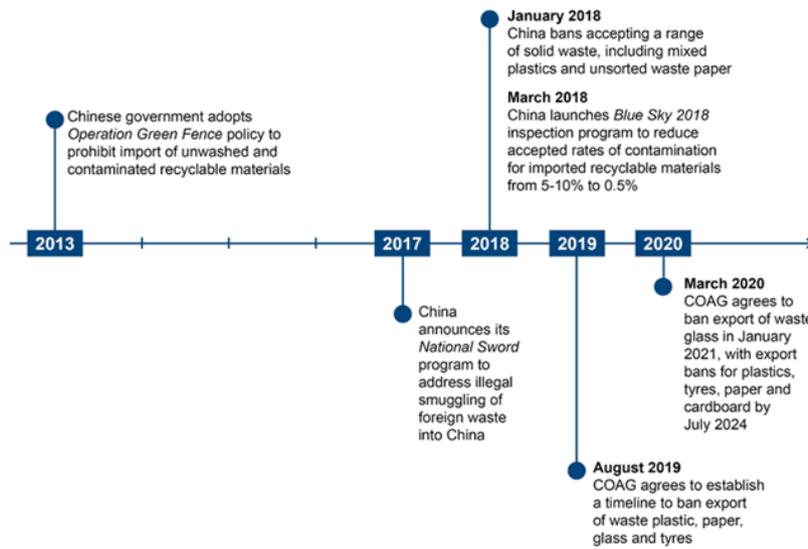
State planning for significant risks, including recycling, has been poor

State entities have not adequately managed key waste management risks. The planning and development of sufficient waste infrastructure and markets for recyclable materials has been slow, despite the Waste Authority identifying these challenges in 2012. This has led to some significant problems, which the State now needs to manage closely to avoid incurring further costs to recycle waste or increasing the amount of recyclable materials that end up in landfill.

For over a decade, WA has relied heavily on China and other international markets to sell recycled materials, and made little effort to search for alternate markets or reduce contamination levels, despite early warning signs that China would no longer purchase contaminated materials. For example, China’s *Operation Green Fence* policy first introduced import bans on contaminated waste in 2013 (Figure 4). It progressively tightened inspection efforts to reduce the amount of this waste entering the country, and in January 2018, further restricted waste imports under its *National Sword* policy. In 2017-18, WA exported around 180,000 tonnes of plastic, paper and cardboard. In 2018-19, the Australian Bureau of



Statistics reported a decline in exports from WA, down to 93,120 tonnes.⁹ The reduction of international markets led to significant increases in the costs for LG entities and MRFs to manage kerbside recycling. Given the early signs of China's market changes, the Waste Authority and DWER could have better prepared for the long-term impact on the State's recycling industry.



Source: OAG

Figure 4: Timeline of events affecting Australia's ability to export recyclable materials

This reliance on international markets, lack of local waste processing infrastructure and limited local markets for the sale of recycled materials, prevents LG entities from recycling more waste without large increases in cost. COAG's August 2019 decision to progressively ban waste exports from Australia from January 2021 has further reduced LG entities' options to recover recyclable materials such as glass, mixed plastic, cardboard and paper. The limited WA recycling industry and local markets for recycled products increases the risk that more materials that are recyclable will end up in landfills or stockpiled inappropriately.

The Waste Authority's Community and Industry Engagement Program provided \$3.46 million in 2019 to support general projects and recycling infrastructure projects that improve recovery and reuse of materials identified in the Waste Strategy 2030. In July 2020, the State Government also announced \$15 million to support local plastic and tyre processing in the north of WA, and access to industrial zoned land valued at \$5 million for processing infrastructure. This may eventually provide LG entities with local alternative options to manage recyclable materials.

⁹ COAG (2020). *Phasing Out Exports of Waste Plastic, Paper, Glass and Tyres. Response Strategy to Implement the August 2019 Agreement of the Council of Australian Governments.*

WA does not have adequate infrastructure to support a local recycling industry. This is particularly evident when facilities become unavailable. For example, in November 2019, a fire in 1 of Perth's 3 MRFs caused 20 LG entities to send recyclable materials to landfill for over 3 months while they sourced alternative processing options. Information had not been released about the cause of the fire at the time of our audit. Similar fires occurred at large recycling facilities in Victoria between 2017 and 2019. A Victorian parliamentary committee attributed these fires to insufficient facilities to store and dispose of waste, over-stockpiling and a reduction in markets for recycled goods. Without adequate waste infrastructure, the State risks further losses of recyclable materials in fires or to landfill.

There is no State waste infrastructure plan even though the State identified it as a priority in 2012

There is no overarching plan to support the strategic development of waste infrastructure in WA. In 2012, the Waste Authority identified the need for a State waste infrastructure plan as a priority but it has not yet been developed. LG entities therefore lack guidance to support strategic decision-making and to develop suitable waste infrastructure to meet the long-term needs of their communities and the State.

Under the Waste Strategy 2030 and the supporting Action Plan, DWER is responsible for the development of the State's waste infrastructure plan in consultation with other stakeholders. The timeline for delivering the plan is unclear, though the Action Plan noted it could take from 3 to 5 years. Without an infrastructure plan, LG entities are left to make local waste management decisions that may leave some facilities unable to adhere to the waste hierarchy, under-utilised or redundant. Some examples of these are:

- regional council 1 – has sent its members' waste to a resource recovery facility to extract and reprocess organic waste since 2009. However, if its members adopt a 3-bin FOGO system, the facility will no longer be needed to process the organic component of the waste, making it obsolete
- regional council 2 – invested in an alternative waste treatment facility in 2007 to separate and process organic waste. The technology was successfully trialled, but ongoing technical challenges resulted in financial difficulties and voluntary administration of the group of private companies that owned and operated the facility in 2016. It briefly restarted operating in 2017, but continued problems caused it to cease receiving waste in February 2018. This means the regional council has to seek other waste treatment options for its members
- regional council 3 – has successfully used organic waste from its members who use a 3-bin FOGO system to produce a compost, which complies with Australian standards. However sourcing regular markets for the product is an ongoing challenge due to production and transport costs, and farmers' historic reliance on synthetic fertilisers
- furthermore, at least 12 of the 33 Perth and Peel LG entities have committed to provide residual waste to waste-to-energy facilities under construction in Kwinana and East Rockingham. However, 1 LG has agreed to supply all its kerbside waste for 20 years. This means the organic materials that could be used to produce mulch and compost will not be available. This approach does not align with the Waste Strategy 2030 objectives to adhere to the waste hierarchy and adopt a circular economy.

Waste facilities for the Perth and Peel region are not well located for LG entities managing waste across the north, south and east. In 2015, the Minister for Environment approved the construction of 2 waste-to-energy facilities in WA, which will be located within 5 km of one another in the south only, and the 2 operating MRFs are also in the south (Appendix 1). The lack of local access to key waste facilities means LG entities have to transport waste longer distances across the Perth and Peel region.



There has been some progress on land use planning for waste infrastructure, as DWER has begun working with the Department of Planning, Lands and Heritage (DPLH). In December 2019, they began preparing a 'planning instrument' to agree on an approach, which will guide decision-making for authorities involved in developing waste management infrastructure.

Local waste management planning is inadequate

LG entities have not sufficiently planned their overall and long-term waste management strategies, and do not generally share plans with their communities. We found that only 7% of LG entities had a publicly available waste plan on their websites. There was no evidence that these plans were updated to align with the new Waste Strategy 2030.

Waste plans had not been a requirement under the WARR Act. However, DWER developed waste plan templates and guidance for LG entities in 2019. All Perth, Peel and MRC LG entities are required to produce their own individual waste plan by March 2021. For our 7 sampled LG entities, none had public waste plans. However, 3 had a waste plan for their LG or region that included key elements recommended in the WARR Act. For example, Kwinana developed its *City of Kwinana Waste Management Strategy* in 2017 that included an assessment of:

- the significant sources, quantities and generators of waste
- the markets and facilities for waste received by the LG
- options and strategies to reduce, manage and dispose of waste
- programs that identify required actions, timeframes, resources and responsibilities for achieving the strategies and targets.

Without transparent local planning that aligns with the WARR Act and Waste Strategy 2030, the State and the community are unable to hold LG entities accountable for delivering effective waste services.

Regional LG entities are not required to develop individual plans, but they could benefit from having an individual plan to address local issues. For example, Broome's landfill is nearing its end of life. The *Regional Waste Management Plan* for the Kimberley Region identified this risk in 2013. Lack of adequate planning for a new landfill site, due in part to Native Title considerations, means that within the next 2 years they will likely need to transport waste lengthy distances to an alternative landfill. This could increase costs for waste disposal. Planning and approval for new landfills can take up to 8 years. Preparing standardised waste plans would help LG entities effectively plan and monitor performance, and address key risks in a timely manner.

There are no obligations for private waste contractors to meet recovery targets

Nearly 80% of LG entities contract out kerbside waste collection services, yet the contractors have no targets for the quantity of waste they reprocess, recycle or reuse. We reviewed the main contracts from our 6 sampled LG entities and found that the contractual arrangements focused on the timely collection and transport of waste, and the provision of bins. None included obligations to divert more waste from landfill and increase material recovery. Without performance measures for waste recovery, contractors may not be incentivised to divert more waste from landfill. While performance measures for waste contractors may help improve waste recovery, it does not negate the need for households to correctly separate and dispose of waste to reduce contamination in the first instance.

A number of Perth and Peel LG entities have agreed to use alternative waste treatment and waste-to-energy facilities, some of which no longer align with the new Waste Strategy 2030 objectives. LG entities can enter into long-term contracts, which they can extend if they have

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not allowed sufficient time to prepare a new contract. Extending contracts without considering the regular changes in the waste and recycling industry, increases the risk that LG entities fail to maximise waste recovery to meet their recovery targets.

The New South Wales Environmental Protection Authority¹⁰ offers an example of better practice tendering guidance for LG entities to engage waste contractors that could benefit WA's LG entities. It includes contract specifications for LG waste services that show how the contractor is liable for aspects such as:

- preparing and implementing a contamination management strategy
- recyclable materials collected that are rejected due to high levels of contamination
- annual waste audits on recyclable materials.

DWER's limited guidance on how LG entities should classify and allocate waste costs means that the true costs to manage waste are unknown

Limited guidance from DWER on how LG entities should classify, allocate and report waste costs means that the full costs to deliver waste and recycling services are not known. DWER asks LG entities to provide annual costs for collecting, processing and disposing of waste. However, they do not provide LG entities with a detailed methodology or guidance on how to calculate the costs. In 2017-18, 118 of the State's 132 LG entities that reported, spent a total of \$297 million on waste services. The remainder did not report total waste costs in the LG Census. With no clear or consistent approach to how LG entities allocate these costs, the potential for variation in reporting is high, making the data less meaningful for analysis.

Some waste-related expenditure may not be included in the total waste costs reported by all LG entities. For example, 1 of our sampled LG entities stated that they did not include overheads for staff associated with waste activities or payments to their regional council for waste education services in their total waste costs. Improved understanding of the cost of waste services and consistency in reporting is required. This would allow LG entities to choose the right mix of waste services to improve waste recovery, provide value for money and meet community expectations.

Despite some improvement, there were limited controls to ensure data from LG entities is accurate

LG entities have improved their collection of waste and recovery data since 2016. DWER provide an electronic template with explanatory notes and guidance for LG entities on how to report their waste and recycling data. LG entities that use weighbridges and DWER's approved procedures to calculate or estimate waste and recycling data further help to improve data quality. The Waste Authority has more confidence when using this data to prepare the annual LG Census and to share it with the Commonwealth Government for national benchmarks.

Limited controls affect the consistency and accuracy of the data LG entities provide to DWER. LG entities and their contractors do not routinely audit waste and recovery data, and DWER does not analyse the raw data. The Waste Authority also stated in its 2017-18 LG Census that the data was not validated. Consequently, the Waste Authority cannot guarantee the accuracy of the estimates provided by LG entities. Sixteen percent of LG entities self-reported low confidence in their 2016-17 data and 11% in their 2017-18 data. We interviewed stakeholders, reviewed the data from these 2 financial years, and found potential errors and issues that affect its reliability. For example:

¹⁰ New South Wales Environmental Protection Authority (2015). Model Waste and Recycling Collection Contracts User Guide for Councils <https://www.epa.nsw.gov.au/your-environment/waste/local-council-operations/resources-for-local-councils>



- DWER advised that measurement of waste sent to landfill can vary by up to 300% because some LG entities used truck counts and visual estimates to calculate their waste in the absence of weighbridges:
 - Perth and Peel LG entities and larger regional LG entities such as Albany, Broome, Karratha, Geraldton and Bunbury used weighbridges, which are more accurate
 - 1 regional landfill only uses its weighbridge for commercial waste, but it does not use it to measure ad-hoc domestic waste drop-offs from residents
 - 2 small regional LG entities reported estimating waste tonnage using historic waste audit data and observations at the landfill because there is no weighbridge.
- There are variations in the way LG entities categorise and record waste streams, which means the data for each waste type is not always comparable. One LG entity did not report any FOGO waste collected in 2016-17 as DWER's template did not include FOGO that year, instead recording it as kerbside green waste. Another LG entity had not separated household and commercial waste streams, stating that both types of premises used the same size and colour bins, which the LG entity collected on the same day.
- At least 3 LG entities located close to each other reported the same recovery rate of 83%. MRFs can receive recyclable materials from a number of LG entities at the same time. When this occurs, they only provide an average for the combined LG entities. This means that recovery data for kerbside recycling bins supplied by each LG entity may not represent their individual recovery performance.

The data limitations meant that LG entities cannot accurately monitor how effective and efficient their existing waste management programs and services are. Unreliable information also limits the State entities' ability to use the data to understand the nature and volume of waste types, the fate of recyclable materials and to report progress towards Waste Strategy 2030 targets. Waste data collection is a shared responsibility among LG entities, waste contractors and the State, but DWER is responsible for statewide coordination and reporting.

After changes made in 2019, LG entities are required to report waste and recycling data annually to DWER. The Waste Avoidance and Resource Recovery Regulations 2008 (WARR Regulations) were amended in June 2019. The amendments aim to improve the accuracy, timeliness and completeness of waste and recycling data. The Waste Authority also published a *Waste Data Strategy* in November 2019. It details actions for the Waste Authority and DWER to improve data collection, verification and reporting and aims to achieve:

- more statewide consistency and guidance in data collection and reporting, with standardised data measures, terminology and waste classifications
- better resourcing for data collection, auditing and verification processes to increase data reliability for all stakeholders.

Wider uptake of existing better practice waste management methods could be key to improving waste recovery

Across WA, LG entities do not use consistent and regular waste education and behaviour change programs to encourage the community to reduce waste

There is no regular and consistent messaging by LG entities on waste avoidance, resource recovery and appropriate waste disposal behaviours across WA. LG entities and other waste

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managers in the sector have produced a variety of waste education materials, often with slightly different messages. For example, in our sampled LG entities:

- Bunbury provide annual waste and recycling guides with detailed images and text on bin usage. This includes removing lids from plastic bottles and glass jars, and ensuring they are clean before placing in recycling bins.
- Broome provides limited guidance on their website, which does not include graphics or any directions to remove lids or wash containers.

Inconsistent messaging across the State may have contributed to a poor understanding of how to dispose of waste correctly, increasing the risk of contamination and causing more recyclable materials to end up in landfill. Using regular and consistent waste education, with clear messages, is key to improving waste recovery.

Bin tagging behaviour change programs to encourage correct waste disposal are readily available, but few of the State's approximately 100 LG entities that offer kerbside recycling services use them. In September 2019, WALGA advised that only 11 Perth and Peel and 10 regional LG entities had used its Waste Authority funded bin tagging program, which is available to all LG entities and is a simple method used across Australia to improve waste disposal behaviour. WALGA advised that additional LG entities have expressed interest in using the program, subject to funding availability. A comprehensive bin tagging program includes a combination of bin tags (Figure 5) to provide direct feedback on the content of waste, recycling and organic bins, information about what should go in each bin, on-site bin audits, and incentives and enforcement actions to reduce bin contamination. WALGA's bin tagging program in a sample of 3 LG entities over a 6-week period in 2016 showed some positive results:

- through bin audits, 2 LG entities with 2-bin systems showed an increase in the proportion of households that used their recycling bins correctly, from 44% to 64%, and 64% to 76%
- the other LG entity had a 3-bin system and recorded a smaller increase in the correct use of both recycling and organic waste bins, rising from 84% to 91%
- routinely using behaviour change programs such as bin tagging, can improve community understanding of appropriate waste disposal.





Source: WALGA

Figure 5: Examples of bin tags for FOGO bins

Community members put many things in their bins, including hazardous wastes such as batteries, paint and gas bottles. One of our sampled LG entities advised that its waste contractor had experienced 6 incidents of fire in their trucks in a 6-month period due to hazardous waste contamination. This highlights the importance of bin tagging or similar behaviour change programs, along with easy to access disposal options for household hazardous waste and regular and consistent education to effectively decrease bin contamination and prevent harm to the public or environment.

Uptake of the State’s messaging to promote consistent waste education is poor

The Waste Authority first produced its WasteSorted toolkit in 2018 to help all LG entities communicate consistently with their residents on how to dispose of waste correctly and decrease bin contamination. However, the 7 LG entities audited do not use it. They advised that the toolkit, which the Waste Authority updated in 2019, lacked useful detail households need to reduce bin contamination. Instead, the LG entities developed their own education

materials (Table 4) or used those supplied by their regional councils or private waste contractors, some of which were developed prior to 2018. LG entities require flexibility to develop educational materials, but maintaining consistency in messaging can help avoid confusion to ensure the community disposes waste correctly. The Waste Authority advised that 14 LG entities that applied for Better Bins Plus: Go FOGO funding in 2020 have indicated that they will use elements of the WasteSorted toolkit. The Waste Authority also plans to launch a state-wide waste campaign in August 2020, targeting waste avoidance, and improved recycling and recovery.

Source	Examples of waste education materials
<p>Waste Authority's WasteSorted toolkit for LG entities</p>	 <p>360L bin 240L bin 140L bin</p> <p>RECYCLABLES</p> <p>FOOD ORGANICS AND GARDEN ORGANICS</p> <p>GENERAL WASTE</p>
<p>LG entity in partnership with a private waste contractor</p>	 <p>YELLOW-TOP RECYCLING BIN Collected fortnightly</p> <p>No plastic bags or greenwaste in your recycling bin</p> <p>Place these items in your yellow-top bin:</p> <ul style="list-style-type: none"> GLASS BOTTLES & JARS (remove lids) STEEL & ALUMINUM CANS PAPER, NEWSPAPER, MAGAZINES & CARDBOARD PLASTIC BOTTLES & CONTAINERS (remove lids) MILK & JUICE CARTONS (no silver-lined LHT)

Sources: Waste Authority, LG entity

Table 4: A sample of waste and recycling bin education materials



To help address the inconsistent messaging from LG entities, WALGA formed the Consistent Communication Collective in 2019. The group provides an avenue for State and LG entities to work with industry partners. It aims to produce clear and consistent messages in education campaigns. LG entities have scope to tailor the WasteSorted toolkit to meet their local community's needs. However, the State still has a key role to play to ensure that entities work together to produce consistent, evidence-based and regular waste communications throughout WA, and to promote a shared responsibility to avoid and recover more waste.

LG adoption of the 3-bin FOGO system is limited, even though reprocessing organic material can significantly increase waste recovery

Few LG entities had the capacity to quickly adopt a 3-bin FOGO system to improve organic waste recovery following the introduction of the Waste Strategy 2030. In Australia, around 50% of household waste is food and garden organic materials, which presents an opportunity to recover a substantial proportion of waste. Only 3 of the 33 Perth and Peel LG entities were using the 3-bin FOGO system by the end of 2019. Another 8 had an existing 2-bin waste and recycling system but agreed to adopt the 3-bin FOGO system in 2020. The Waste Strategy 2030 identified using the better practice 3-bin FOGO system as a priority for Perth and Peel LG entities to increase the recovery of household waste.

According to a combination of WALGA and LG entity feedback, and media reports, over half of the Perth and Peel LG entities were unlikely to swap to the 3-bin FOGO system in 2020. Of these LG entities:

- 7 already provided a 3-bin garden organic (GO) system but did not collect food scraps, which can contribute around 35% of household waste. Many of these LG entities used State funding from the Better Bins program from 2014 to 2019, which offered a contribution of \$30 per household to LG entities to purchase a new third bin for either GO or FOGO. The transition from GO to FOGO does not require purchase of an additional kerbside bin, although it is likely to require a change in processing system for the organic waste, including to manage additional odour and leachate. In addition, LG entities may need to apply to DWER for a change in waste facility licensing
- the remaining 15 had a 2-bin system, but preferred to use an alternative waste treatment facility to remove organic waste from the waste bin or had plans to send waste to a waste-to-energy facility when commissioned. For example:
 - a Perth and Peel LG entity advised us it chose to retain a 2-bin system, instead investing in behaviour change to reduce bin contamination and encourage home composting, and would eventually use a waste-to-energy facility to dispose of residual waste, consistent with the previous waste strategy. The LG entity indicated that it can take 2 to 5 years to review an existing approach, engage with the community on options that consider environmental, social and economic outcomes, conduct technical assessments, and prioritise resources for significant investment in infrastructure and community education
 - a MRC LG entity stated that it would retain a 2-bin system, as landfill was cheaper, compared to the high costs to implement a 3-bin FOGO system and transport materials to recycling markets (including compost to potential agricultural markets that are rare in their region).

Some of these LG entities raised additional concerns about swapping to the 3-bin FOGO system, which included:

- limited ability to produce compost that meets Australian Standards due to high levels of contamination

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- high costs to ratepayers for bin roll-out and ongoing education as the State's contribution does not fully cover these costs
- lack of space for additional bins in commercial areas and multiple unit dwellings
- future commitments to provide a set minimum annual tonnage of waste that includes recyclable organic material to a waste-to-energy facility.

Experience from other Australian states and within WA has shown that adoption of the 3-bin FOGO system increases the chance that LG entities will meet the Waste Strategy 2030 targets more easily.

The abundance of food and garden organic waste makes adoption of the 3-bin FOGO system an effective method to minimise waste and re-use valuable materials. In 2017, the Australian Government's *National Food Waste Strategy* estimated that \$20 billion was lost to the Australian economy each year through food waste. Australian households lost over \$2,200 a year by wasting food and the commercial and industrial sectors wasted 2.2 million tonnes of food each year. According to Sustainability Victoria¹¹, LG entities using a 3-bin GO system can recover 40-55% of waste while those using a 3-bin FOGO system can recover 60-70%.

Once suitable infrastructure for collection, transport and processing, and end markets are available, the recovery of FOGO will significantly reduce waste to landfill. It will also help further protect the environment by freeing up landfill space, and reducing landfill emissions of methane and carbon dioxide from decomposing organic waste. Using the 3-bin FOGO system to separate organic waste to produce compost can provide fertiliser to enrich the nutrient poor soils of WA and will keep valuable resources productive in the circular economy.

The State first encouraged LG entities to adopt a 3-bin system through its Better Bins pilot program in 2014. The program offered LG entities a total of \$7.5 million to contribute to the purchase of bins that met the State's *Better Bins Kerbside Collection Program Guidelines*, which included flexibility to collect GO or FOGO. However, LG entities applied for less than half the funds because they regarded the extra costs required to change as prohibitive. The State introduced the revised Better Bins Plus: Go FOGO program in 2020 following the launch of the Waste Strategy 2030, which contributes up to \$25 per household. It offers further funding of \$20 million over 6 years to encourage LG entities across WA to swap to the 3-bin FOGO system, separating both food and garden organics. This does not cover the full costs to support effective rollout of a 3-bin FOGO system.

¹¹ Sustainability Victoria (2017). Changing Behaviours to Improve the Rollout of a New Kerbside Organics Collection Service.



Case study 1 – Implementing the 3-bin FOGO system produces recovery rates of over 60%

In 2013, Bunbury adopted the 3-bin FOGO system. Bunbury recovered around 60% of their kerbside waste in 2016-17 to 2017-19 (Figure 3). This was much higher than the average recovery rate of 27% for all regional LG entities in 2017-18. It was also higher than the 48% average recovery rate for the 7 Perth and Peel LG entities using a 3-bin GO system in 2017-18.

The SMRC and one of its members, Melville, commenced a trial of the 3-bin FOGO system in October 2017 (Figure 6). Over 6,700 households received new rubbish and organic waste bins, and regular and consistent education materials across a range of media. Residents could also attend community information sessions and provide feedback about the new service. SMRC conducted 2 rounds of bin tagging in February-March and April-June 2018. Community Waste Education Officers inspected household bins each week for 6 weeks, recording bin contamination. Sampled bins received a 'happy' or 'sad' tag. This provided residents with feedback on their performance and how to improve (Figure 5).



Source: OAG

Figure 6: Melville's 3-bin FOGO system is publicised on their waste collection trucks

At the end of the trial:

- recycling bin contamination decreased from 25% to 14%
- organic bin contamination was 2.6%, which is similar to rates achieved in other states and low enough to consider composting options if the FOGO is pre-sorted to remove glass, plastic and other contaminants
- Melville reported a waste recovery rate of 64% in 2019, which came close to meeting the Waste Strategy 2030 target of 65%.

Following the successful trial, Melville and 2 other SMRC member LG entities – City of Fremantle and Town of East Fremantle – all introduced the 3-bin FOGO system in 2019.

LG entities rarely use financial incentives to avoid or reduce waste

Most LG entities charge fixed annual rates regardless of the amount and type of waste households and commercial premises produce, giving no financial incentives for individual households and commercial premises to reduce their waste. We identified only 2 examples

of LG entities that provide significant incentives for the community to minimise waste. Bunbury charges ratepayers less for smaller size bins and Cambridge does not charge for the yellow-lid recycling bins. Some LG entities offer other less significant incentives to avoid waste production, such as:

- subsidies for purchase of home compost buckets
- community workshops on sustainable living, composting and worm farming.

A Parliamentary inquiry into the *Waste and Recycling Industry in Australia* in 2018 noted that LG entities could introduce weight-based charging to allow ratepayers to reduce their rates. For example, South Korea introduced a weight-based 'pay-as-you-throw' charge on food waste in 2013. The country now recycles over 95% of its food waste, up from less than 2% in 1995. LG entities can consider financial incentives to increase waste recovery and further contribute to meeting the State's waste recovery targets.

Bulk waste can be recycled but often ends up in landfill

A large proportion of bulk vergeside waste is recyclable (Figure 7), yet LG entities often take it straight to landfill. We found variation across the LG entities, with some making significant efforts to recycle and some using landfill to dispose of all their bulk waste. For example, in 2018-19, Bunbury did not recycle its collected vergeside bulk waste. In the same year, Belmont reported recovering 31% of 3,562 tonnes of vergeside bulk waste by recycling steel, cardboard, wood, green waste and mattresses. Recycling these materials, along with timber and electronic goods, presents an opportunity for LG entities to increase their recovery rates and is better for the environment.



Source: OAG

Figure 7: Bulk bin and vergeside bulk waste collection by LG entities

In the absence of State guidance, WALGA developed *Better Practice Vergeside Collection Guidelines* and suggested that LG entities should aim to recycle 50% of collected bulk waste. All 33 Perth and Peel LG entities offered bulk vergeside or bulk bin waste collections in 2017-18. However of these:

- 6 sent all their bulk waste to landfill
- only 4 recycled 50% or more and met WALGA's target
- the remaining 23 recycled an average of 20% of collected bulk waste.

All 5 MRCs offered bulk waste collections and around two-thirds of the smaller regional LG entities offered drop-off facilities instead. Recycling bulk rubbish will assist all LG entities to



contribute to the Waste Strategy 2030 recovery targets and reduce the amount of waste that ends up in landfill.

The State has made good progress since 2016, but LG entities need more support to address local challenges

The State Government has implemented many of the recommendations from our 2016 waste audit but action in 2 critical areas is still required

The Waste Authority and DWER have addressed 13 of the 16 recommendations from our 2016 audit *Western Australian Waste Strategy: Rethinking Waste* (Appendix 2). However, 2 important recommendations, to prepare a State waste infrastructure plan, and better practice guidance for waste managers, have commenced but are not complete. There is 1 additional outstanding recommendation relating to unlicensed waste operators, which is outside the scope of this audit. LG entities require both infrastructure planning and comprehensive guidance if they are to deliver better practice waste management across the State.

Some of the 13 key recommendations from our 2016 audit (Appendix 2) that they have addressed include:

- clarifying State entity roles and responsibilities
- consulting with industry, government and the community to develop a new Waste Strategy 2030 and Action Plan, and waste reforms on proposed changes to legislation, waste derived materials and a waste levy review
- preparing a template and guidance for LG entities to prepare waste plans
- amending regulations to require LG entities to provide annual waste and recycling data
- establishing the Waste Reform Advisory Group as an avenue for DWER to share progress with industry stakeholders
- preparing a *Waste Data Strategy* to improve data collection, verification and reporting.

The State Government’s Waste Strategy 2030 and associated Action Plan provide clarification of government, industry and community responsibilities to manage waste, improve resource recovery and protect the environment. They outline 8 headline strategies and the types of activities needed to achieve these targets. Six of these headline strategies are directly linked to our audit scope and involve the delivery of waste services by LG entities and their communities. The State has already made progress on many of these activities (Table 5).

Headline strategy	Examples of activities complete or underway	Examples of actions delayed
1 Develop statewide communications to support consistent messaging on waste avoidance, resource recovery and appropriate waste disposal behaviours	WasteSorted toolkit for consistent messaging to support Perth and Peel LG entities to adopt a 3-bin FOGO system prepared Own Your Impact guidance on key waste strategy initiatives commenced and behaviour change campaign planned Preparation of Better Bins Plus FOGO guidelines	
2 LG adoption of a 3-bin kerbside waste	Waste Authority position statement on FOGO published	

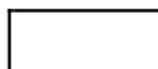
Headline strategy	Examples of activities complete or underway	Examples of actions delayed
collection system to separate FOGO	Funding contribution to encourage LG entities to adopt the 3-bin FOGO system	
3 Sustainable government procurement practices to encourage use of recycled products and support local market development	Options and priority actions to reduce waste through State government procurement identified	Not within the scope of this audit
4 LG waste plans	Waste plan template, support and guidance developed Supporting LG entities to meet waste plan requirements	
5 Review the scope and application of the waste levy	Consultation commenced for waste levy review Improvements to the regulatory framework for waste underway Illegal dumping strategies implemented	Not within the scope of this audit
6 Strategic review of WA's waste infrastructure by 2020	Early planning to develop guidance for waste infrastructure planning	State waste infrastructure audit State waste infrastructure plan
7 Review and update State and LG data collection and reporting systems	Waste Data Strategy published Developing an online system for mandatory reporting of waste and recycling data Annual MyCouncil waste data reporting publicly available	
8 Provide funding to promote the recovery of resources from waste	Funding program to support waste avoidance and recovery established	Reprocessing feasibility research

Source: OAG from information supplied by DWER

Table 5: Progress towards meeting headline strategies and examples of activities completed, underway or delayed as at December 2019

Local challenges and a lack of tailored support from State entities prevent LG entities from recovering more waste

Local challenges and lack of suitable support from State entities restricts LG entities' ability to improve waste recovery. Local waste infrastructure and markets for recycled products are inadequate, with paper and cardboard, glass and mixed plastics typically sent interstate or overseas for reprocessing. Even though there are some local facilities to process organic waste, producing and selling mulch and compost that meet Australian Standards is difficult due to high levels of contamination. Many of these issues can be resolved through understanding local environments, the consistent education previously outlined, and support to develop local reprocessing facilities and end markets that are willing to use recycled products. This can be as simple as LG entities re-using organic materials collected in their own parks and gardens.



Individual LG entities look to the Waste Authority, DWER and DLGSC for guidance on waste management, and integrated planning and reporting, but described limited opportunity to interact with staff from these State entities. Each of the 7 LG entities audited provided positive feedback that DWER had requested more input from LG entities in the last 2 years. Specifically, their feedback was sought to develop the Waste Strategy 2030 and LG waste plan templates, and on a series of consultation papers to help reform waste management in WA. However, the LG entities suggested that State entities could:

- acquire a better understanding of local challenges by visiting individual LG entities
- offer additional guidance on how to deliver more effective and efficient services and construct better practice infrastructure to manage all types of waste
- help to plan and establish appropriate local reprocessing facilities and markets for recyclable materials.

Additional State support will give individual LG entities more confidence that their waste management decisions are better aligned to State recovery priorities and targets.

Some LG entities are not adhering to the State's waste management priorities, particularly those in regional areas. Some of the issues and challenges that prevent LG entities from adopting these priorities are highlighted by regional LG entities and stakeholders that provide waste services and include:

- managing littering with limited staff – 1 LG entity employs 4 full-time staff to collect litter and empty public bins within its main town site, but has only 1 person to attend to other waste-related work. Many regional LG entities may only have 1 part-time staff member responsible for managing waste
- lack of experienced staff and high staff turnover – 1 LG entity reported difficulties in attracting and retaining staff with appropriate technical knowledge. A waste contractor servicing another LG stated that they needed 3 to 5 staff to sort recycling, but had an extremely high turnover of 18 staff over a 6 month period in 2019
- no or limited local reprocessing industries – 1 waste contractor over 500 km from Perth advised us that it disposed of mixed plastics and glass to landfill, only sending separated plastics with recycling labels '1' (PET – polyethylene terephthalate, such as drink bottles) and '2' (HDPE – high density polyethylene, such as milk and shampoo containers) and paper and cardboard to Perth, from where it continues interstate or overseas
- lack of suitable local waste infrastructure – many landfills may lack suitable environmental controls and be unmanned with no ability to monitor waste dropped off or collect gate fees to help fund landfill management and eventual landfill closure and rehabilitation.

Without adequate engagement with individual LG entities, particularly in regional areas that generate 35% of the State's waste, State entities may not fully understand the local challenges LG entities face or be able to provide appropriate support.

Managing illegal dumping and disposing of tyres are 2 problems that most LG entities face. Illegal dumping requires valuable resources to collect and dispose of the waste, which can be hazardous (Figure 8). Even when the waste is dumped on private land or land managed by State entities, the LG entities can be left to collect and dispose of the waste. Tyres can be recycled but as they are costly to transport and recycle, they often ended up in landfill (Figure 9). LG entities require guidance on how best to manage these problematic wastes to prevent environmental harm and maximise resource recovery.



Source: OAG

Figure 8: Examples of illegal dumping of residential, and construction and demolition wastes that LG entities were responsible for collecting and delivering to landfill. Clockwise from top left in the Perth hills, Floreat, Broome and Kalgoorlie-Boulder



Case study 2 – Tyre stockpiling

All LG entities need to manage used tyres. While tyres can be recycled, they often end up in landfill. Until 2018, one regional landfill accepted tyres from local households for free and from commercial clients for a small charge of \$44/tonne for local waste.

However, this created a problem as the LG believed that many were brought in from outside the region to dispose at low cost. Despite recording most of the tyres as waste originating within their area, the LG noticed that the volume of tyres was too high based on the number of residents.



Source: LG entity

Figure 9: Tyre stockpile at the landfill

Due to tyres being disposed by locals and people from outside the region, a large tyre stockpile grew (Figure 9), creating a significant fire risk.

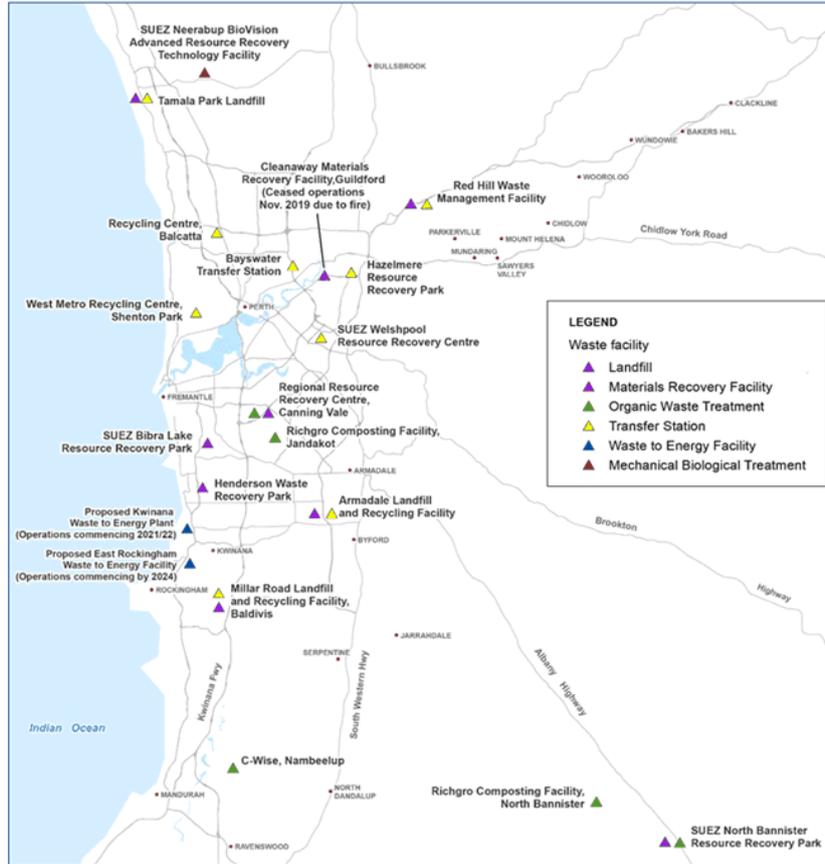
To address this risk, the LG prepared a *Tyre Management Plan* and put them in a separate area at the landfill. This newly constructed tyre 'monofil' will allow them to access the tyres if recycling becomes a viable option in the future. They also began tackling the problem by using a tyre declaration form to ask where tyres come from, increasing fees for all tyre disposal, whether local or not, and limiting the numbers of free tyres disposed per household each year.

Landfill levy funds can be used for waste related projects

The State and LG entities can use reserve landfill levy funds to progress waste management projects and programs. The WARR Account receives 25% of the landfill levy from metropolitan waste for use on waste avoidance and recovery activities. However, the amount of expenditure each year had been lower than the annual amount of receipts from the landfill levy. Consequently, the unspent balance had increased from \$30 million in June 2016 to \$40 million by June 2019. The Waste Authority can use the unspent WARR Account reserves to fund waste-related projects. DWER has advised (Appendix 3) its current approach to these funds includes an allocation to support the October 2020 implementation of the container deposit scheme.

The Waste Authority directs WARR Account funds to help implement the Action Plan and improve waste recovery. It funded Community and Industry Engagement grants to industry, government and the community for projects to better manage, reduce, reuse and recycle waste, and for monitoring or measuring waste. The Waste Authority advised us that it received 90 applications in May-June 2019, requesting over \$24 million for its \$2.3 million budget for these grants. The number of applications highlights the interest in developing local waste solutions.

Appendix 1: Map of key Perth and Peel waste infrastructure at December 2019



Source: DWER



Appendix 2: DWER and Waste Authority progress to address 2016 audit recommendations

Recommendation	Progress	Status
Clarify and communicate the roles of each agency	SLA, Governance Charter, Waste Strategy 2030 and Action Plan clarify agency roles	✓
Finalise a Service Level Agreement (SLA) and governance framework	SLA and Governance Charter finalised	✓
Develop business cases and implementation plans for all projects funded by the WARR Account	Business cases developed for all externally funded projects from 2016-17	✓
Provide regular and comprehensive progress reporting for all annual business plans, associated projects and financial expenditure to the Waste Authority board	Quarterly internal reporting between DWER and Waste Authority	✓
Promote key messages to the community that focus on waste avoidance and minimisation	WasteSorted toolkit prepared in 2018 and updated in 2019. Own Your Impact behaviour change website launched in 2018	✓ This audit identified additional action needed to encourage LG entities to promote consistent key messages
Identify and agree on solutions that will enhance the accuracy of waste and recycling data to report against Waste Strategy targets	WARR Regulations amendments gazetted July 2019 to require LG entities that provide waste services to supply annual waste data to DWER. <i>Waste Data Strategy</i> released November 2019	✓ This audit identified additional action needed to address <i>Waste Data Strategy</i> recommendations
Ensure data used to report against the major regional centre MSW target is representative of regional WA	MRCs defined in Waste Strategy 2030 and set a benchmark for smaller regional LG entities	✓
Publicly report annual progress towards achieving all metropolitan and regional Waste Strategy targets	Waste Authority annual report and business plan detail progress	✓
Improve accountability and transparency of WARR Account fund expenditure	Waste Authority and DWER established a Risk and Performance Committee to monitor WARR Account funded projects	✓
Improve ways to bring together metropolitan and regional agencies, LG, industry and community representatives to assist knowledge exchange and strategic waste planning	Waste Reform Advisory Group established, DWER public consultations to improve programs and strategies	✓

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Recommendation	Progress	Status
Complete a State waste and recycling infrastructure plan to ensure alignment with the State planning framework	State Waste Infrastructure Plan not started. DWER progressing waste infrastructure planning with the DPLH	
Provide good practice guidance on waste avoidance and minimisation, managing problem wastes and managing waste and recycling facilities	Waste Strategy 2030 and Action Plan list developing guidance to improve waste management. Some guidance was prepared, for example: waste plans, FOGO, waste-to-energy position statement. However more are needed	 Action needed to produce guidance on problem wastes and managing waste facilities
Assess the need for the State Government to adopt a policy of using recycled products as a way of encouraging community use of recycled products	Assessment of need and opportunities for procurement to increase recycled product use conducted	
Ensure Waste Strategy implementation includes planning and projects to improve resource recovery in regional WA	Community and Industry Engagement Program grants provided to regional recipients. MRCs to prepare waste plans	 This audit identified additional action needed to support regional LG entities
Ensure licensed waste operators provide annual waste and recycling data	WARR Regulations amendments gazetted July 2019	
Conduct risk assessments of unlicensed waste operators and determine what steps need to be taken to ensure they conform with legislative requirements	Legislative reform proposed. DWER and Department of Fire and Emergency Services conducted aerial surveys in June 2019 to target industries that present environmental risks	 Action needed to assess unlicensed waste operators, monitor landfill levy avoidance and manage waste stockpiling

Source: OAG analysis of information supplied by DWER and Waste Authority



Appendix 3: Full responses from audited State and local government entities

Waste Authority

The Waste Authority is pleased to provide comments on this report. It has been working cooperatively with the Department of Water and Environmental Regulation (DWER) in the implementation of the *Waste Avoidance and Resource Recovery Strategy 2030* and the associated Action Plans and Business Plans, including supporting LG's waste services.

The Waste Authority, with support from DWER, is continuing to develop better practice guidance for LG entities to manage key waste streams and problematic wastes. This includes provision of updated position statements on kerbside waste collection, FOGO, the waste hierarchy and waste to energy as per Action 1.3. It also supports the Household Hazardous Waste Program (HHW) including funding and guidelines for the design and operation of HHW facilities.

The Waste Authority is undertaking further work on better practice guidance documents for FOGO, kerbside services, vergeside (bulk) waste collection and drop-off services to support LG entities to adopt better practice waste management.

Both the Waste Authority and DWER continue to engage on a frequent basis with individual metropolitan and regional LG entities to help understand, identify and address their local challenges, risks and waste management requirements.

The Waste Authority has developed and is implementing the *Waste Data Strategy*.

The Waste Authority is supporting LG entities with materials that explain the cost and environmental benefits of adopting a 3-bin FOGO system. A series of FOGO implementation forums were conducted in April – June 2020 to support LG entities in planning, community education and implementation of FOGO services and a FOGO Reference Group with LG and industry representatives is working with the Waste Authority and DWER to develop a practical FOGO Rollout Plan.

The Waste Authority is supporting LG through the Better Bins program and Better Bins Plus: Go FOGO program with a combined investment of \$4.6 million in 2020-21 to support LG entities with the transition costs. This commitment to the Better Bins Plus: Go FOGO funding program will continue at a similar rate of investment over the next 5 years in alignment with the Waste Strategy's Headline Strategy 2 for a consistent 3-bin kerbside collection system, including FOGO, by all LG entities in the Perth and Peel region by 2025.

The Waste Authority and DWER are working closely together to engage with LG entities to develop consistent and regular statewide messages, education and behaviour change programs on waste avoidance, resource recovery and appropriate waste disposal behaviours in alignment with Waste Strategy targets. The Waste Authority's WasteSorted Toolkit provides LG entities with communications materials and is continually revised and updated to meet the various and developing needs of LG. In addition, the Waste Authority recognises the value of direct household education and feedback provided through a bin tagging program to improve household waste sorting behaviour and this program continues to receive Waste Authority funding.

Department of Water and Environmental Regulation

The Department of Water and Environmental Regulation (DWER) continues to work closely with the Waste Authority and key stakeholders in implementing the Waste Strategy 2030, including supporting LG waste services.

As committed to in the current business plan, DWER is undertaking a State waste infrastructure audit and needs analysis in 2020-21 to determine waste infrastructure required to meet the objectives of the Waste Strategy. Following this audit, State waste infrastructure planning will address infrastructure options and technologies to meet the Waste Strategy targets, land use planning objectives, and the approvals processes for environmental, planning and licence approvals. The overall objective is to guide infrastructure development to support the Waste Strategy targets, including that all waste should be managed or disposed of to better practice facilities by 2030.

DWER supports the Waste Authority to develop better practice guidance to manage key waste streams and problematic wastes. This has included the provision of updated position statements on kerbside waste collection, FOGO, the waste hierarchy, waste to energy and support for the HHW Program. Further work is underway to identify better practice guidance documents for FOGO, kerbside services, vergeside (bulk) waste collection and drop-off services to support LG entities to adopt better practice waste management. Market development research is being undertaken in 2020-21 for sustainable markets for products such as compost and soil conditioner derived from FOGO processing.

DWER has developed an online reporting system, training support and guidance to facilitate provision of required waste and recycling data. Improved data will better enable measurement and evaluation of waste management programs and initiatives, and ensure resources are directed where they are most effective.

The Waste Authority and DWER are working closely together to engage with LG entities to develop consistent and regular statewide messages, education and behaviour change programs on waste avoidance, resource recovery and appropriate waste disposal behaviours in alignment with Waste Strategy targets.

DWER is supporting LG to align their waste planning processes with the Waste Strategy. Plans are due 31 March 2021 and annual reporting will commence from 1 October 2022.

Combined Waste Authority and Department of Water and Environmental Regulation response

Specific responses to recommendations

Recommendation 1 a) – supported

The Waste Authority and DWER are working closely together and supporting LG in Western Australia.

DWER is undertaking a State waste infrastructure audit and needs analysis as per Action 6.1 in the current Waste Strategy Action Plan to determine the waste infrastructure required throughout the State to meet the objectives of the Waste Strategy. This will be undertaken in 2020-21. Following this audit, the State Waste infrastructure planning will be undertaken to develop a plan which addresses the different infrastructure options and technologies available to meet the Waste Strategy, land use planning objectives, and the approvals processes for environmental, planning and licence approvals. This is Action 6.3 in the current Action Plan.

This work will be followed by work (as per Action 6.4 and 6.5) with the Department for Planning, Lands and Heritage (DPLH) to develop the planning instruments and guidance for LG and developers for appropriate siting and design of waste facilities including landfills. This DWER work undertaken in consultation with DPLH, LG and the waste industry as part of Headline Strategy 6 in the Waste Strategy will ensure a State waste infrastructure plan in alignment with the State planning framework. The overall objective is to guide future



infrastructure development to support the Waste Strategy targets, including that all waste should be managed or disposed of to better practice facilities by 2030.

Recommendation 1 b) – supported

DWER is aware of the need and committed to identifying local metropolitan and regional reprocessing feasibility research, taking into account known standards, technologies, viabilities and potential barriers for facilities and markets for recyclable materials, particularly for organic materials. This is being undertaken as part of Action 6.2 in the current Action Plan. Specific market development research is being undertaken in 2020-21 for sustainable markets for the products such as compost and soil conditioner, derived from FOGO processing as per Action 2.1.3.

Recommendation 1 c) – supported

The Waste Authority, with support from DWER, is continuing to develop better practice guidance for LG entities to manage key waste streams and problematic wastes. This includes provision of updated position statements on kerbside waste collection, FOGO, the waste hierarchy and waste to energy as per Action 1.3. It also supports the Household Hazardous Waste Program through a funding agreement with WALGA and work is planned to review, update and publish guidelines for the design and operation of facilities for the acceptance and storage of HHW (Action 1.2). A social media education campaign targeting HHW disposal was implemented in 2020 using the WasteSorted toolkit in response to fire incidents. An intensive behaviour change campaign will launch in August 2020 targeting bin contamination and hazardous waste disposal.

The current Action Plan includes commitments for further work to identify better practice guidance documents for FOGO, kerbside services, vergeside (bulk) waste collection and drop-off services to support LG to adopt better practice waste management (Action 1.4) and to support LG entities to develop and implement LG waste plans that align with the Waste Strategy, as per Headline Strategy 4.

Recommendation 1 d) – supported

Both the Waste Authority and DWER continue to engage on a frequent basis with individual metropolitan and regional LG entities to help understand, identify and address their local challenges, risks and waste management requirements.

Recommendation 2 a) – supported

The Waste Authority has developed and is implementing the *Waste Data Strategy* (Action 7.1). DWER has developed an online reporting system (Action 7.2.2), available from 1 July 2020, to enable liable entities to report the required waste and recycling data, as per Regulation 18C of the WARR Regulations (Part 3A, introduced in June 2019). DWER is providing additional training support and guidance for all liable entities (including LG entities) on data collection, reporting and quality control requirements (Action 7.2.1) throughout 2020-21.

Recommendation 2 b) – supported

DWER is supporting LG entities in developing and implementing appropriate controls to minimise the risk of inaccurate data supplied by contractors by providing clear guidance on waste data reporting requirements through the gazettal of CEO notices and approved procedures, and publishing a range of guidance documents; providing additional training through webinars; and developing an annual audit program to review methods of collecting and calculating waste and recycling data.

Recommendation 3 – supported

The Waste Authority is supporting LG entities with materials that explain the cost and environmental benefits of adopting a 3-bin FOGO system. The Eastern Metropolitan Regional Council has developed a business modelling tool that has been made freely available to all LG entities to use, allowing them to change variables such as bin size, collection frequency and facilities available to model different costs and benefits of implementing the 3 bin FOGO system. A series of FOGO implementation forums were conducted in April – June 2020 to support LG entities in planning, community education, and implementation of FOGO services. A FOGO Reference Group with LG and industry representatives working with the Waste Authority and DWER in supporting a highly practical FOGO Rollout Plan (Action 2.2). Composting guidelines have been recently released by DWER for consultation.

The Waste Authority is supporting LG entities through the Better Bins program (Action 2.1.1) and Better Bins Plus: Go FOGO program (Action 2.1.2), with a combined investment of \$4.6 million in 2020-21 to support LG entities. Funding for the program in 2020-21 will see the delivery of FOGO to 323,780 (32%) households in Perth and Peel. This commitment Better Bins Plus: Go FOGO funding program will continue at a similar rate of investment over the next 5 years in alignment with the Waste Strategy's Headline Strategy 2 for a consistent 3-bin kerbside collection system, including FOGO, by all LG entities in the Perth and Peel region by 2025.

FOGO market research is underway in 2020-21 regarding the sustainability of the market for FOGO-derived materials including compost (Action 2.1.3).

Recommendation 4 – supported

The Waste Authority and DWER are working closely together to engage with LG entities to develop consistent and regular statewide messages, education and behaviour change programs on waste avoidance, resource recovery and appropriate waste disposal behaviours in alignment with Waste Strategy targets (Headline Strategy 1).

The Waste Authority's WasteSorted Toolkit was launched in 2018, and in 2 years has built up a substantial folio of branded artwork and templates freely available for use and co-branding by LG entities. The WasteSorted toolkit provides LG entities with a wide range of materials on appropriate waste disposal and is continually revised and updated to meet the various and developing needs of LG entities. Use of the WasteSorted toolkit is strongly encouraged to ensure consistent communications and funding agreements require local governments to use, or be in alignment with, the WasteSorted Toolkit. The most likely time for a LG entity to transition to the WasteSorted Toolkit is when communicating a change in services. Of the 19 local governments that have applied for Better Bins Plus: Go FOGO funding in 2020, 14 have indicated they will use WasteSorted Toolkit elements.

A State-wide behaviour campaign will launch in late August 2020 targeting waste avoidance, improved recycling outcomes and increased recovery. This will provide regular and consistent waste communications throughout WA. LG entities and regional councils will be provided with the campaign materials to help amplify the messages. DWER works closely with WALGA and stakeholders through the Consistent Communications Collective.

In addition, the Waste Authority recognise the value of direct household education and feedback provided through a bin tagging program to improve household waste sorting behaviour. This program (delivered by WALGA) receives Waste Authority funding and it will reach a minimum of 10,000 households in 2020-21.



Recommendation 5 – supported

The Waste Authority and DWER are working closely together and LG entities in WA by providing guidance for LG entities to collect and publicly report consistent waste and recovery financial and performance data.

The Waste Authority has developed and is implementing the *Waste Data Strategy* (Action 7.1). DWER has developed an online reporting system (Action 7.2.2), available from 1 July 2020, to enable liable entities to report the required waste and recycling data, as per Regulation 18C of the WARR Regulations (Part 3A, introduced in June 2019). These amendments aim to improve the accuracy, timeliness and completeness of waste and recycling data available to the community and all stakeholders. Improved data will better enable measurement and evaluation of waste management programs and initiatives, and ensure resources are directed where they can be most effective. DWER is providing additional training support and guidance for all liable entities (including LG entities) on data collection, reporting and quality control requirements (Action 7.2.1) throughout 2020-21.

In April 2019, DLGSC published waste data reported by LG on the MyCouncil website. It is intended this continue on an annual basis.

In addition, Headline Strategy 4 of the Waste Strategy focusses on LG waste plans to align LG waste planning processes with the Waste Strategy. DWER has led extensive consultative work with local governments, WALGA and the DLGSC on aligning LG waste planning processes with the Waste Strategy through waste plans. In consultation with these bodies, DWER developed a resource kit, including a template LG waste plan and guidance documents, to ensure consistency with the Waste Strategy. These templates have been completed and distributed. Following a November 2019 notice from the Director General of the DWER under section 40 of the WARR Act, LG entities and regional councils located in the Perth and Peel regions and major regional centres are now required to include a waste plan within their plans for the future, and submit waste plans to DWER by March 2021.

Response in relation to the WARR Account

The State Government must consider any expenditure from the WARR reserves as part of the State budget process. The Waste Authority itself is not able to determine use of WARR Account reserves.

Section 79(1) of the *Waste Avoidance and Resource Recovery Act 2007* establishes that a special account, namely the Waste Avoidance and Resource Recovery (WARR) Account, is to be established under the *Financial Management Act 2006*.

Section 79(3A) and 79(3B) of the WARR Act requires that the Minister is to credit not less than 25% of the forecast levy amount to the Department's operating account under section 73(4) as is specified by the Minister for that financial year. The operating budget associated with the WARR Account (also referred to as expense limit) is linked to the forecast levy amount for each financial year, as stated in the State's Budget Papers.

Section 80 of the WARR Act provides the Minister with powers to allocate funding to initiatives that are additional to those approved as part of the annual Business Plan prepared by the Waste Authority.

The Waste Authority business cases for expenditure are developed based on the Waste Strategy priorities, resource requirements and Minister's decisions under section 80, in line with the operating budget (or expense limit) for that financial year (in 2019-20 and in 2020-21, the expense limit was set at \$20.75 million and this is consistent for the next four out-years). It is not open to the Waste Authority to prepare a business plan in excess of the approved expense limit or to allocate funds unless part of through the business plan approved by the Minister.

The WARR Account reserve contains historic under-expenditure from previous years. It is not part of the WARR Account expense limit. In 2019-20, the expense limit expenditure was 99.8% of the approved budget. The WARR Account reserves are not accessible without approval from the Expenditure Review Committee through the State budget process.

The State Government committed the WARR Account reserve to underwrite the container deposit scheme commencing on 1 October 2020 and to provide investment in waste processing infrastructure to support COAG's decision to ban the export of certain wastes. An Expression of Interest process has recently been undertaken in July and August 2020 for paper and cardboard processing, and for processing plastics and tyres in WA.

Department of Local Government, Sport and Cultural Industries

The Local Government Act 1995

The *Local Government Act 1995* (the Act) has been under review. This comprehensive legislative reform is intended to create a modern Act that provides a framework for "agile, smart and inclusive" LG, delivering better for communities.

A review panel, chaired by David Michael MLA, met from November 2019 until May 2020, and drew on best practice models in Australia and overseas and closely considered the extensive feedback from the consultation conducted by DLGSC. The report can be found at <https://www.dlgsc.wa.gov.au/department/publications/publication/local-government-review-panel-final-report>

A focal point for the reform is Integrated Planning and Reporting, as the central mechanism for aligning strategy and operations.

Western Australia Local Government: Community Wellbeing Indicators Study (yet to be released)

The above study has been undertaken in a timely manner to contribute to the review of the Act. The study provides the opportunity to consider not just the content of the community outcome indicators being used by LG entities, but also the quality of them. This aspect of the study will assist deliberations on how the Act can empower and support LG to better capture and measure the outcomes that matter to communities, as a core element of strategic planning.

This can include planning at locality (sub-district), district (City, Town, or Shire), and regional (multiple contiguous districts) levels, and also includes the potential to better link with desired State-wide outcomes.

Furthermore, improvements in measurement practice and State-local linkages are not just a matter for legislation. While the Act provides the overarching intent and framework, implementation will need to be supported through non-statutory means. To that end, the study can also shed light on the training, tools, and resources likely to be required to enable a successful and smooth transition to the new Act.

Local Government Waste Plans

The Waste Strategy focusses on LG waste plans to align LG waste planning processes with the Waste Strategy. LG entities are the primary managers of Municipal Solid Waste (MSW) generated in WA and improving LG waste management practices will make a significant impact on the amount of waste materials recovered.

DWER has led extensive consultative work with DLGSC, LG entities and WALGA on aligning LG waste planning processes with the Waste Strategy through waste plans.



Following this consultation, DWER developed and distributed a resource kit, including a template LG waste plan and guidance documents, to ensure consistency with the Waste Strategy.

Following a November 2019 notice from the Director General of the DWER under section 40 of the WARR Act, LG entities and regional councils located in the Perth and Peel regions and major regional centres are now required to include a waste plan within their plans for the future, and submit waste plans to DWER by March 2021.

Waste plans require LG entities to identify:

- how they are performing in relation to the Waste Strategy objectives
- the major waste management challenges for the LG entity
- strategic waste and resource recovery infrastructure needs.

DWER is supporting LG entities in preparing, reviewing, and reporting on their waste plans. LG entities will be required to report on the implementation of their waste plans on an annual basis.

DLGSC will continue to support DWER on the requirement to develop and submit local waste plans and will investigate incorporation within LG Integrated Planning and Reporting, under the Act.

WA State Local Government Partnership Agreement

Minister Stephan Dawson MLA attended the WA State Local Government Partnership Agreement - Leadership Group meeting on 30 October 2019 and discussed the *Waste Avoidance and Resource Recovery Strategy 2030*. An Agreement for waste is intended to sit under the Partnership.

Specific responses to recommendation 5

Supported. DLGSC notes and agrees that improvement to some LG waste management data is required. It supports:

- a) the Waste Authority's *Waste Data Strategy*, and
- b) DWER's online reporting system and the new mandatory reporting requirements together with training support and guidance for LG entities on data collection, reporting and quality control requirements that will increase accuracy, timeliness, and completeness of data over time.

In collaboration with DWER, LG waste data has been uploaded to the MyCouncil website to provide increased transparency around LG waste and recycling performance and encourage benchmarking and improved performance. The 2018-19 data has been uploaded and launched. DLGSC will continue to work with the Waste Authority and DWER in this area.

City of Belmont

The City of Belmont appreciated the opportunity to participate in and contribute to the audit and supports the outcomes and recommendations within it.

The identification of the need for a State waste infrastructure plan and further development in reprocessing facilities for recyclables and market opportunities for organic materials from FOGO processing are key areas of interest for the City, and we were pleased to see reference to these initiatives in the report.

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The City is currently on track with the development of a draft Waste Plan, which will be endorsed by Council and submitted to the Chief Executive Officer of DWER by 31 March 2021. Identified within the implementation plan of the City's draft Waste Plan are the following tasks to improve the effective delivery of waste management services and meet the targets of the Waste Strategy 2030:

- introduction of a 3-bin kerbside collection system by 2025
- continue to improve data collection with an emphasis on illegal dumping
- improve awareness and the benefits of source separation for customers through behavioural change programs and consistent messaging.

The City is interested in participating in a future audit to assist with measuring the change and effectiveness of current initiatives underway.

City of Bunbury

The City of Bunbury accepts the findings and recommendations within the report.

City of Kalgoorlie-Boulder

The City of Kalgoorlie-Boulder's waste services are delivered effectively and meet our community's expectations, however we acknowledge that there is work to be done to meet the State's waste diversion targets. Although we support the principle of waste diversion, my primary responsibility as CEO is to deliver cost-effective waste services, which meet the needs of our community and local businesses.

The City broadly supports the recommendations of the audit and in particular the development of a State waste infrastructure plan. We believe this is vital in identifying market-based solutions to improve waste diversion at a regional scale. This is of particular significance to regional communities where population sizes and transport distances impede cost-effective resource recovery at a local level. With these necessary enabling arrangements in place, LG will be better placed to drive the waste diversion objectives sought by the State.

We look forward to working collaboratively with the State Government to improve our progress towards the State's waste diversion targets.

City of Kwinana

Overall, the City of Kwinana commends the report and its comprehensive assessment of LG waste management as it relates to an evolving and challenging state, national and international waste and recycling context.

Importantly, the report highlights the change in the State Waste Strategy from 2012 to 2019 and the slow response from LG to mobilise and respond accordingly. Whilst this may be the case in most LG authorities, this has not been the case with the City of Kwinana. The City is one of few LG authorities that prepared its own Waste Management Strategy based on a comprehensive multi criteria analysis, having regard to the State Waste Strategy 2012 targets and objectives, and should be commended for doing so. It is on this basis that the City entered into a legal agreement to supply a minimum tonnage of Municipal Solid Waste (MSW) to Energy from Waste.

Using this approach the City is forecast to meet the recovery targets of the State Waste Strategy 2012 by late 2021. In changing the [State's] approach as adopted in the State Waste Strategy 2030, the Audit fails to recognise that LG entities are not able to be as agile and responsive to changing strategic directions. The City of Kwinana, like all LG entities, is accountable to its ratepayers, and as such, needs to ensure that the community is not



financially disadvantaged by a conflict in timing between City of Kwinana contractual agreements and changes in State Government strategy. As advised in previous submissions to the Waste Strategy 2030, the City of Kwinana is of the view that the State has developed a one size fits all approach in its adopted Strategy. Whilst this has been done to drive a united vision for waste management in WA, it does not recognise the market conditions, industry context and the variability in the LG's capability and legal commitments with respect to delivering waste services to meet the needs of each local community.

The City of Kwinana is currently in the process of reviewing its current Waste Management Strategy to accord with the requirement to prepare and submit a Waste Plan by March 2021. It is proposed that considerations and actions arising for the City of Kwinana from the Audit findings be incorporated into the City's Waste Plan preparation. This will ensure that the City's approach is integrated, transparent and will enable more effective monitoring of actions.

It is agreed that a greater range of considerations is required by the State Government to foster, develop and support emerging best practice across Perth and its regions and within each LG entity. This comes in many forms and requires the State to allocate funding already collected from LG to be reinvested into meaningful industry wide solutions that would support the objective of the State Waste Strategy 2030. This is fundamental to achieving the objectives of the State Waste Strategy.

Specific responses to recommendations 1 to 4

The City of Kwinana supports the above recommendations but requests that the recommendations go further in terms of the State's transparency and accountability in regards to its funds. In order to achieve the objectives of the Waste Strategy 2030, investment in solutions to currently unviable recovery options, domestic reprocessing technology and infrastructure, and market development for recovered material products must be strategically prioritised and supported with the funding that has already been levied.

It is recommended that the approach that is prepared by the State seek to take a tailored approach where possible to ensure that there is some flexibility and adaptability for each LG entity without compromising the objectives.

Specific responses to recommendations 6 to 9

It should be noted that LG entities are required to prepare Waste Plans by March 2021. Once prepared, these are to be made publicly available for all to access and view. The City is currently in the process of undertaking its modelling of waste management options having regard to existing commitments and the Waste Strategy 2030 objectives and targets. This modelling will inform the preparation of the City's Waste Plan and in turn the existing contracts that are currently in place and subject to review over the next 5 years. It should be noted, that whilst consideration may be given to the inclusion of performance measures in contracts to recover waste, the State needs to be mindful that this will only be achieved at an additional cost, a cost that will be borne by residents. Consideration needs to be given to the rate of change and all the costs associated with the changes, across the waste service and in turn the impact on the community, particularly given the current COVID 19 crisis where the community is already impacted financially through loss of employment. The City needs to have regard to its ability to subsidise changes to the waste services and the additional cost burden of such changes over the short term and longer term.

The City is also in the process of appointing a consultant to prepare a Waste Education Plan to support the City's successful implementation of the Waste Plan, which will include consideration of a number of mechanisms to help the community make informed choices around consumables and waste creation. The City already offers incentives in the form of providing larger recycling bins at no cost to encourage greater recycling. Whilst there may be

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further consideration of other options, this needs to be determined in the context of the total costs of providing the waste service.

City of Melville

Thank you for this opportunity to participate in the Performance Audit. The City of Melville was mentioned a number of times positively and the report highlighted some of the essential priorities required to meet the State's long term targets like the lack of local, regional and state-wide waste planning and infrastructure, tailored support for LG entities and the lack of consistency between LG entities of not adopting best practice waste management and resource recovery.

Specific responses to recommendations

Recommendation 1

Supported. These are the main concerns for most LG entities in WA and should be the priority of the state departments to ensure that best practice sustainable resource recovery options and the creation of local processing infrastructure and markets are available in the very near future. They will need to be at a reasonable rate and a realistic distance or valuable renewable material will end up in landfills or at an energy from waste facility at the detriment to the environment. The risks have been well known for a long time and will require a direct approach with enforcing producer responsibilities to reduce waste and include recyclable products in their manufacturing processes and final products.

Recommendation 2

Supported. Considering 80% of LG entities contract out their kerbside collections, amending the *Local Government Act 1995* to include compulsory reporting and validation of reportable figures will ensure contractors and LG entities are held accountable to recovery targets.

Recommendation 3

Supported. The cost of a best practise resource recovery system is high for many LG entities but it should not be if local markets and infrastructure are created and once a majority of LG entities move to a consistent collection, economies of scale are created. Those that opt for a consistent best practice should be further financially incentivised to do so and those choosing not to be subjected to higher landfill levies/gate fees. Historically LG entities have never been a collective and require either enforcement via the *Local Government Act 1995*, regulations or to be financially motivated to make a dramatic change.

Recommendation 4

Supported. The City utilised the well-known brand Recycle Right as a consistent source of information and messaging for both the 3-bin FOGO trial and rollout in 2019 and decided to continue to use it even after the WasteSorted Toolkit was developed to remain consistent. Unsure as to why another was created as the existing source of information should have been built on.

Recommendations 5 and 6

Supported. The City provides via its Annual Report these figures however agree more clarity, transparency and with increased frequencies of updates are required and the feedback is more than welcome to assist with improving our service delivery. Our DWER Waste Plans will be required to pass through Council and therefore become public knowledge however as above, will need to be on the City website as a minimum.



Recommendation 8

Supported. Best practise requires continuous improvement. Prior to the 2019 bulk verge collection, the City engaged a disposal contractor for their bulk verge waste and managed to divert 35% from landfill on top of the mattresses, e-Waste and fridges with no change to the gate fee. Environmental benefits of any Tender or Contract should always be ahead of price.

Recommendation 9

Supported. The City investigated financial incentives but as we were moving to a full City-wide FOGO rollout and the learnings from the trial, decided to offer non-financial incentives to ensure the 3-bin system was used effectively and contamination was reduced to those residents unable to manage their own waste with the bin sizes supplied. We offered a free 360L recycling bin upgrade, still collected fortnightly and a needs assessment for their red-lidded 140L general waste bin and if successful (no food waste or recycling, just a capacity issue) we swapped their smaller bin for a larger 240L red-lidded general waste bin that was also still collected fortnightly. Although contradictory to waste reduction and avoidance behaviour, it offered other options free of charge for the residents to correctly use the 3-bin system.

The City is also investigating a cloth nappy rebate scheme of 50% of the set up purchase price and cheaper FOGO bins for commercial properties in an attempt to reduce waste and food waste to landfill but these won't be in effect prior to the report. State government rebates on cloth nappies as well as compostable caddy liners for example or even incentives for producers to increase their availability and make them cheaper to purchase would also be of benefit to both LG entities and their residents. If a \$150 cloth nappy rebate is available and only 200 residents take up the option at the cost of \$20,000 for example, it will remove approximately 1,200,000 nappies from landfill.

A subsidised load of FOGO compost to the residents would be a classic example of closing the loop and a circular economy.

The Performance Audit has identified the main shortcomings in the WA waste industry. These shortcomings are required to be actioned quickly to maintain the current acute awareness of waste and to achieve a sustainable best practice resource recovery before it becomes cheaper and simpler to ignore all tiers on the waste hierarchy and move straight to disposal or energy recovery and if that occurs, it will be near impossible to re-educate the residents or get LG entities to change their direction.

Mindarie Regional Council

Many thanks for the opportunity to respond to the recommendations on the audit.

Shire of Broome

The Shire of Broome was pleased to be invited to participate in the audit. The Shire is at a critical point in relation to waste and recycling with the imminent closure of the local landfill facility and the conclusion of the kerbside collection contract. The audit report provides an excellent opportunity for improvement in the design and operation of the new facility and waste/ recycling operations in general. The findings within the report will assist with the production of the Shires Waste Strategy, which will inform the direction of operations.

The Shire of Broome is in the process of:

- developing a local waste strategy that will include both the Kimberley Regional Strategy and the State Waste Strategy 2012. Expected completion and release early 2021

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- commencing the writing of a new kerbside collection contract. This may include the Kimberley regions. Expected implementation 2023-2024. It has been identified that the current contract is limited in KPI's for the contractor
- implementing an education programme to improve knowledge of recycling and the effects of illegal dumping. Timeframe ongoing
- commencing composting trials to determine product viability. Completion 2021
- discussing the 3-bin FOGO system. Green waste is already delivered to the site in vast quantities, mulched and when there is excess given to the public for free. Organic waste is being investigated although preliminary results are showing a limited market and high processing costs
- the Shire offers 2 weekends for free domestic drop off to the waste facility to encourage pre cyclone clean-up, pensioners are offered a skip bin delivered once a year to their property. Recycling is encouraged with these activities
- investigating reuse options for bulk recyclables within the Kimberley. Completion mid 2021
- areas of current bulk recycling include: concrete crushing, steel crushing and removal to Perth, tyre removal to Perth, mulching of green waste/wood. These bulk activities are costly.



Glossary

Action Plan	<i>Waste Avoidance and Resource Recovery Strategy 2030 Action Plan</i>
DPLH	Department of Planning, Lands and Heritage
DWER	Department of Water and Environmental Regulation
FOGO	food organics and garden organics
GO	garden organics
HHW	household hazardous waste
LG	local government
MRC	major regional centre
MRF	material recovery facility
MSW	municipal solid waste
RC	regional council
SLA	service level agreement
WA	Western Australia
WALGA	Western Australian Local Government Association
WARR Account	Waste Avoidance and Resource Recovery Account
WARR Act	<i>Waste Avoidance and Resource Recovery Act 2007</i>
WARR Regulations	Waste Avoidance and Resource Recovery Regulations 2008
Waste Strategy 2012	<i>Western Australian Waste Strategy – Creating the Right Environment</i>
Waste Strategy 2030	<i>Waste Avoidance and Resource Recovery Strategy 2030</i>

Auditor General's 2020-21 reports

Number	Title	Date tabled
2	Opinion on Ministerial Notification – Agriculture Digital Connectivity Report	30 July 2020
1	Working with Children Checks – Managing Compliance	15 July 2020





**Office of the Auditor General
Western Australia**

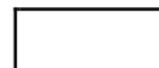
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 Office of the Auditor General for
Western Australia



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Item 13.6

13.6 (2020/MINUTE NO 0018) REPORT ON OFFICE OF AUDITOR GENERAL PERFORMANCE AUDIT - REGULATION OF CONSUMER FOOD SAFETY BY LOCAL GOVERNMENT AND THE CITY OF COCKBURN'S RESPONSE

Author N Jones

Attachments 1. OAG Performance Audit - Regulation of Consumer Food Safety by Local Government [↓](#)

RECOMMENDATION

That Council receive the Office of Auditor General's Performance Audit Report on Regulation of Consumer Food Safety by Local Government, as attached to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr C Stone

That the recommendation be adopted.

CARRIED UNANIMOUSLY 6/0

Background

The Office of the Auditor General (OAG) has undertaken 23 audits in the last two years (A full list is at attachment 1) with 7 focused on Performance Audits in Local Government including:

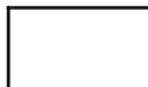
- Records Management in Local Government
- Local Government Building Approvals
- Fraud Prevention in Local Government
- Local Government Contract Extensions and Variations
- Information Systems Audit Report 2020 – Local Government Entities
- Regulation of Consumer Food Safety by Local Government Entities
- Waste Management - Service Delivery

The City of Cockburn has participated in two such Performance Audits to date and presented to the Audit and Strategic Finance Committee -

1. Timely Payment of Suppliers (July 2018)
2. Records Management in Local Government (July, 2019).

To ensure the City adopts best practice in the industry, when any such Performance Audits with a Local Government focus are undertaken by the OAG with other Local Governments, the City independently prepares a report to be submitted to the Committee on performance and any improvement opportunities as a result of the OAG audit findings and recommendations.

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Submission

N/A

Report

A copy of the OAG Performance Audit Regulation of Consumer Food Safety by Local Government has been attached to the report with a response from the relevant manager on the recommendations contained in the OAG audits detailed below.

The attached OAG report on food safety implies that the system of Food Safety across Local Government Areas (LGA's) has weaknesses. Quoting from the OAG's overview "These weaknesses increase the risk that unsafe food practices are not rectified, and the public consumes hazardous food".

The Audit report identified shortcomings at two Local Government entities. The two Local Government entities accepted the recommendations of the report and have implemented changes to internal processes and procedures.

Based upon the recommendations of the report, Local Governments in the Perth Metropolitan area plus Bunbury, Busselton, Gingin and Murray have committed to reviewing their Food Audit Programs (guided by the OAG Audit model) by the end of 2020, and where necessary, implement corrective actions.

Local Government Environmental Health Officers are committed to ensuring that the internal oversight and implementation of Food Safety standards are applied at a consistently high level throughout the State.

OAG Recommendation 1

Ensure food business inspections are prioritised and carried out according to their risk Classification

City of Cockburn Response

The City classifies all food businesses using the "ANZFA Food Safety: *The priority classification system for food businesses*". This is done at the Notification stage (a process required by the Food Act 2008).

Inspections are prioritised using these classifications and the recommended inspection frequencies outlined in the ANZFA document and endorsed by WALGA document – *Environmental Health Inspection Schedules*.

The City's Technology One ECM record keeping system records inspection frequency and alerts officers when an inspection is due.

OAG Recommendation 2

Ensure changes to inspection frequencies are only made based on a documented assessment of compliance history or other urgent requirement.



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City of Cockburn Response

Changes to inspection frequency (increase) will only occur due to continual non-conformities, infringement or prosecution. These are all well documented on our Technology One ECM record keeping system. Inspection frequency will return to recommended frequency when the premises can show compliance over two consecutive inspections.

If premises are compliant they will remain at the recommended WALGA frequency of inspection. The City does not decrease inspection frequencies.

OAG Recommendation 3

Improve recordkeeping for food business inspections and compliance reporting to:

- a) Better understand inspection and compliance history,
- b) Identify compliance issues and follow-up activities,
- c) Respond to emerging food safety issues.

City of Cockburn Response

The City of Cockburn utilise Technology One ECM as the City's recordkeeping system.

In consultation with the City's Business System service unit, the City's Health Department have established a detailed event process that tracks inspections, compliances, enforcement and follow up procedures and time.

Standard templates have been created which ensures consistency and legal compliance.

This system can be amended in house to reflect emerging food safety issues such as the current focus upon salmonella in eggs.

OAG Recommendation 4

Develop procedures and staff guidance to ensure non-compliant food businesses are followed up and standards enforced in a consistent and timely manner.

City of Cockburn Response

The City has a documented "Food Act 2008 Enforcement Tools and Procedures" including the City's "3 strike policy" which is available for all Environmental Health Officer's. This document as well as regular team consultation creates consistency amongst EHO officers

Induction of new officers refers them to this document.

Technology One and an established Alert process notify officers as to outstanding inspections and follow ups to ensure they occur in the scheduled time period.

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OAG Recommendation 5

Work with the Department of Health in the development and implementation of new electronic food safety inspection and recordkeeping systems.

City of Cockburn Response

The City utilises the Australian Food Safety Assessment (AFSA) form which is used Australia wide by EHO's.

The City is investigating creating an electronic version of this but at this stage prototypes are not conducive to the demands of a physical inspection.

The hard copy forms are either scanned into the City's ECM record keeping system or data is entered into the proforma document.

The City does not require the assistance of the State Government's Department of Health for an electronic food safety inspection and recordkeeping system, however such a tool would always be welcome if it created consistency across WA.

Strategic Plans/Policy Implications**Listening and Leading**

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Audit activities are an important mitigation measure in addressing risk. It is important that any audit findings and recommendations from the OAG's Performance Audits are considered and addressed.

Advice to Proponents/Submitters

N/A

Implications of Section 3.18(3) Local Government Act 1995

Nil



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Western Australian
Auditor General's Report



Regulation of
Consumer Food
Safety by Local
Government Entities



Report 28: 2019-20
30 June 2020



Office of the Auditor General
Western Australia

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We can deliver this report in an alternative format for those with visual impairment.

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The Office of the Auditor General acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

**Regulation of Consumer Food Safety by Local
Government Entities**

Report 28: 2019-20
June 2020





THE PRESIDENT
LEGISLATIVE COUNCIL

THE SPEAKER
LEGISLATIVE ASSEMBLY

REGULATION OF CONSUMER FOOD SAFETY BY LOCAL GOVERNMENT ENTITIES

This report has been prepared for submission to Parliament under the provisions of section 25 of the *Auditor General Act 2006*.

Performance audits are an integral part of my Office's overall program of audit and assurance for Parliament. They seek to provide Parliament and the people of WA with assessments of the effectiveness and efficiency of public sector programs and activities, and identify opportunities for improved performance.

This audit assessed whether local government entities effectively regulate consumer food safety in food businesses in their local area.

I wish to acknowledge the entities' staff for their cooperation with this report.

A handwritten signature in black ink, appearing to read 'C Spencer'.

CAROLINE SPENCER
AUDITOR GENERAL
30 June 2020

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Auditor General's overview

Local government entities (LG entities) are responsible for regulating food businesses in their local area. They ensure food businesses comply with the *Food Act 2008* and the *Australia New Zealand Food Standards Code* through a range of compliance activities such as food business inspections and enforcement actions. When food businesses are effectively regulated, the public can be more confident that the food they consume is safe.



This audit report focusses on the regulation of consumer food safety at 2 LG entities with a large number of food businesses such as restaurants, cafes and bars in their area. We found many inspections were overdue, recordkeeping was poor, and follow-up and enforcement was not always completed or consistent. These weaknesses increase the risk that unsafe food practices are not rectified, and the public consumes hazardous food.

The findings in the report are not about encouraging more regulation of businesses by LG entities, as this can lead to unnecessary burden on food businesses. Rather, the findings highlight the importance of a fair and equitable regulatory framework which focusses on the areas of highest risk to consumer safety. I am pleased that both LG entities generally agreed with the findings, and have advised that they are in the process of completing overdue inspections and improving their inspection and enforcement practices, and reporting.

Educating food businesses on safe food handling practices is an important part of the regulatory regime, and it was also pleasing to see examples of LG entities providing support to food businesses where there is a lack of knowledge, or where there is repeated non-compliance. However, it is also up to food businesses to make sure their staff understand and implement safe food handling practices. Ultimately, it makes good business sense to maintain clean premises and comply with food safety standards to avoid any reputational damage from serving food that makes people ill.

In the coming months I plan to report on the effectiveness of the Department of Health's (the Department) framework for monitoring consumer food safety. The Department was in the original scope of the audit, but my Office's work was put on hold as the Department was a frontline agency in the COVID-19 pandemic response. I'm looking forward to tabling this report as it will provide greater context and transparency as to how food safety is regulated in Western Australia.

I trust the findings in the report will help all LG entities with their compliance activities as food businesses continue to reopen in full, as a result of the easing of COVID-19 restrictions.

Executive summary

Introduction

This audit assessed whether local government entities (LG entities) effectively regulate consumer food safety in food businesses in their local area. It focused on inspection and enforcement processes at a metropolitan and a regional LG entity. These LG entities were selected because they have a large number of food businesses such as restaurants, cafes and bars, and were considered to provide a good baseline understanding of the risks and issues faced by LG entities and food businesses in relation to food safety regulation.

Due to the COVID-19 pandemic we amended the scope and size of the audit and decided to not identify the LG entities in the report.

Background

Food business regulation helps to reduce the number of food related diseases and ensure food is safe for consumption.¹ In 2016-17, Western Australia (WA) had over 23,000 registered food businesses. Across WA over 7,000 cases of intestinal infectious disease, such as salmonella, were reported in 2017.² The Department of Health (the Department) estimates that a 1% decrease in foodborne illness could save the community and health system nearly \$6 million annually.

In WA, the Department and LG entities are responsible for regulating food businesses. The *Food Act 2008* (the Act) and the Food Regulations 2009 (the Regulations) enable the Department and LG entities to inspect food businesses and enforce compliance with legislation and the *Australia New Zealand Food Standards Code* (the Standards). LG entities are responsible for food businesses in their district. Food businesses not in a district such as Rottnest Island and Kings Park, as well as hospitals and primary producers, are regulated by the Department.

To help make food safe for consumers, food businesses must meet specific requirements in the Standards (see examples in Figure 1).³ Some businesses are also required to have a food safety program which details how they manage high risk foods or vulnerable customers. For example, aged care facilities or restaurants selling uncooked seafood.

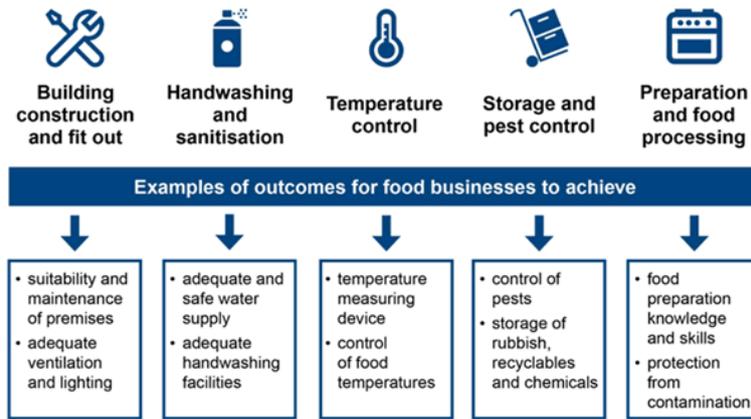
¹ Department of Health *Report on the Food Act 2008 (WA) – A report on the performance of the Food Act 2008 (WA) regulatory functions for the period 1 July 2013 to June 2016*.

² Not all of these cases were linked to food businesses.

³ This audit pre-dates the COVID-19 hospitality and tourism hygiene course requirements.



Australia New Zealand Food Standards Code



Source: OAG, using information from the Standards

Figure 1: Examples of the Standards food businesses must meet

LG entities have environmental health officers (EHOs) to conduct food business registrations and inspections. EHOs assess each new food business and assign it with either a high, medium or low risk classification. This classification determines how often businesses are inspected. LG entities charge annual fees to recover the costs of these regulatory activities. EHOs also carry out other duties such as investigating noise complaints, hazardous waste assessments and event approvals.

The Australia New Zealand Food Authority (ANZFA) and the Department have developed better practice resources on the administration of food legislation. The guidance (as summarised in Table 1) helps ensure a consistent approach to business risk assessments and how often businesses are inspected. The starting point is the initial inspection frequency after a business is classified. Inspection frequency can be increased or decreased based on compliance history.

Risk classification	Inspection frequencies (every x months)		
	Starting point	Maximum	Minimum
Low	18	12	24
Medium	12	6	18
High	6	3	12

Source: Australia New Zealand Food Authority

Table 1: ANZFA inspection frequency model

EHOs can monitor and enforce food businesses' compliance with the Standards through education and training, follow-up inspections, improvement notices, infringements, prohibition orders or prosecution. Food businesses face fines of up to \$50,000 for an individual or \$250,000 for a body corporate if they are found not to comply with the Standards. EHOs often exercise discretion choosing which enforcement option to use to achieve compliance.

Conclusion

Current inspection and enforcement processes in the 2 audited LG entities do not support an effective risk-based approach for regulating food businesses.

While the 2 LG entities were conducting inspections, there were shortcomings in the compliance activities they used to regulate food safety in businesses. Many inspections were overdue, recordkeeping was poor, and follow-up and enforcement of compliance with food safety standards was not always consistent or completed. These shortcomings may lead to unsafe food practices going undetected or left unaddressed.

Both LG entities have advised that they are taking steps to complete overdue inspections and improve their inspection and enforcement practices and compliance reporting to address the audit findings.



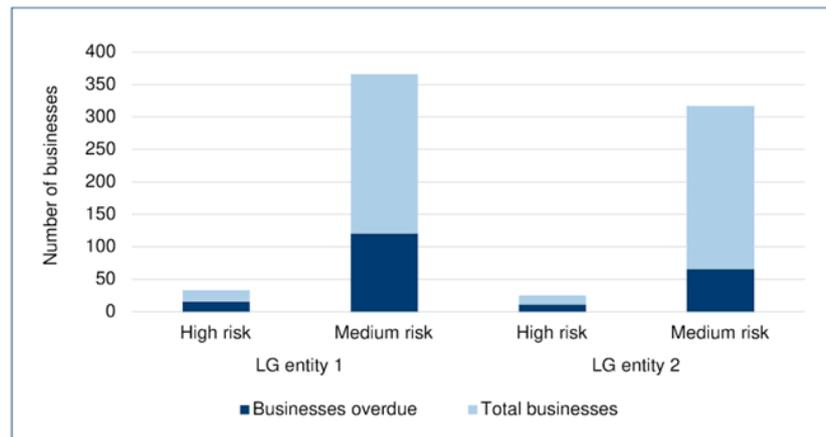
Findings

Nearly 30% of high and medium risk food business inspections were overdue

The 2 LG entities had not completed many required inspections. We found 214 of 741 high and medium risk food business inspections were overdue as at November 2019. When inspections are not completed according to risk, the LG entities are not checking that businesses comply with the Standards.

As LG entities did not have their own documented policy or approach to inspection frequency, we assessed inspections against the ANZFA starting point, the inspection frequency after a business is classified. Our analysis of high and medium risk business inspections (Figure 2) found:

- LG entity 1 had 48% of high and 33% of medium risk businesses overdue for inspection. On average, they were overdue by around 270 days
- LG entity 2 had 44% of high and 21% of medium risk businesses overdue for inspection. On average, they were overdue by more than 400 days.



Source: OAG, using information from the LG entities

Figure 2: Overdue high and medium risk business inspections by LG entity

LG entities have deviated from the better practice inspection frequencies and have not documented why. Therefore, they have less information about whether businesses are meeting food safety standards, increasing the risk that inadequate food practices are undetected. Additionally, businesses are paying annual fees for inspections not performed and they may miss out on receiving information and advice on their food safety practices.

Since being made aware of the findings, the LG entities advised that they were completing the overdue inspections. Both LG entities told us recently that some inspections could not be completed because businesses had cancelled their registration or were closed. One LG entity found some incorrect business risk classifications, which meant that an inspection was not due.

Record management shortcomings have reduced LG entities' ability to effectively regulate food businesses

Inspection and enforcement data was not well documented in the records systems at the 2 LG entities. We found instances where both LG entities had incomplete records of inspections and inaccurate business register data. We also found limited system functionality and compliance reporting. Quality records and reporting support good decision-making and help LG entities effectively and efficiently allocate limited resources.

In our sample of 35 Australian Food Safety Assessment (AFSA) paper inspection forms, we found examples where forms were difficult to read, missing details or an assessment against each standard was not recorded (Figure 3). EHOs need to complete these forms so non-compliance and inspection outcomes are clear to businesses and LG entities have correct records. Both LG entities acknowledged that there were issues with recording information and scanning the form. They advised us that they are developing an electronic form to improve the quality and completeness of inspection information. We note that there is an electronic version of the AFSA inspection form available.

AFSA Australian food safety assessment Office Copy

Business Name	Ref No	Scheduled
Manager/Proprietor	Date	Follow Up
Premises Address	Time	Compliant
Business Phone	Officer	Other

Indicate compliance using 'Y' in 'Complies' column. If non-compliance is noted indicate by also entering a 'N' in the 'Non-compliance' column.

Receiving		Recalls/Food Disposal	
Compliant	Non-compliant	Compliant	Non-compliant
1		18	
2		Health, Hygiene & Knowledge	
3		19	
4		20	
5		21	
6		22	
7		23	
Processing		Premises and Hygiene	
7		24	
8		25	
9		26	
10		27	
11		28	
12		29	
Display		Control of animals and pests	
13		30	
14		31	
Packaging		Storage of refuse and recycle matter	
15		32	
Transportation and Distribution		Adequate ventilation and lighting	
16		33	
17		34	
18		35	

DOCUMENT ACTION TO BE TAKEN

Handwritten notes:
 - One more used as long as possible in outdoor kitchen
 - One more used as long as possible in outdoor kitchen
 - One more used as long as possible in outdoor kitchen
 - One more used as long as possible in outdoor kitchen
 - One more used as long as possible in outdoor kitchen

Further Action?	Nil	Resignation	Letter	Order/Notice	Exemption Notice	Reinspection date:
Serious	Other	Total N/C	Priority Classification	Circle - Increased	Assessment Frequency	Reinspection date:
Nil	N/C			Retain / Discontinue		

I have read and I understand the contents of this assessment. Officer Signature: _____ Officer contact No: _____

Signature of proprietor/staff: _____

Figure 3: Example of an inspection form record

Source: OAG, using information from the LG entities



We found that business information stored in registers was not always accurate or complete. In particular:

- 47 of 1,204 businesses across both LG entities had no record of inspection in the registers
- 1 LG entity had 15 businesses in which the next inspection pre-dates the last inspection
- through a limited internet search by the OAG of 20 local businesses, 1 business was found to be operating but not known or registered by the LG entity. After we made the entity aware of this finding, they requested and received a registration application.

Incomplete or inaccurate information can result in missed inspections, and businesses not being inspected according to an appropriate risk classification.

Both LG entities had weaknesses in their risk assessment processes. One LG entity did not have supporting documentation for their business risk assessments, and advised that there were 24 high and medium risk businesses which had incorrect risk classifications. At the other entity, we found an instance where risk was not reassessed for a business after multiple items of serious non-compliance were identified. One of which was feeding cats in the kitchen. Inaccurate risk assessments can lead to businesses not being inspected appropriately or paying for more inspections than required.

The LG entities can also improve the way they manage and track inspections. Due to a system error at 1 LG entity, EHOs have to rely on setting reminders for follow-up inspections in their calendars to check non-compliance was resolved. We note 1 LG entity reports quarterly on inspections completed, while the other stopped similar reporting in November 2018, while they wait for a new system. Neither LG entity reported on inspections that were due or overdue. Compliance reporting provides management with oversight of inspections required and completed, and EHO workload.

Compliance information and data can also help identify systemic food safety issues, make decisions on education and support services, and determine appropriate enforcement options. Both LG entities have advised they are either conducting a review of their registers to identify other shortcomings or improving the accuracy and effectiveness of their register and compliance reporting.

LG entities did not always follow-up food safety issues consistently and enforce compliance

We found that the LG entities did not have adequate procedures to help EHOs determine which types of non-compliance require enforcement and follow-up, and when this should occur. While some compliance decisions may require the professional judgement and discretion of individual EHOs, it is important to have documented guidance to support consistent, risk based compliance actions.

Both LG entities were not following up instances of identified non-compliance in a consistent way, to ensure food safety issues were fixed. In our review of 41 inspections across both LG entities, there were 30 inspections that identified non-compliance in areas such as food skills and knowledge, cleanliness, maintenance, handwashing facilities and protecting food from contamination. We found:

- EHOs only recommended an improvement notice for 2 businesses, but these were never issued. One business had a follow-up inspection, while the other was later fined \$250 for hazardous foods that were being thawed with no temperature control.
- Five inspections completed by 1 LG entity identified between 11 and 20 separate items of non-compliance at each business but were enforced differently. Three of the

Item 13.6 Attachment 1

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inspections required no further action, 1 resulted in a follow-up inspection, and the other was marked as requiring an improvement notice, but only had a follow-up inspection.

- Six businesses had follow-up inspections, but it was unclear if all items of non-compliance were fixed. One LG entity advised that non-compliance with a lower risk are often rectified at the time of inspection, but this wasn't always documented.

It is important for LG entities and other regulators to take consistent compliance actions for similar non-compliance. Clear and consistent enforcement processes and actions are equitable and make it easier for businesses to understand how LG entities assess and enforce compliance with the Standards.

We expected to see more formal enforcement processes used, based on the types of non-compliance found, but these were rarely used. According to Department records, in 2018-19, only 2.6% of 734 inspections across both LG entities resulted in formal enforcement. Less than 1% of all inspections resulted in an improvement notice, the first enforcement option for non-compliance. Under appropriate circumstances, formal enforcement actions send a clear and important message to businesses that their food safety practices need to be strengthened and is consistent with the Department's compliance and enforcement guidelines.



Recommendations

Local government entities should:

1. ensure food business inspections are prioritised and carried out according to their risk classification
2. ensure changes to inspection frequencies are only made based on a documented assessment of compliance history or other urgent requirement
3. improve recordkeeping for food business inspections and compliance reporting to:
 - a. better understand inspection and compliance history
 - b. identify compliance issues and follow-up activities
 - c. respond to emerging food safety issues
4. develop procedures and staff guidance to ensure non-compliant food businesses are followed up and Standards enforced in a consistent and timely manner
5. work with the Department of Health in the development and implementation of new electronic food safety inspection and recordkeeping systems.

Under section 7.12A of the *Local Government Act 1995*, all audited entities are required to prepare an action plan addressing significant matters relevant to their entity for submission to the Minister for Local Government within 3 months of this report being tabled in Parliament and for publication on the entity's website. This action plan should address the points above, to the extent that they are relevant to their entity, as indicated in this report.

Response from local government entities

Local government entities in our sample generally accepted the recommendations and confirmed that, where relevant, they will improve inspection and enforcement practices, recordkeeping and compliance reporting for regulating food businesses.

Audit focus and scope

This audit assessed if local government entities (LG entities) effectively regulate consumer food safety in food businesses. It focused on food business inspections, and enforcement of compliance with food safety legislation and the Standards at 2 LG entities. We did not attempt to detect non-compliance in food businesses.

In this audit we also examined how effectively the Department of Health monitors consumer food safety, inspects food businesses and enforces compliance. However, this part of the audit was put on hold due to the ongoing COVID-19 pandemic. We plan to table findings specific to the Department at a later date.

We reviewed practices for regulating food safety at 2 LG entities, including:

- food business registers containing 1,204 food businesses
- policies and procedures for regulating food businesses
- records and data on food businesses and regulatory activities
- inspection records and enforcement actions at food businesses from 2018 to 2019
- the timeliness and consistency of follow-up inspections and enforcement actions.

At each LG entity, we sampled 10 food businesses (5 high risk and 5 medium risk) from 2018 to 2019 to review risk assessments, any subsequent risk re-assessments, inspection records and any associated enforcement activities. We also accompanied an environmental health officer on a food business inspection at both LG entities.

We spoke with staff at the LG entities who deal with registration, risk assessment, inspection, education and enforcement of food businesses.

This audit did not review animal food processing premises, retail pet meat stores or businesses exempt from registration (such as newsagents selling low risk packaged foods).

This was a performance audit, conducted under Section 18 of the *Auditor General Act 2006*, in accordance with Australian Standard on Assurance Engagements ASAE 3500 *Performance Engagements*. We complied with the independence and other ethical requirements related to assurance engagements. Performance audits focus primarily on the effective management and operations of entity programs and activities. The approximate cost of undertaking the audit and reporting was \$184,000.



Auditor General's reports

Report number	2019-20 reports	Date tabled
27	Information Systems Audit Report 2020 – Local Government Entities	25 June 2020
26	Western Australian Public Sector Audit Committees – Better Practice Guide	25 June 2020
25	WA's Transition to the NDIS	18 June 2020
24	Opinion on Ministerial Notification	16 June 2020
23	Opinion on Ministerial Notification	29 May 2020
22	Regulation of Asbestos Removal	21 May 2020
21	Audit Results Report – Annual 2019 Financial Audits	12 May 2020
20	Local Government Contract Extensions and Variations and Ministerial Notice Not Required	4 May 2020
19	Control of Monies Held for Specific Purposes	30 April 2020
18	Information Systems Audit Report 2020 – State Government Entities	6 April 2020
17	Controls Over Purchasing Cards	27 March 2020
16	Audit Results Report – Annual 2018-19 Financial Audit of Local Government Entities	11 March 2020
15	Opinion on Ministerial Notification	28 February 2020
14	Opinion on Ministerial Notification	31 January 2020
13	Fee-setting by the Department of Primary Industries and Regional Development and Western Australia Police Force	4 December 2019
12	Audit Results Report – Annual 2018-19 Financial Audits of State Government Entities	14 November 2019
11	Opinion on Ministerial Notification	30 October 2019
10	Working with Children Checks – Follow-up	23 October 2019
9	An Analysis of the Department of Health's Data Relating to State-Managed Adult Mental Health Services from 2013 to 2017	9 October 2019
8	Opinions on Ministerial Notifications	8 October 2019
7	Opinion on Ministerial Notification	26 September 2019
6	Opinions on Ministerial Notifications	18 September 2019
5	Fraud Prevention in Local Government	15 August 2019
4	Access to State-Managed Adult Mental Health Services	14 August 2019
3	Delivering Western Australia's Ambulance Services – Follow-up Audit	31 July 2019
2	Opinion on Ministerial Notification	26 July 2019
1	Opinions on Ministerial Notifications	19 July 2019



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 Office of the Auditor General for
Western Australia



Item 13.7

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13.7 (2020/MINUTE NO 0019) REPORT ON OFFICE OF AUDITOR GENERAL PERFORMANCE AUDIT - INFORMATION SYSTEMS AUDIT REPORT 2020 - LOCAL GOVERNMENT ENTITIES AND THE CITY OF COCKBURN'S RESPONSE

Author B Fellows

Attachments 1. OAG Performance Audit on Information Systems Audit Report 2020 - Local Government Entities [↓](#)

RECOMMENDATION

That Council receive the Office of Auditor General's Performance Audit Report on Information Systems Audit Report 2020 - Local Government Entities, as attached to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr C Stone

That the recommendation be adopted.

CARRIED UNANIMOUSLY 6/0

Background

The Office of the Auditor General (OAG) has undertaken a series of Performance Audits into functions or activities undertaken by Local Government in Western Australia. The City of Cockburn has participated in two such Performance Audits to date. The first, *Timely Payment of Suppliers* (report to this Committee in July 2018), and the second, *Information Systems Audit Report 2020 – Local Government Entities* (report to this meeting of the Committee).

The aim is that any such Performance Audit undertaken by the OAG where Local Government is the focus, a report will be submitted to the Committee with comments on the recommendations by relevant City Officers as to its applicability to the City of Cockburn.

The OAG has undertaken twenty three audits in the last two years, with seven focused on Local Government and sixteen on State Government agencies.

The OAG has undertaken the following Local Government performance audits:

- Records Management in Local Government
- Local Government Building Approvals
- Fraud Prevention in Local Government
- Local Government Contract Extensions and Variations
- Information Systems Audit Report 2020 – Local Government Entities
- Regulation of Consumer Food Safety by Local Government Entities
- Waste Management - Service Delivery



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Submission

N/A

Report

A copy of the OAG Performance Audit on Information Systems Audit Report 2020 - Local Government Entities has been attached to the report with a response from the relevant manager on the recommendations contained in the OAG audits detailed below.

OAG Recommendation 1

Understand and assess the risks unique to their business activities and environment to inform their strategy for information security management

City of Cockburn Response

This process has been undertaken through the implementation of an Information Security Management System (ISMS) to meet the requirement of the standard ISO 27001 which the City is on-schedule to achieve. ISO 27001 is a specification for an ISMS. An ISMS is a framework of policies and procedures that includes all legal, physical and technical controls involved in an organisation's information risk management processes.

OAG Recommendation 2

Assess their controls against good practice standards to identify gaps and develop plans to improve information security. Entities can seek further guidance from other good practice standards. For instance, the Australian Cyber Security Centre maintains the Australian Government Information Security Manual¹ to assist entities in protecting their information and systems.

The National Institute of Standards and Technology publishes NIST Cybersecurity Framework², to help organisations improve the management of cybersecurity risks

City of Cockburn Response

The ISO 27001 ISMS is the only standard dedicated solely to Information Security and is considered the "Gold Standard". The City also adheres to the Australian Cyber Security Centre's recommendations of implementing the Essential 8.

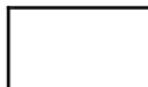
OAG Recommendation 3

Implement processes to continuously monitor and improve information security controls to ensure they meet entity needs.

City of Cockburn Response

ISO 27001 requires the implementation of security controls that includes being able to audit and improve controls.

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Findings and Responding to Findings*Security policies did not provide direction and support for information security*

- The City was scored as Minor in this field. The City has accepted the risk and will work to resolve the findings.
- A policy for protection from malware or malicious code – Systems in place, not documented in policy.
- A policy for computer system account reviews and monitoring - systems in place, not documented in policy.
- Expected Quarter 4, 2020.

Poor controls risked network and operations security

- The City was scored as Moderate in this field.
- The City will implement a Security Incident and Event Management software solution. This will be achieved through a tender process.
- Local Administrator permissions have been removed from all standard accounts.
- Solutions are being investigated for segregating services on the network.
- Expected Quarter 2, 2021.

Most entities had business continuity strategies but few had tested these.

- The City has both a Business Continuity Plan (BCP) and Disaster Recovery (DR) Plan.
- The BCP was last update and tested April 2019.
- The last full Disaster Recovery test was performed in 2015. The City now performs DR testing on individual systems on an on-going monthly basis.
- The last individual DR tests were performed in September 2020.

Poor access management controls resulted in inappropriate access

- The City was scored as Moderate in this and has implemented the following controls:
 - Reports have been run on all active accounts not logged in for over 90 days.
 - The Help Desk have been tasked with investigating and removing access of these accounts.
 - Multi Factor Authentication has been rolled out for remote access as per the OAG recommendations.
 - Expected Quarter 4, 2020

Entities risked not effectively responding to security incidents

- The City was scored as Moderate in this and has implemented the following controls:
- The IS team has engaged Asterisk Information Security (consultants) to implement an Incident Response Plan (IR Plan).



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Part of this is having Asterisk on retainer to perform emergency remediation work in the event of a cyber-incident.

- The IR Plan is in its final stages of development (staff training).
- Expected Quarter 1, of 2021.

Information was at risk due to inadequate supplier management controls

- The City was scored as Moderate in this and has implemented the following controls;
- The IS team has worked with Governance, Procurement and the LGIS legal team to develop a non-disclosure agreement (NDA) for handling City data.
- Supplier reports are uploaded to ECM to ensure service delivery is being achieved as expected in line with contractual agreements.

Physical and environmental security could be improved

- The City was scored as Moderate in this field.
- Server Room access has recently been reviewed and significantly restricted (Only Facilities, ICT and IS Managers now have access).
- The lack of a humidity sensor in the server room will be addressed by procuring a sensor.
- Sensor expected Quarter 4, 2020.

Information security controls were not considered over the lifecycle of information systems

- The City was scored as Moderate in this field.
- The new Help Desk software (Alemba) allows for asset management to track IS equipment.
- A Secure Disposal or Reuse of Equipment Standard has been created in ECM to ensure the confidentiality of the City's data.
- Alemba expected Quarter 4, 2020.

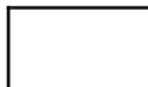
Inadequate human resource security controls could threaten information security

- The City was scored as Moderate in this field.
- A non-disclosure agreement (NDA) for off boarding staff has been recommended.
- Manager HR to develop the NDA.

Summary

The City received only one (1) significant finding in the audit, and this was related to Technical Vulnerability Management. Since the audit, the IS team have implemented a Technical Vulnerability Management Standard in ECM, and have automated the deployment of security patches to servers and desktops on the network.

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Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Audit activities are an important mitigation measure in addressing risk. It is important that any audit findings and recommendations from the OAG's Performance Audits are considered and addressed.

Advice to Proponents/Submitters

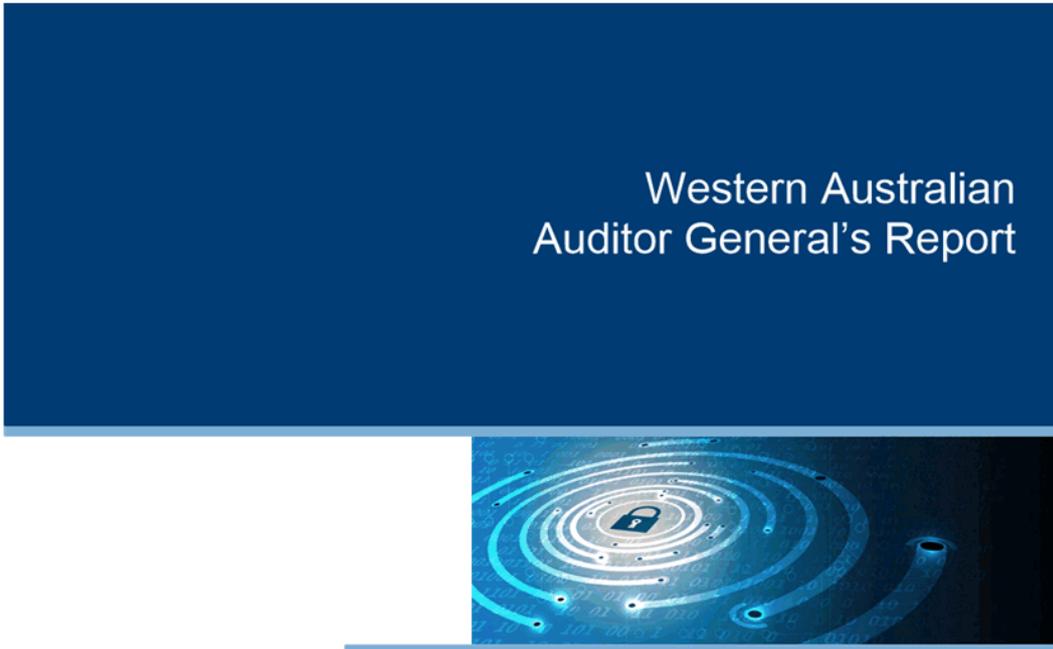
N/A

Implications of Section 3.18(3) Local Government Act 1995

Nil



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Information Systems Audit Report 2020 – Local Government Entities



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Western Australia

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The Office of the Auditor General acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

**Information Systems Audit Report 2020 –
Local Government Entities**

Report 27: 2019-20
June 2020





THE PRESIDENT
LEGISLATIVE COUNCIL

THE SPEAKER
LEGISLATIVE ASSEMBLY

INFORMATION SYSTEMS AUDIT REPORT 2020 – LOCAL GOVERNMENT ENTITIES

This report has been prepared for Parliament under the provisions of section 24 and 25 of the *Auditor General Act 2006*.

Information systems audits focus on the computer environments of entities to determine if these effectively support the confidentiality, integrity and availability of information they hold.

I wish to acknowledge the assistance provided by the staff at the entities included in our audits.

A handwritten signature in black ink, appearing to read 'Caroline Spencer'.

CAROLINE SPENCER
AUDITOR GENERAL
25 June 2020



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Auditor General's overview

I am pleased to present our first local government Information Systems Audit report since the proclamation of the *Local Government Amendment (Auditing) Act 2017*. The report summarises the results of the 2019 cycle of information systems audits at 10 local government entities.

Our general computer control audits are a fundamental part of our financial audits. They help to provide assurance that the financial information generated by information systems is accurate, reliable and completely recorded. While local governments will differ in the size and scale, it is critical that they have effective controls to manage information systems.



The report has 2 parts:

- Information systems – security gap analysis
- General computer controls and capability assessment of local government entities.

The security gap analysis benchmarks the results of local government entities' security practices against a globally recognised standard. This standard provides a set of controls which entities can easily implement to protect critical information from internal and external threats. The standard provides useful guidance on how entities can address weaknesses and risks to their information security. My Office performed a similar exercise for State government entities in our 2013 Information Systems Audit Report.

We found that all 10 local government entities had significant shortcomings in their information security practices. Entities need to seriously consider these standards and the recommendations in this report to improve information security practices and protect the confidentiality, integrity and availability of information and systems.

The second part of this report outlines the results of our general computer controls audits and capability assessments. Overall, the level of maturity in the reviewed local government entities was low, with no entity meeting our minimum benchmark across all control categories.

Local government entities' information systems are integral for delivering key public services. However, most of the entities do not have a holistic view of activities that pose risks to their information systems. Entities should have visibility over their systems and take a strategic approach to address these risks.

International standards provide a good framework and starting point for entities to develop and implement sound practices in their operational and strategic security processes. My Office will continue to monitor and report on general computer controls and capability assessments of local government entities. We expect to see better results similar to the improvements made in the State sector in recent years as reported through our regular information system audit program.

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

Information systems – security gap analysis



Introduction

The objective of this security gap analysis was to determine whether local government entities are adopting adequate controls in managing their information security. We assessed the information security controls at 1 regional and 9 metropolitan local government entities of varying size to determine whether they met the requirements of International Security Standard 27002 (AS ISO/IEC 27002:2015). This standard provides a framework and set of controls to ensure IT environments are managed to preserve the confidentiality, integrity and availability of information. Most of these controls are globally recognised as good practice and require minimal effort to implement.

Conclusion

All audited entities had significant gaps in their management of information security when compared against the standard. We found that entities did not have good practices to manage information and cyber security. Entities did not have appropriate policies and processes to identify and guide information security practices and they often lacked ongoing monitoring processes to detect and respond to threats. These gaps in security controls seriously undermine the confidentiality, integrity and availability of information held by these entities.

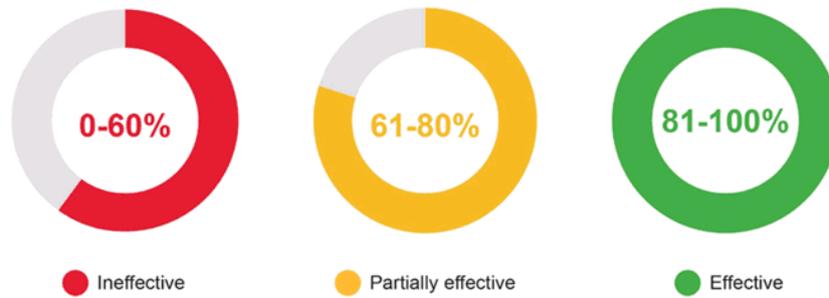
Background

Local government entities hold information, including confidential information about people and the community, which is fundamental to their operations and should be protected from external and internal threats. As IT systems and computing environments become more interconnected, the amount of information grows, along with the number and diversity of threats. Effective information security involves managing people, processes and technology to preserve the confidentiality, integrity and availability of information.

Entities can use the information security standard as a starting point to develop sound practices, or to assess their current controls. The standard has 14 areas with each area containing various controls that can be tailored to needs, size and complexity of entities.

In order to determine an overall rating for each area, we:

- determined which controls were applicable
- assessed and gave individual controls a score
- consolidated these scores to calculate an overall result which considered the number of effective controls in the area
- rated scores above 80 percent to be effective, scores from 61 to 80 percent as partially effective, and below 61 percent as ineffective.



Source: OAG

Figure 1: Scale to score entity controls

We evaluated if entities were effectively meeting information security best practices by comparing their controls against the 14 areas of the ISO 27002 standard. In performing this work, we also assessed if:

- entities had identified and defined the security requirements based on risks to their information systems
- appropriate controls were in place to mitigate information security risks
- mitigating controls were in place where practices did not align with international standards.

What we found

All of the audited entities had significant gaps in meeting the good practice standard across several control areas (Figure 2). Only 4 entities demonstrated that they were effective, or partially effective in at least 7 of the 14 areas. In order to protect the security of the information and systems of the audited entities, we have not named them in this report. We provided each audited entity with a copy of their gap analysis results.



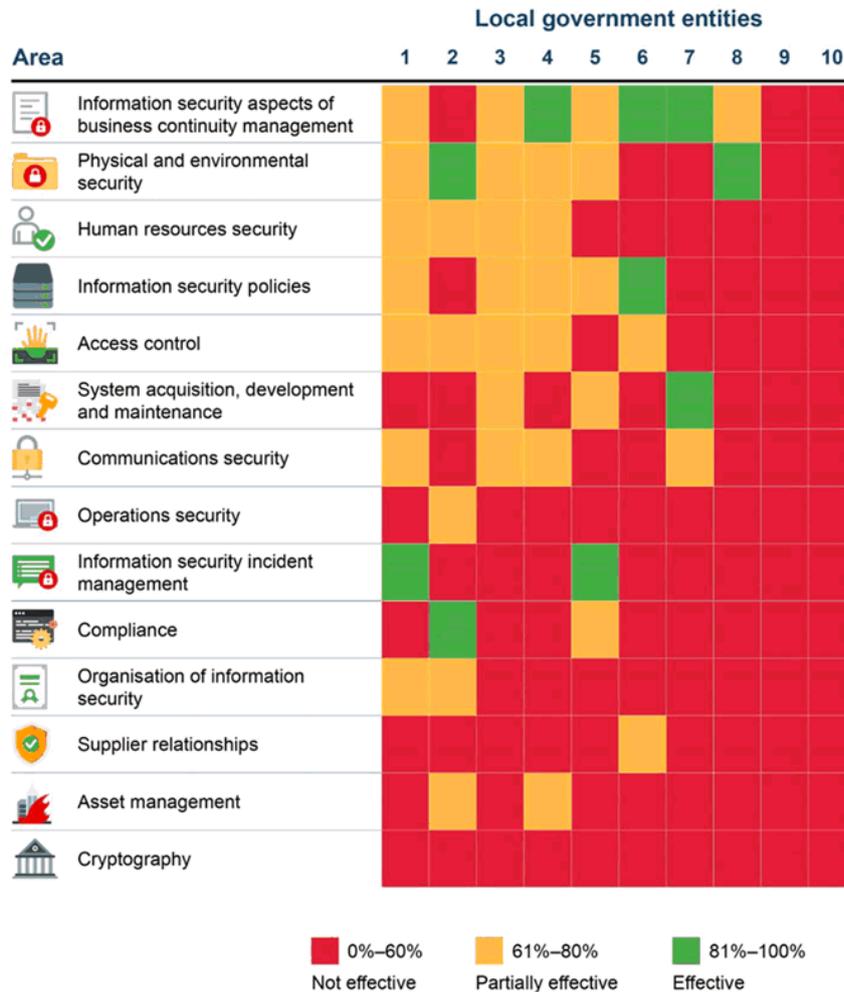


Figure 2: Results of security gap analysis for 10 local government entities

Each entity has unique security requirements based on their business needs. However, the majority of the entities had not assessed and identified their security requirements. Generally, security requirements can be identified through:

- assessing risks, taking into account the overall business strategy and objectives including vulnerabilities and threats to assets
- understanding legal, statutory and contractual requirements that apply to the entity and its contractors and service providers

- understanding the set of principles, objectives and business requirements for information handling to support operations.

Security policies did not provide direction and support for information security

Half of the entities did not have adequate policies outlining their approach for managing information security objectives. We found that policies did not contain guidance for key areas, including:

- roles and responsibilities for information security management
- access management
- protection from malware or malicious code
- use of IT assets and technical vulnerability management.

It is critical that entities take a strategic approach to information security by understanding the risks and implementing appropriate policies for the governance of security.

Additionally, none of the entities had a policy or a management approach on the use of cryptography controls, with all 10 entities rated as ineffective. A lack of guidance or direction for cryptography controls increases the risk that the confidentiality and integrity of information held by these local government entities could be compromised.

We also found 90% of the entities did not have good processes to check compliance with security requirements. For example, performing periodic internal reviews is a good way to ensure controls are working as expected. Without processes to detect policy breaches and non-compliance, entities cannot determine if their controls are operating effectively.

Poor controls risked network and operations security

Nine of the 10 entities did not have good practices to manage operational security. Without good practices, entities are at greater risk that internal and external threats will compromise their systems.

Operational security deals with day-to-day activities related to information processing and communication facilities. The weaknesses we found in controls over network and operations security included:

- a lack of change management processes. Changes may inadvertently introduce risks if they are not appropriately managed and tested prior to implementation
- network security appliances are not securely managed as they use insecure protocols. Insecure protocols that exchange information in plain-text can be used to compromise networks
- firewall events are only retained for limited periods and staff use shared generic accounts to administer firewalls. This makes it difficult to investigate and hold malicious users accountable as actions cannot be linked to them
- there were no processes to adequately assess and remediate security weaknesses. These weakness could be exploited to gain unauthorised access to entity systems and information
- a lack of controls to observe and review network activities. This could result in unauthorised or malicious activity going undetected
- data backup plans did not reflect current IT infrastructure. Also, entities were not testing the integrity of data on backups. Without appropriate backups and testing, entities risk



permanent data loss and may not be able to deliver their core services if systems or information are compromised

- inadequate segregation of networks. Weaknesses in a part of the network may enable malicious actors to access the entire network
- anti-malware controls were not installed on key servers. This could result in malware infections and compromise of systems and critical information.

Most entities had business continuity strategies but few had tested these

Three entities in the sample had good practices to manage business continuity and information security aspects during disaster situations. Four entities had not verified their capability to recover and ensure security of information during a serious interruption, and only partially met the standard. It is crucial to have well developed and verified business continuity and recovery strategies that address the security of information in crisis situations.

The remaining 3 entities had not adequately defined the information security requirements and plans in a disaster situation and consequently had inadequate business continuity and recovery strategies. This meant that a disaster or pandemic could disrupt their key services for prolonged periods and potentially compromise information security.

Poor access management controls resulted in inappropriate access

Half of the entities did not have good processes to manage access to systems and networks. The remaining half had partially effective controls to manage access. Some of the weaknesses we found include:

- a number of former staff still had access to systems. We found instances where systems were accessed inappropriately by former employees without an adequate explanation
- no formal process was in place to request and authorise access to systems
- weak password and authentication controls
- a lack of processes to review user access and privileges.

These control weaknesses significantly exposed entities to unauthorised access to systems and information.

Entities risked not effectively responding to security incidents

Only 2 entities had an appropriate plan to manage information security incidents. The remaining 8 entities did not have response plans, awareness programs and procedures for detecting security incidents and handling of forensic evidence to effectively manage security incidents. These controls are important to detect and appropriately respond to security incidents. Without robust and effective processes for responding to and managing security incidents, entities could face extended service outages and reputational damage in the event of an incident.

Information was at risk due to inadequate supplier management controls

The majority of the audited entities did not document or demonstrate their understanding of information security risks associated with the use of suppliers or contractors. Entities regularly employ contractors or procure systems to deliver key services. As part of this process, they may allow contractors to access information or store data on contractor managed systems. Even if entities use contractors, they are responsible for protecting their

information and managing how it is used. Understanding vendors, their security posture, services and systems is vital in maintaining effective information security controls.

Only 1 entity had partially effective controls to manage supplier risks. Without these controls there is an increased risk that entity information is exposed to unauthorised access and disclosure. In addition, by not embedding information security controls and practices into arrangements with suppliers and contractors, entities may have limited recourse in the event of an information security incident.

Physical and environmental security could be improved

Two entities met good practice standards in this area and 4 entities had partially effective controls. The remaining 4 entities were not managing the physical and environmental controls well. These entities have not formally defined the roles and responsibilities for managing the server room and their physical access controls were not operating effectively. For example, fire suppression systems were not installed, an excessive number of staff had access to server rooms, and access was not monitored. These weaknesses could result in unauthorised access to assets and accidental or deliberate damage to systems and information.

Information security controls were not considered over the lifecycle of information systems

Seven entities did not have good practices for managing their information and IT assets over the lifecycle of information systems. In particular, these entities did not have adequate plans and procedures to manage the acquisition, maintenance, disposal and re-use of IT and information assets. It is important to identify all assets that process information to ensure these are appropriately protected and the information on the assets cannot be inappropriately accessed, even after disposal.

We found that the majority of the entities had not defined how to classify information based on its value, legal requirements, criticality and sensitivity. As a result, appropriate security controls were not applied to information and assets based on these factors, increasing the risk to sensitive information.

Inadequate human resource security controls could threaten information security

Six entities did not have effective controls to ensure that information security risks were appropriately managed when staff were hired or terminated. The remaining 4 entities only had partially effective controls. Some of the weaknesses we identified include:

- no defined requirements for background checks before employing staff and contractors
- confidentiality and non-disclosure agreements not required for new staff
- inadequate induction and ongoing programs to inform staff and contractors of their information security responsibilities.

People play a fundamental role in maintaining information security. It is crucial that suitable people are hired, staff understand their responsibilities for information security and that the security of information is managed properly when staff leave the organisation. Poor practices for managing staff increase the risk of information or systems being compromised.



Recommendations

Local government entities should:

1. understand and assess the risks unique to their business activities and environment to inform their strategy for information security management
2. assess their controls against good practice standards to identify gaps and develop plans to improve information security. Entities can seek further guidance from other good practice standards. For instance, the Australian Cyber Security Centre maintains the *Australian Government Information Security Manual*¹ to assist entities in protecting their information and systems. The National Institute of Standards and Technology publishes *NIST Cybersecurity Framework*² to help organisations improve the management of cybersecurity risks
3. implement processes to continuously monitor and improve information security controls to ensure they meet entity needs.

Under section 7.12A of the *Local Government Act 1995*, the 10 audited entities are required to prepare an action plan addressing significant matters relevant to their entity for submission to the Minister for Local Government within 3 months of this report being tabled in Parliament and for publication on the entity's website. This action plan should address the points above, to the extent that they are relevant to their entity.

¹ <https://www.cyber.gov.au/ism>

² <https://www.nist.gov/cyberframework>

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

**General computer controls and capability
assessment results for local government entities**



Introduction

In 2018-19, we audited the general computer controls (GCCs) at a sample of 1 regional and 9 metropolitan local government entities. Our GCC audits are integral to our annual financial audits of local government entities as they help to determine whether computer controls effectively support the confidentiality, integrity, and availability of information systems needed for annual financial reporting.

Information systems underpin most aspects of local government operations and services. It is important that entities implement appropriate controls to maintain reliable, secure and resilient information systems. These controls are equally important in smaller local government entities who may not have a dedicated IT department or staff, but may rely on contractors to provide the necessary support.

We use the results of our GCC work to inform our capability assessments of entities. We asked entities to self-assess their capability maturity across the 6 control categories using our assessment criteria. We then met with each of the entities to compare their assessment with ours, which was based on the results of our GCC audits.

Capability maturity models (CMMs) are a way to assess how well-developed and capable entities' established IT controls are. The model provides a benchmark for entity performance and a means for comparing results from year to year, and across entities.

The model we have developed uses accepted industry good practice as the basis for assessment. Our assessment of GCC maturity is influenced by various factors including the:

- business objectives of the entity
- level of dependence on IT
- technological sophistication of computer systems
- value of information managed by the entity.

We focused on the following 6 categories to determine the maturity of entity control environments:



Source: OAG

Figure 3: GCC categories

Conclusion

All 10 local government entities need to improve their general computer controls. We reported 150 control weaknesses across the 10 entities, with 13 of these weaknesses rated

as significant. As these weaknesses could significantly compromise the confidentiality, integrity and availability of information systems, the local government entities need to act promptly to resolve them.

Our capability assessment results show that none of the entities met our expectations across all control categories. We found weaknesses in controls for information security, business continuity, change management, physical security and IT operations, with many entities falling below our benchmark. Whilst some entities had good IT risk policies, others need to improve how they identify and treat information risks.

Audit focus and scope

We conducted GCC audits and capability assessments at 10 local government entities. We used a 6 point rating scale³ from 0 to 5, detailed in Figure 4, to evaluate each entity's capability maturity level in each of the GCC categories. The model provides a reference for comparing entity results from year to year. We expect entities to achieve a level 3 (Defined) rating or better across all the categories.



Source: OAG

Figure 4: Rating scale and criteria

³ The information within this maturity model assessment is derived from the criteria defined within COBIT 4.1, released in 2007 by ISACA.



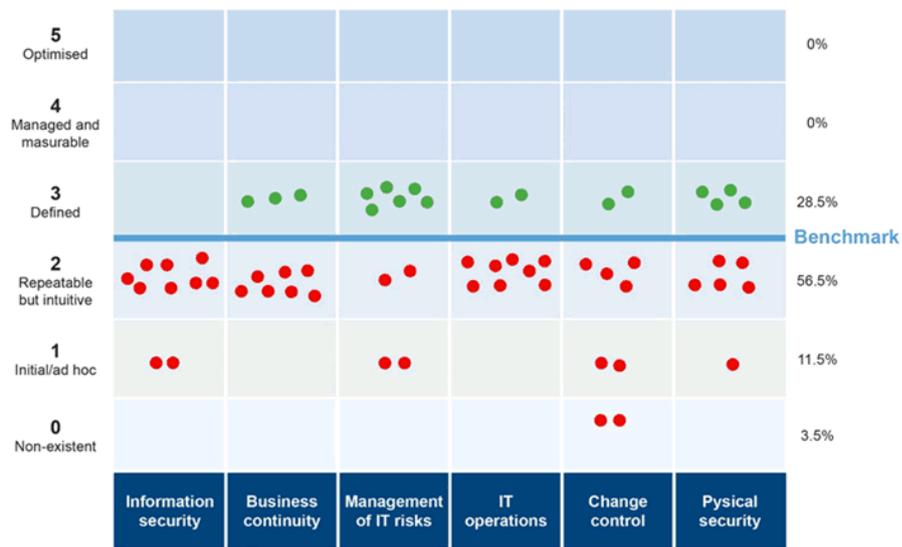
What we found

Capability maturity model assessment results

None of the local government entities we reviewed met our expectations across all control categories.

Entities did not have adequate controls to effectively manage information security, change management, IT operations, physical security and continuity of business. Poor controls in these areas left systems and information vulnerable to misuse and could impact critical services provided to the public. We have included specific case studies that provide more detail where we identified weaknesses in controls that could potentially compromise entities' systems.

Figure 5 shows the results of our capability assessments across all 6 control categories for the 10 entities we assessed.



Source: OAG

Figure 5: Capability maturity model assessment results

Information system controls

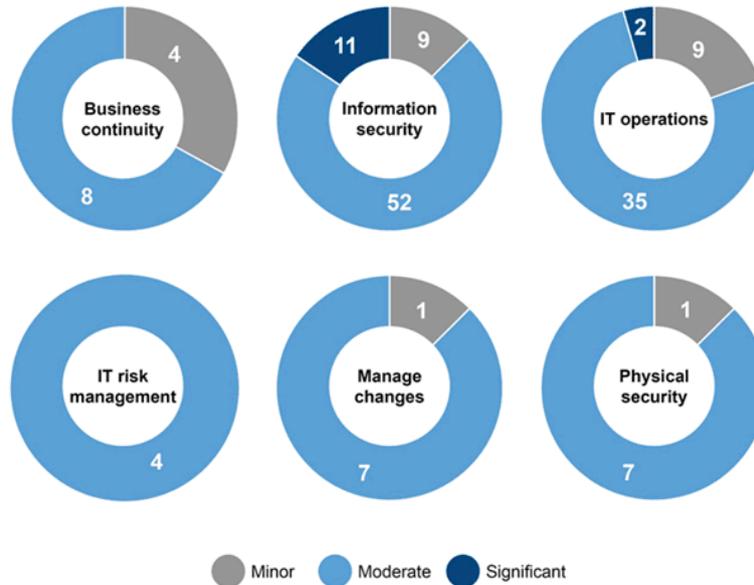
We reported information system control weaknesses identified during our GCC audits to local government entities in management letters. We identified 150 GCC control weaknesses across 10 entities, with 9% of the weaknesses rated as significant requiring prompt action, 75% as moderate which should be addressed as soon as possible, and the remaining 16% as minor. Nearly half of all issues were about information security which was also the category that had most of the significant findings.

Management letters issued to entities contained all the findings. However, we removed sensitive technical details which, if made public, could increase the risk of cyber-attacks for

those entities. We reported these details separately through confidential letters to each local government entity to assist them in addressing the weaknesses. Entities generally agreed to implement the recommendations included in our management letters.

Figure 6 summarises the distribution of the significance of our findings across the 6 control categories.

While the majority of our findings are rated as moderate, a combination of these issues can leave entities with more serious exposure to risk.



Source: OAG

Figure 6: Distribution of ratings for GCC findings in each control category we reviewed

Information security

Good information security practices are critical to protect the information held in key financial and operational systems from accidental or deliberate threats and vulnerabilities.

We found that all 10 local government entities need to improve their practices for managing information security, with no entity meeting our benchmark. We reported 72 issues, nearly half related to the security of information and systems. It is concerning that 11 were rated as significant requiring prompt attention, as they seriously exposed the entity’s systems and information to misuse.

Several entities had not clearly defined roles and responsibilities for information security. This, coupled with a lack of appropriate policies and practices, meant their approach towards security was inconsistent and ad-hoc.

A common weakness we found at most entities was a lack of processes to identify and patch security vulnerabilities in systems and ICT infrastructure. Our vulnerability scans of key entity systems identified a range of critical and high severity vulnerabilities which had not been



patched. These left the systems open to compromise. Our better practice guidance at Appendix 1 provides practical information to help entities manage their vulnerabilities.

The following case studies were selected to highlight the risks to entity information from systems not regularly being patched and inadequate access controls, including remote access.

Information and systems are at risk due to inadequate vulnerability management

One of the audited entities did not have appropriate processes to identify and patch security vulnerabilities leaving systems vulnerable to exploitation through unauthorised and inappropriate access. Weaknesses included:

- The entity did not perform regular vulnerability assessments to identify and address weaknesses in a timely manner.
- It also did not have a process to identify vulnerable devices or computers on the network. It is extremely important to have visibility over devices connected to the network, and their vulnerabilities. Our scans identified an unmanaged computer on the network which was still susceptible to well-known critical software vulnerabilities including EternalBlue, Petya and Bluekeep. Patches to address EternalBlue and Petya vulnerabilities were released by mid 2017.
- Over 340 critical and 1500 high severity vulnerabilities on a sample of 50 servers and workstations.
- The entity's security update processes did not include core network devices such as firewalls, routers and switches, leaving them outdated and exposed.

Without an effective process to identify, assess and address relevant vulnerabilities in a timely manner, there is an increased risk that systems will not be adequately protected against potential threats. These vulnerabilities could be exploited and result in unauthorised access to IT systems and information.

Source: OAG

Figure 7: Poor vulnerability management leaves an entity exposed to cyber attacks

Excessive privileges and poor controls to manage infringements and rates could result in fraud

One entity we audited did not have adequate controls in place to manage its rates and infringement receipting system. We identified the following issues:

- A large number of users had excessive privileges to access system functions. For example, we found a number of users who had high level access to a range of functions including receipting, rates accounting and infringements.
- Generic accounts were used to process infringements and rate payments. These generic accounts did not require network authentication and bypassed security controls to access information and resources. In the event of error or wrongdoing, the entity would not be able to attribute responsibility to a particular user.
- Former staff still had infringement books assigned, used to issue fines to the public.
- There was no process to reconcile infringements that had been cancelled, or numbers in the fine sequence that had been skipped. The entity could not provide any information or reasons for cancelled infringements or the missing numbers. This basic control is fundamental to ensuring revenue is fully collected and there is no inappropriate issuance or cancellation of fines by current or former staff.
- There was no visibility to determine if users directly accessed or modified the infringement and rates system database. Infringements or rates notices could therefore be altered without an auditable trace or log.
- The servers for the infringement and rates system were not patched and were exposed to serious software vulnerabilities including EternalBlue and WannaCry.

When combined, these weaknesses could result in a person inappropriately modifying rates or infringement information, or receiving payments without processing them through the system. Due to the use of generic accounts not linked to any person and the lack of monitoring controls, it would be difficult for this entity to identify inappropriate or fraudulent transactions and activities, or investigate who is responsible. In addition, vulnerabilities in the system could be exploited to compromise the confidentiality, integrity and availability of systems.

Source: OAG

Figure 8: Lack of controls to manage the rates and infringement system



Poorly controlled remote access exposes entity's systems and information

One local government entity we audited provided remote access to its staff and contractors but did not have appropriate controls to manage associated risks.

We found:

- Staff and contractors used their personal devices to remotely connect to the entity network and systems. However, the entity had not defined the minimum security controls that these devices needed.
- We identified 6 external contractors with domain administrator privileges to the entity's network. Three of these contractors were not working on any active projects and 2 had not used their access in 4 years.
- Remote access system settings were not secured and publically exposed sensitive information such as the underlying operating system version and internal network information. This could be used by people with malicious intent to compromise the entity network and systems.
- The entity did not require multifactor authentication for remote access. This provides an additional layer of security to the remote system from unauthorised access attempts.
- The remote access infrastructure contained security misconfigurations, unsupported systems and missing patches. These weaknesses could be exploited to gain unauthorised access to the entity systems.

Source: OAG

Figure 9: Internet accessible systems lack controls

Business continuity

Good continuity planning helps ensure that key business functions and processes are restored promptly after a disruption. Business continuity and disaster recovery plans should be regularly tested. This minimises the risk of extended outages which could disrupt the delivery of important services.

We found that 7 of the 10 audited entities did not have up-to-date business continuity and disaster recovery arrangements in place. Some plans had not been updated since 2013 and may not reflect current business practices and IT infrastructure. As a result, in the event of a disruption or disaster, entities may not be able to restore and continue business processes and functions.

Weaknesses in business continuity and disaster recovery planning could have a serious impact on the critical services local government entities deliver to the public. To ensure business continuity, entities should have an up-to-date business continuity plan, disaster recovery plan and incident response plan. The business continuity plan defines and prioritises business critical operations and therefore determines the resourcing and focus areas of the disaster recovery plan. The incident response plan needs to consider potential incidents and detail the immediate steps to ensure timely, appropriate and effective response.

Item 13.7 Attachment 1

ASFC 19/11/2020

Management of IT risks

Six of the 10 local government entities we reviewed had good policies and procedures for managing IT risks. This was the control category where entities performed best. However, some common weakness at the other 4 included:

- a lack of risk management policies
- inadequate processes to review and report risks to senior management
- no risk registers for ongoing monitoring.

All entities should have risk management policies and practices that identify, assess and treat risks affecting key business objectives. Entities should be aware of the nature of risks associated with IT and have appropriate risk management policies and practices such as risk assessments, registers and treatment plans.

Without appropriate IT risk policies and practices, threats may not be identified and treated within reasonable timeframes. When risks are not identified and treated properly, entities may not meet their business objectives.

IT operations

Only 2 of the 10 entities had adequately defined their requirements for IT service levels and allocated sufficient resources to meet these requirements. IT operations include day-to-day tasks designed to keep services running, while maintaining data integrity and the resiliency of IT infrastructure. In this area, we tested whether entities had formalised procedures and monitoring controls to ensure processes were working as intended.

Common weakness we found included:

- a lack of asset registers to track and monitor IT equipment which may lead to assets being lost or stolen and unintentional disclosure of information
- inadequate processes to ensure compliance with software licensing agreements. This could result in penalties for breaching licencing arrangements
- a lack of service level agreements with IT vendors and poor contract management practices leading to inadequate oversight of vendors or paying for services not provided
- inadequate retention and management of event logs. This means entities cannot track or identify malicious activities, nor they can investigate them
- a lack of access reviews which could result in inappropriate access.

Without appropriate IT strategies and supporting procedures, IT operations may not be able to respond to business needs and recover from errors or failures.

The following case studies highlight the risk to entities when devices and their events are not regularly monitored, and assets are not effectively managed.



No monitoring of inappropriate or malicious network activities

One entity had configured their network to log activities and events that occurred on their ICT infrastructure. However, there was no routine process to review those events.

The entity performed an informal review of logs and identified that a staff member had not complied with their acceptable use policies. Over a number of months, the staff member made several attempts (unsuccessfully) to access inappropriate websites featuring pornography. These websites are often carriers of malicious content and could put the entity's reputation at risk.

While it was good that there were controls in place to prevent access to inappropriate websites, and the entity took disciplinary action against the staff member, this case study highlights the importance of having formal processes for reviewing and monitoring logs to gain insights into inappropriate network activities. If proactive monitoring of important events is not in place, entities cannot detect any unauthorised or malicious activity or take timely corrective action. If it had not been for the informal review, the entity may not have identified inappropriate access attempts.

Entities can use centralised log management systems, such as Security Information and Event Management system, to analyse security events efficiently and effectively.

Source: OAG

Figure 10: Importance of regularly reviewing log events

Inadequate processes to manage IT assets

Another entity did not have appropriate processes to manage the lifecycle of IT assets. Issues we identified include:

- no policies relating to the disposal and re-use of assets
- computers donated to an external organisation without securely erasing data
- records of asset disposals were not maintained.

There is a high risk of unauthorised and unintentional disclosure of entity information if it is not securely removed from computers prior to disposal.

Source: OAG

Figure 11: Unauthorised disclosure of entity information

Insecure management of network devices

One local government entity did not manage its firewalls effectively. Issues we identified include:

- inappropriate firewall configuration which could allow external attackers to compromise the internal network
- individuals used shared generic accounts to administer the firewall which made it impossible to attribute actions to an individual
- backups of the firewall settings were not performed, leaving these vulnerable in the event of failure
- firewall security events were only retained for a short period (3 weeks) and alerts were not setup for critical events. This may make it difficult for the entity to detect or investigate security breaches, if required
- the firewall license for content filtering had expired, which allowed unrestricted access to all websites including those with inappropriate content.

The network and information systems are at a risk of compromise if network appliances are not managed appropriately.

Source: OAG

Figure 12: Increased risk of network compromise

Change control

We found that only 2 of 10 entities had appropriate processes to implement changes in their IT systems and infrastructure. We reviewed whether changes to systems were authorised, tested, implemented and recorded in line with management's intentions. Weaknesses we found included:

- a lack of formal system change management procedures. This increases the risk that changes, including those that may be harmful to systems and information, could be implemented without assessment
- no records of changes made to critical systems. This would make it difficult to investigate incidents that may have been caused by changes.

If changes are not controlled, they can compromise the security and availability of systems. As a result, systems will not process information as intended and entities' operations and services may be disrupted. There is also a greater chance that information will be lost and access given to unauthorised people.

We expected entities to have formal policies and procedures to ensure changes were risk assessed, tested, sufficiently documented and authorised prior to being implemented. This helps to ensure that changes to systems are consistent and reliable.

Physical security

Over half of the entities (6 of 10) did not have appropriate controls to protect their IT systems and infrastructure against environmental hazards and unauthorised access to server rooms. This means entities are at increased risk of unauthorised access and failure of information systems.

The following case study shows issues commonly faced by entities.



Server rooms are not well managed

At 1 entity, the primary server room was shared with the records area. All entity staff had access to this room and server racks were not locked. There was no fire suppression system or extinguishers installed in this area. Additionally, there were no controls to monitor the temperature or humidity of the server room.

Server rooms in shared areas present a risk of unauthorised access and outages due to deliberate or accidental damage to equipment. A lack of environmental controls in the server room, including fire management, could also result in system damage, malfunction due to heat or humidity and service outages.

Source: OAG

Figure 13: Information systems at risk of disruption

Recommendations

1. Information security

To ensure security strategies align with, and support, business objectives senior executives should implement appropriate frameworks and management structures.

Management should ensure good security practices and controls are implemented and continuously monitored.

2. Business continuity

Local government entities should have an appropriate business continuity plan, disaster recovery plan and incident response plan to protect critical services and systems from disruptive events. These plans should be tested on a periodic basis to ensure unexpected events do not affect business operations.

3. Management of IT risks

Local government entities need to identify threats and risks to their operations arising from information technology. These should be assessed and treated within appropriate timeframes. These practices should become a core part of business activities and have executive oversight.

4. IT operations

Local government entities should use good practice standards and frameworks as a reference to implement good controls for IT operations. Entities should have appropriate policies and procedures in place to manage incidents, IT risks, information security and business continuity.

Additionally, entities should ensure IT strategic plans and objectives support their overall business strategies and objectives.

5. Change control

Change control processes should be well developed and consistently followed when applying patches, updating or changing computer systems. All changes should be subject to thorough planning and impact assessment to minimise the occurrence of problems. Change control documentation should be current, and approved changes formally tracked.

6. Physical security

Local government entities should develop and implement physical and environmental control mechanisms to prevent unauthorised access or accidental or environmental damage to computing infrastructure and systems.



Appendix 1 – Better practice guidance to manage technical vulnerabilities

Vulnerabilities are flaws in operating systems, devices and applications that attackers could exploit to gain unauthorised access to systems and information. Local government entities should have continuous monitoring processes to understand security weaknesses and gaps in their systems, devices and applications. Vendors generally provide patches to address flaws in applications and systems. Entities should implement appropriate processes and assign responsibilities to identify and treat these flaws.

The following table outlines some guiding principles entities should consider to address vulnerabilities. This is not intended to be an exhaustive list. Further guidance can be obtained from the Australian Cyber Security Centre.⁴

Principle	Our expectation
Stocktake of assets	Entities should have visibility of all their ICT assets on the network including servers, workstations, printers, software applications, IoT and other network devices (switches, routers, firewalls).
Identify vulnerabilities	Regular vulnerability scans must be performed to identify security weaknesses. Where it is not possible to scan all assets at once, entities should prioritise and group assets to scan them in stages. Scans should be regular (e.g. continuous or monthly) as extended time gaps between scans leave the systems exposed for longer periods.
Understand the exposure	Each vulnerability poses a threat but some are more severe than others. Vulnerabilities generally have a severity rating based on impact and how easily they can be exploited. Entities should perform risk assessments to understand the exposure and take appropriate action.
Test and patch vulnerabilities	Entities should test patches before deploying them to live production systems. Ideally vulnerabilities should be patched as soon as possible, in line with their severity and impact levels. Entities should define appropriate timeframes to patch vulnerabilities based on their severity.
Apply mitigating controls if patching is not possible	In some instances, vulnerabilities cannot be addressed as they could affect the operations of a system (usually legacy systems), or a patch may not yet be available. Based on a risk assessment, mitigating controls should be applied with considerations to: <ul style="list-style-type: none"> • virtual patches • segregating or isolating unpatched systems • upgrading systems that no longer receive security updates.

⁴ <https://www.cyber.gov.au/publications/assessing-security-vulnerabilities-and-applying-patches>

Item 13.7 Attachment 1

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Principle	Our expectation
Don't forget the network devices – and printers	Network devices such as firewalls, routers and switches - and printers - are equally important. Vulnerability management processes must include them as well. Entities should regularly update the firmware and software for these devices.
Verify the patches	Entities should establish a process to verify that patches have successfully fixed the vulnerabilities. Some patches may fail to install or could require further configuration to fully address the weakness. Running another scan after applying patches can identify and report such instances.

Source: OAG

Figure 14: Better practice guidance to manage technical vulnerabilities



Auditor General's reports

Report number	2019-20 reports	Date tabled
26	Western Australian Public Sector Audit Committees – Better Practice Guide	25 June 2020
25	WA's Transition to the NDIS	18 June 2020
24	Opinion on Ministerial Notification	16 June 2020
23	Opinion on Ministerial Notification	29 May 2020
22	Regulation of Asbestos Removal	21 May 2020
21	Audit Results Report – Annual 2019 Financial Audits	12 May 2020
20	Local Government Contract Extensions and Variations and Ministerial Notice Not Required	4 May 2020
19	Control of Monies Held for Specific Purposes	30 April 2020
18	Information Systems Audit Report 2020 – State Government Entities	6 April 2020
17	Controls Over Purchasing Cards	27 March 2020
16	Audit Results Report – Annual 2018-19 Financial Audit of Local Government Entities	11 March 2020
15	Opinion on Ministerial Notification	28 February 2020
14	Opinion on Ministerial Notification	31 January 2020
13	Fee-setting by the Department of Primary Industries and Regional Development and Western Australia Police Force	4 December 2019
12	Audit Results Report – Annual 2018-19 Financial Audits of State Government Entities	14 November 2019
11	Opinion on Ministerial Notification	30 October 2019
10	Working with Children Checks – Follow-up	23 October 2019
9	An Analysis of the Department of Health's Data Relating to State-Managed Adult Mental Health Services from 2013 to 2017	9 October 2019
8	Opinions on Ministerial Notifications	8 October 2019
7	Opinion on Ministerial Notification	26 September 2019
6	Opinions on Ministerial Notifications	18 September 2019
5	Fraud Prevention in Local Government	15 August 2019
4	Access to State-Managed Adult Mental Health Services	14 August 2019

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ASFC 19/11/2020

Report number	2019-20 reports	Date tabled
3	Delivering Western Australia's Ambulance Services – Follow-up Audit	31 July 2019
2	Opinion on Ministerial Notification	26 July 2019
1	Opinions on Ministerial Notifications	19 July 2019





**Office of the Auditor General
Western Australia**

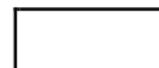
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 Office of the Auditor General for
Western Australia



ASFC 19/11/2020

Item 13.8

13.8 (2020/MINUTE NO 0020) REPORT OF OFFICE OF AUDITOR GENERAL PERFORMANCE AUDIT ON LOCAL GOVERNMENT CONTRACT EXTENSIONS AND VARIATIONS AND THE RESPONSE FROM THE CITY OF COCKBURN

Author A Natale

Attachments 1. OAG Performance Audit on Local Government Contract Extensions and Variations [↓](#)

RECOMMENDATION

That Council receive the Office of Auditor General's Performance Audit Report on Local Government Contract Extensions and Variations, as attached to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr C Stone

That the recommendation be adopted.

CARRIED UNANIMOUSLY 6/0

Background

The Office of the Auditor General (OAG) has undertaken a series of Performance Audits into functions or activities undertaken by Local Government in Western Australia. The City of Cockburn has participated in two such Performance Audits to date. The first, *Timely Payment of Suppliers* (report to this Committee in July 2018) and the second, *Information Systems Audit Report 2020 – Local Government Entities* (report to this meeting of the Committee).

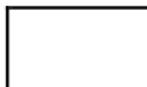
The aim is that any such Performance Audit undertaken by the OAG where Local Government is the focus, a report will be submitted to the Audit and Strategic Finance Committee with comments on the recommendations by relevant City officers as to its applicability to the City of Cockburn.

The OAG has undertaken twenty three audits in the last two years, with seven focused on Local Government and sixteen on State Government agencies.

The OAG has undertaken the following Local Government Performance Audits:

- Records Management in Local Government
- Local Government Building Approvals
- Fraud Prevention in Local Government
- Local Government Contract Extensions and Variations
- Information Systems Audit Report 2020 – Local Government Entities
- Regulation of Consumer Food Safety by Local Government Entities

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- Waste Management - Service Delivery

Submission

N/A

Report

A copy of the OAG Performance Audit on Local Government Contract Extensions and Variations has been attached to the report with a response from the relevant manager on the recommendations contained in the OAG audits detailed below.

OAG Recommendation 1

All local government entities, including those not sampled in this audit, should:

- a) Ensure their policies and procedures include comprehensive guidance to staff on recording of contract information and management of contract extensions and variations, so that better practices are consistently applied across the organisation.

City of Cockburn Response

The City supports Recommendation 1(a).

The City's Procurement Policy will be amended to reflect this guidance, with the finalisation of procedural documents to expand on the contract framework in relation to contract extensions and variations. This body of work will be completed by the time of the next Audit Committee meeting. The Procurement Services Unit will instigate training for all City personnel impacted by these changes.

- b) Establish specific delegated authorisation limits for the approval of contract extensions and variations.

City of Cockburn Response

The City supports Recommendation 1 (b).

Delegation limits are in place for contract variations above the Tender threshold, as stipulated by Delegated Authority LGAES4. Sub-Tender threshold contract variations are approved by a Senior Management Team (SMT) manager, via their assigned Delegated Financial Authority. This will be formalised with the finalisation of procedural documents by the time of the next Audit Committee meeting.

- c) Ensure their contract summaries include all key information relating to contracts. The level of information should be based on their assessment of the significance, number and complexity of their contractual arrangements.

City of Cockburn Response

The City supports Recommendation 1(C).



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This is currently achieved through the contracts administrative procedures used at the City. All key information is assessed by a senior Procurement representative for all significant Procurement contracts. This information is readily available and categorised within the City's Contract System, given the contract risk and value.

- d) Ensure that records of key decisions are retained in accordance with their recordkeeping plans and are readily available.

City of Cockburn Response

The City supports Recommendation 1(d).

This is achieved throughout the Procurement lifecycle within the City's Contract System (Technology One). All information is recorded by the assigned Procurement representative in accordance with the State Records Act (2000). These records are specifically associated with formal sourcing processes dealt and managed by the Procurement Unit.

- e) Improve review processes relating to contract extensions, including timely and documented reviews of contractor performance before exercising contract extension options.

City of Cockburn Response

The City supports Recommendation 1(e).

An existing project has commenced to improve the Contract and Contractor performance management process at the City. This project will be completed by June 2021.

- f) Ensure that contract variations are supported by adequate documentation describing the nature and reasons for the variations, including the associated cost, time and scope implications. The cumulative impact of variations on a contract should also be reviewed and an assessment made of whether a separate procurement process should be undertaken.

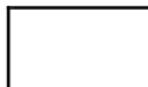
City of Cockburn Response

The City supports Recommendation 1(f).

The project to improve the Contract and Contractor performance process will include a review of the documentation required to meet this requirement. Existing procedures will be expanded to provide additional requirements for contract extensions and variations. This project will be completed by June 2021.

- g) Ensure that all contract extensions and variations are approved in accordance with approved delegations, to ensure that all contracting decisions are subject to appropriate levels of scrutiny.

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City of Cockburn Response

The City supports Recommendation 1(g).

All above Tender threshold contract extensions and variations are approved under delegation up to the limit set by Delegated Authority LGAES4. All variations above the limit or requiring a budget amendment are approved by Council. All below Tender threshold contract extensions and variations are approved via the City's Delegated Financial Authority framework, controlled in the Financials module within the Technology One ERP system.

Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Audit activities are an important mitigation measure in addressing risk. It is important that any audit findings and recommendations from the OAG's Performance Audits are considered and addressed in order to reduce potential risks to the City.

Advice to Proponents/Submitters

N/A

Implications of Section 3.18(3) Local Government Act 1995

Nil



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**Local Government Contract
Extensions and Variations
and
Ministerial Notice
Not Required**



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Western Australia**

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The Office of the Auditor General acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

**Local Government Contract Extensions and
Variations
and
Ministerial Notice
Not Required**

Report 20: 2019-20
May 2020





**THE PRESIDENT
LEGISLATIVE COUNCIL**

**THE SPEAKER
LEGISLATIVE ASSEMBLY**

**LOCAL GOVERNMENT CONTRACT EXTENSIONS AND VARIATIONS AND
MINISTERIAL NOTICE NOT REQUIRED**

This report has been prepared for submission to Parliament under the provisions of section 25 of the *Auditor General Act 2006*.

This focus area audit assessed if entities adequately managed extensions and variations to their contracts, and if they maintained comprehensive summaries of their contracts.

I wish to acknowledge the entities' staff for their cooperation with this report.

Also included is my determination that a section 82 notice was not required by the Minister for Water.

A handwritten signature in black ink, appearing to read 'C. Spencer'.

CAROLINE SPENCER
AUDITOR GENERAL
4 May 2020

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WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

**Local Government Contract Extensions and
Variations**

Executive summary

Background

Western Australia's 148 local government entities (entities) spend billions of dollars each year on purchasing a wide range of goods and services. A significant number of these purchases involve contracts.

Procurement contracts vary in complexity, value, duration and risk, but all benefit from a strong approach to contract management. Robust contract management processes centred around the principles of probity, accountability and transparency help to ensure that contracting is effective, meets the standards expected by the community and the Parliament and provides good value for money for the ratepayer.

Comprehensive policies and good management of contract extensions and variations are essential to achieving these outcomes. It is important for all entities to maintain a summary of their contracts in a register or database (hereafter referred to as register), with all key contract details, to help effectively manage contract extensions and variations. This is essential from an accountability perspective and also assists entities in meeting their financial reporting obligations.

Conclusion

At 5 entities there was insufficient documentation to demonstrate that extensions or variations were given due consideration, so we were unable to conclude if they were appropriately managed. At 3 entities, some extensions did not have evidence of contractor performance reviews, and at 3 entities some variations were not approved by delegated officers.

Most entities need to enhance their policies with comprehensive guidance. All entities' contract registers lacked key information essential to effective monitoring of contractual obligations.

What we did

The focus of this audit was to assess if entities adequately managed extensions and variations to their contracts, and if they maintained comprehensive summaries of their contracts.

We assessed the policies, procedures and practices for managing contract extensions and variations at 8 entities of varying sizes in both metropolitan and regional Western Australia. We assessed the following criteria:

- Do entities have adequate policies and procedures for managing contract extensions and variations?
- Do entities have complete and accurate summaries of their contracts?
- Are entities adequately:
 - controlling contract extensions, including the review of contractor performance before extending contracts
 - controlling contract variations, and determining if a variation significantly changes the original scope of the contract
 - complying with management approved delegations before a contract is extended or varied?



When testing against these criteria, we had regard for Part 4 of the Local Government (Functions and General) Regulations 1996, which deals with the provision of goods and services, and includes specific requirements relating to contract extensions and variations. In addition, we expected entities to meet the principles of the *Local Government Act 1995*, which requires entities to have policies, and to keep proper accounts and records. We also had regard to the broader principles of good internal control and governance and general better practice principles that help reduce procurement risks and support value for money.

The audit focused on whether controls were in place to support effective management of contract extensions and variations after a contract was finalised. It was not designed to review the adequacy of procurement processes undertaken prior to the signing of the original contracts.

The following 8 entities were included in this audit:

Entities
City of Bayswater (Bayswater)
City of Kwinana (Kwinana)
City of Rockingham (Rockingham)
City of Swan (Swan)
Shire of Narrogin (Narrogin)
Shire of Wagin (Wagin)
South Metropolitan Regional Council (SMRC)
Town of Cottesloe (Cottesloe)

Source: OAG

Table 1: Entities included in the audit

We assessed contract extensions and variations processed from 1 January 2018 to the date of the audits, in mid-2019.

Detailed findings have been reported to audited entities. Their audit committees should follow up to ensure audit findings and recommendations are appropriately addressed by management in a timely manner.

We conducted this audit under section 18 of the *Auditor General Act 2006* and in accordance with Australian Auditing and Assurance Standards. The approximate cost of undertaking the audit and reporting was \$177,500.

What we found

The contract management policies and procedures at most entities lacked appropriate guidance for staff to correctly and consistently process extensions and variations. We also found contract registers at all 8 entities were missing key information required for effective contract management.

We found instances at 5 entities where sound practices were not always followed for assessment and approval of extensions and/or variations. We therefore could not conclude whether this represented probity in purchasing and value for money for the ratepayer.

Policies and procedures need to be enhanced to ensure consistent application by staff

Comprehensive policies and procedures provide clear guidance to staff, help ensure that regulatory requirements are complied with, and that better practices are consistently followed by all staff. It is also important to have clear documentation of delegated authorisations to ensure that all decisions on contract extensions and variations are made by officers within their delegated authority limits.

Kwinana had sound policies and procedures for managing contract extensions and variations, with scope for improvement at the other 7 entities.

We identified the following shortcomings:

- Four entities did not have clearly established authorisations and delegations for the approval of contract extensions and/or variations. Establishing clear lines of responsibility and accountability for all decision making is an important prerequisite to ensuring decisions are made by individuals the entity considers have the requisite skills, knowledge and experience.
- The policies of 5 entities lacked guidance on what constitutes an appropriate contract variation. For example, a contract variation to provide goods and services that is inconsistent with the scope of the original contract, or significantly alters the scope of the original contract is not appropriate. In such circumstances, a separate procurement process would normally be required.
- The policies of 6 entities did not outline the key requirements for processing contract extensions, including that contracts could be extended only if the terms of the original contract included extension options.
- The policies or procedures of 5 entities did not require a documented performance assessment of a contractor before a contract extension option was considered. This increases the risk that poor performing contractors may be granted extensions.
- No entities' policies or procedures required staff to maintain a contract register, with all key contract information.
- Six entities did not require a regular review of their contract registers to identify contracts that are due to expire, so that appropriate action starts well before the contract expiry date. Lack of a review process increases the risk that contract extension decisions may be rushed, leading to inappropriate extensions, and potentially impact continuity in the provision of goods and services.



Contract registers did not include key information for effective contract oversight

It is important for all entities to maintain a summary of their contracts, with all key information, to help contract managers effectively manage contract extensions and variations.

The entities in our audit maintained records of their contracts on databases, registers, or a combination of both. One entity did not have any collective record of their contracts at the commencement of the audit, but subsequently provided us with a contract summary. The contract registers at the 8 entities did not include all key contract information. We identified the following:

- The contract registers at 2 entities were incomplete and did not include all current contracts. The register at another entity did not include the commencement, duration and end dates of contracts. A fourth entity's register included inaccurate and/or inconsistent information on key data such as contract values, term dates and the status of contracts. Inaccurate and incomplete contract registers can affect management's ability to effectively manage contracts.
- At 6 entities, the contract registers did not include the dollar value of contracts, or any contract extensions or variations. In addition, at 3 of these entities, registers did not include the estimated dollar value of Schedule of Rate¹ contracts. As a result, inadequate information was available to management on the total cost of their contracts.
- Where relevant, although details of contract variations are contained within individual contract management plans, none of the entities' contract registers included summarised information on approved contract variations, such as the number and dollar value of individual variations, and the total value of approved variations. This information is essential for contract managers to effectively track the cumulative value of contract variations, evaluate the impact on the scope of the original contracts, and initiate separate procurement processes where appropriate.
- At 4 entities, contract registers did not include information on the number and duration of extension options available under each contract and details of extension options that were exercised. This information would enable better monitoring of contracts, including the timely exercise of contract extension options.
- The contract registers at 6 entities did not have details of scheduled performance review dates, to ensure that timely reviews of contractor performance were performed prior to considering contract extension options.

Some entities need to improve their assessment of contractors' performance before extending contracts

A contract extension may extend the agreed terms for a further period and/or involve changes to price, personnel and services. We expected to find evidence that contract managers had performed an adequate and timely review of contractors' performance before granting an extension. This would provide management with adequate opportunity to assess if the contractor still offered value for money.

¹ Schedule of Rates contracts are used where the nature of contract work is certain, but the exact amount of work to be performed cannot be predicted at the outset and is inherently provisional in nature. Nonetheless, tenders are usually invited and awarded based on the range of estimated quantities.

Item 13.8 Attachment 1

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All entities except Rockingham and Kwinana exercised contract extension options during our audit period. One of the 6 did not have detailed records of the total number and value of contract extension options exercised. Based on the contract registers of the remaining 5 entities, 51 contract extension options totalling \$19.6 million were exercised during the audit period.

We tested a sample of 18 contract extensions totalling \$13.6 million across the 6 entities. Narrogin, Wagin and SMRC had adequate processes in place for the extension of contracts.

At the other 3 entities, we noted the following shortcomings:

- At 2 entities, 6 of 7 contract extensions did not have any formal documentation to demonstrate that an assessment of contractor performance was conducted before the contract extensions were approved. We were therefore unable to conclude if there was adequate review of contractor performance before exercising the extension options. This increases the risk that poor performing contractors may be granted extensions. The total value of 5 of these extensions was \$1.4 million, while the value of the remaining extension could not be determined as the original contract was not available.
- Three extensions at 2 entities totalling \$1.48 million were approved after the expiry of the initial contracts. One of the entities advised that there were extenuating circumstances that resulted in a short period when some key functions were performed later than usual. Renewal processes that are not initiated well before the expiry of contracts, limit the entities' ability to assess whether the contracts still offer the best value for money. This also potentially impacts the continued supply of goods and services.
- For 2 of 5 contract extensions at 1 entity, there was no mutually accepted agreement or correspondence between both the parties to extend the contract.

Contract variations were not always adequately explained at 2 entities

Contract variations are amendments to a contract that change the original terms or conditions. Variations are usually used to alter the scope of the supply or services provided or to change pricing. We considered if contract variations, individually or cumulatively, significantly altered the scope of the original contract. This may indicate that an entity was using variations to avoid undertaking a new procurement process.

All entities except Wagin undertook contract variations during the period of our audit, although only 5 were able to provide detailed information of the total number and value of their contract variations processed. The contract registers of these 5 entities showed 63 variations totalling \$6 million. We reviewed 27 contract variations totalling \$5.2 million across the 7 entities.

At 2 entities, 4 of 12 variations were not supported by detailed proposals with descriptions of the nature and reasons for the variations, including associated cost, time and scope implications. We were therefore unable to conclude whether the variations had been approved based on adequate analysis of these implications and whether value for money assessments had been performed.

Delegation levels were not always complied with when extending or varying contracts

It is important that all decisions relating to the approval of contract extensions and variations are made in accordance with approved authorisation limits. This ensures that these decisions are valid, and are made by staff with the experience and knowledge commensurate with the value and complexity of the contracts involved.



We reviewed the approval processes of 27 variations valued at \$5.2 million and 18 contract extensions totalling \$13.6 million across all 8 entities and identified the following shortcomings:

- At 2 entities, 7 variations totalling \$1.2 million were approved by officers in excess of their delegated authority.
- At a third entity, we identified 2 variations to a contract totalling \$77,395 that significantly changed the scope of the original contract, increasing the contract value in excess of the \$150,000 tender threshold limit. The consequent waiver from tender was approved by an officer who did not have the delegated authority.
- Two extensions totalling \$73,058 at 1 entity did not have any documented evidence of their approval. We were therefore unable to conclude if an appropriate officer had approved them. This reduces transparency and accountability in decision making and increases the risk that the mandated level of scrutiny is not applied.

Recommendations

1. All local government entities, including those not sampled in this audit, should:
 - a. ensure their policies and procedures include comprehensive guidance to staff on recording of contract information and management of contract extensions and variations, so that better practices are consistently applied across the organisation
 - b. establish specific delegated authorisation limits for the approval of contract extensions and variations
 - c. ensure their contract summaries include all key information relating to contracts. The level of information should be based on their assessment of the significance, number and complexity of their contractual arrangements
 - d. ensure that records of key decisions are retained in accordance with their recordkeeping plans and are readily available
 - e. improve review processes relating to contract extensions, including timely and documented reviews of contractor performance before exercising contract extension options
 - f. ensure that contract variations are supported by adequate documentation describing the nature and reasons for the variations, including the associated cost, time and scope implications. The cumulative impact of variations on a contract should also be reviewed and an assessment made of whether a separate procurement process should be undertaken
 - g. ensure that all contract extensions and variations are approved in accordance with approved delegations, to ensure that all contracting decisions are subject to appropriate levels of scrutiny.
2. Entities should review their policies and procedures against the principles in Appendix 1.

Under section 7.12A of the *Local Government Act 1995*, all sampled entities are required to prepare an action plan addressing significant matters relevant to their entity for submission to the Minister for Local Government within 3 months of this report being tabled in Parliament and for publication on the entity's website. This action plan should address the points above, to the extent that they are relevant to their entity, as indicated in this report.

Response from entities

Entities in our sample generally accepted the recommendations and confirmed that, where relevant, they have amended policies and administrative systems, or will improve practices for managing contract extensions and variations.



Appendix 1: Better practice principles

The following table shows control principles on which our audit focused. They are not intended to be an exhaustive list.

Management of contract extensions and variations	Focus area	What we expected to see
Policy	Policies and procedures	<ul style="list-style-type: none"> Contract management policies and procedures are regularly reviewed to ensure compliance with current legislation and relevance to current operations. Policies or procedures include a requirement to maintain a comprehensive register or database of all contracts, including: <ul style="list-style-type: none"> the dollar value above which contracts are to be included in the register, and the custodian of the register with responsibility for regular review and update of the contract register or database. Policies include clear guidance on what constitutes a contract variation and when a separate procurement process is required. The policies or procedures provide guidance on the key processes for contract extensions, including timely and documented assessments of contractor performance prior to exercising an extension option.
	Delegations	<ul style="list-style-type: none"> There are appropriate delegations and authorisations in place for procurement as well as for contract extensions and variations.
Records	Comprehensive register of contracts	<ul style="list-style-type: none"> A comprehensive register of all contracts is maintained, with all key contract information.
Contract extensions	Contract terms	<ul style="list-style-type: none"> Contracts are extended only if the original contract includes extension options.
	Approval	<ul style="list-style-type: none"> Contract extensions are approved by an appropriate officer, in accordance with delegated authorisation limits. Extensions are approved before the expiration date of the original contract or previously extended term, for continuity in the provision of services.
	Contractor performance review	<ul style="list-style-type: none"> There is documented evidence that contractor performance has been assessed before a contract extension is approved.

Management of contract extensions and variations	Focus area	What we expected to see
	Recordkeeping	<ul style="list-style-type: none"> There is documented evidence that the terms of the contract extension have been mutually agreed by the entity and the contractor. Documents for approval of contract extensions are retained in accordance with recordkeeping plans, to promote accountability and transparency in decision making.
Contract variations	Approval	<ul style="list-style-type: none"> Contract variations are approved by an appropriate officer, in accordance with delegated authorisation limits. Consideration is given to the cumulative impact of variations, to ensure that the scope of the original contract is not significantly altered, and that a separate procurement process is not required.
	Proposal for variation	<ul style="list-style-type: none"> Contract variations are supported by proposals with detailed description of the nature of the variation, with associated cost, time and scope implications.
	Recordkeeping	<ul style="list-style-type: none"> The variation proposals and approval documents are retained in accordance with recordkeeping plans, to promote accountability and transparency in decision making.

Source: OAG



WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

Ministerial Notice Not Required

Local Government Contract Extensions and Variations and Ministerial Notice Not Required | 11

Ministerial notice not required

On 24 March 2020, we received 2 notices from the Minister for Water, the Hon David Kelly MLA, under section 82 of the *Financial Management Act 2006* (FMA) in relation to Legislative Assembly Questions on Notice 5872 part (6) and 5873 part (c).

On 10 December 2019, the Hon Terry Redman MLA asked the Minister for the following information:

Legislative Assembly Question on Notice 5872

(1) I refer to the recent Freedom of Information (FOI) released by Water Corporation including a redacted copy of "PRA Business Case" arguing the value of "insourcing the Perth Region Alliance", and ask?

(6) Will the Minister table a copy of the "Alliance Agreement" referenced on page 10 of the business case?

On 19 March 2020, the Minister replied:

(6) The Alliance Agreement is a commercial contract arrangement between the Water Corporation and Programmed Facilities Management.

Legislative Assembly Question on Notice 5873

I refer to the decision by Water Corporation to insource the services currently provided under the Aroona Alliance, and ask:

(c) Can the Minister table the Aroona Alliance contract;

On 10 March 2020, the Minister replied:

(c) The Alliance Agreement is a commercial contract arrangement between the Water Corporation and the Alliance partners.

The Minister's notices advised that the Perth Regional Alliance Agreement and the Aroona Alliance Contract could not be provided to Parliament, as their release would disclose commercially confidential and sensitive information.

We determined that the 2 notices were not required in this instance, as the information does not concern the conduct or operation of an agency as required by the FMA. Section 85 of the *Water Corporations Act 1995* outlines the limited application of the FMA and the *Auditor General Act 2006* to the Water Corporation, but this does not cover section 82 of the FMA.

The Audit Practice Statement on our website (www.audit.wa.gov.au) outlines the circumstances when a notice is unlikely to be required. These include when the requested information does not concern the conduct or operation of an agency as required by the FMA.



Auditor General's reports

Report number	2019-20 reports	Date tabled
19	Control of Monies Held for Specific Purposes	30 April 2020
18	Information Systems Audit Report 2020 – State Government Entities	6 April 2020
17	Controls Over Purchasing Cards	27 March 2020
16	Audit Results Report – Annual 2018-19 Financial Audit of Local Government Entities	11 March 2020
15	Opinion on Ministerial Notification	28 February 2020
14	Opinion on Ministerial Notification	31 January 2020
13	Fee-setting by the Department of Primary Industries and Regional Development and Western Australia Police Force	4 December 2019
12	Audit Results Report – Annual 2018-19 Financial Audits of State Government Entities	14 November 2019
11	Opinion on Ministerial Notification	30 October 2019
10	Working with Children Checks – Follow-up	23 October 2019
9	An Analysis of the Department of Health's Data Relating to State-Managed Adult Mental Health Services from 2013 to 2017	9 October 2019
8	Opinions on Ministerial Notifications	8 October 2019
7	Opinion on Ministerial Notification	26 September 2019
6	Opinions on Ministerial Notifications	18 September 2019
5	Fraud Prevention in Local Government	15 August 2019
4	Access to State-Managed Adult Mental Health Services	14 August 2019
3	Delivering Western Australia's Ambulance Services – Follow-up Audit	31 July 2019
2	Opinion on Ministerial Notification	26 July 2019
1	Opinions on Ministerial Notifications	19 July 2019



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 Office of the Auditor General for
Western Australia



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14. ENGINEERING AND WORKS DIVISION ISSUES

Nil



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15. COMMUNITY SERVICES DIVISION ISSUES

15.1 (2020/MINUTE NO 0021) CHIEF EXECUTIVE OFFICER'S TRIENNIAL REVIEW FOR RISK MANAGEMENT, INTERNAL CONTROL AND LEGISLATIVE COMPLIANCE

Author(s) J Fiori
Attachments 1. Chief Executive Officer Triennial Review Results 2020 [↓](#)

RECOMMENDATION
That Council receives the Chief Executive Officer's Triennial Review of the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal controls and legislative compliance, as detailed in the 2020 CEO Triennial Review results, provided in the Attachment.

COMMITTEE RECOMMENDATION
MOVED Cr P Corke SECONDED Cr C Stone
That the recommendation be adopted.
CARRIED UNANIMOUSLY 6/0

Background

Pursuant to Regulation 17 of the *Local Government (Audit) Regulations 1996* (the Regulations), the City's Chief Executive Officer (CEO) is required to review and report, at a frequency which is not less than once in every three (3) financial years, to the Audit and Strategic Finance Committee (ASFC), on the appropriateness and effectiveness of the City's systems and procedures in relation to:

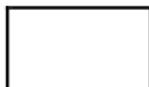
- Risk Management
- Internal Control
- Legislative Compliance

The Regulations Amendment of 2013 required this review and its reporting to be made available to the ASFC on a biennial basis.

The Regulations Amendment of 2018 now requires this review and its reporting to be made available to the ASFC on a triennial basis. This report is the triennial review for the 2019-2020 financial year and is presented to the ASFC as required.

Submission

N/A



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Report

This review was undertaken by utilising the Department of Local Government, Sport and Cultural Industries (DLGSCI) *Local Government Operational Guidelines*, Number 9 – Revised September 2013 (the Guidelines) Appendix 3, which details ‘*Issues that should be considered for inclusion in the CEO’s Review of Risk Management, Internal Control and Legislative Compliance*’.

The review considers that the City has in place appropriate and effective systems and procedures to manage risk and sound control measures to mitigate any identified risk to achieve legislative compliance. This has been achieved by implementing a culturally effective and efficient *City of Cockburn Risk Management Framework*, as required by the *City of Cockburn Risk Management Policy*, which in turn was developed in accordance with requirements of the standard AS ISO 31000:2018 *Risk Management-Guidelines* (AS ISO 31000).

This report is presented by following the format provided in Appendix 3 of the Guidelines.

Strategic Plans/Policy ImplicationsListening and Leading

Ensure good governance through transparent and accountable planning processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

Legal Implications

The review has been conducted in accordance with the requirements of reg. 17 of the Regulations and completes the City’s obligations in this area.

Community Consultation

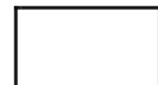
N/A

Risk Management Implications

Failure to complete and present this review to the ASFC will result in the City not complying with the requirements of reg. 17 of the Regulations, which read as follows:

‘17. CEO to review certain systems and procedures

- (1) *The CEO is to review the appropriateness and effectiveness of a local government’s systems and procedures, in relation to:*
 - (a) *risk management; and*
 - (b) *internal control; and*
 - (c) *legislative compliance.*



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- (2) *The review may relate to any or all of the matters referred to in sub regulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once every 3 financial years.*
- (3) *The CEO is to report to the Audit Committee the results of that review.'*

Additionally, completion of this review provides assurance to the CEO and Council that the City has in place appropriate and effective systems and procedures to manage risk, and sound control measures to mitigate identified risk, to achieve legislative compliance.

Advice to Proponents/Submitters

N/A

Implications of Section 3.18(3) Local Government Act 1995

Nil



CHIEF EXECUTIVE OFFICER’S TRIENNIAL REVIEW FOR RISK MANAGEMENT, INTERNAL CONTROL AND LEGISLATIVE COMPLIANCE

(Attachment 1)

Risk Management

Internal control and risk management systems and programs are a key expression of a local government’s attitude to effective controls.

Good audit committee practices in monitoring internal control and risk management programs are demonstrated within the guidelines included below. Provided also within the table is the City’s benchmarking against these guidelines:

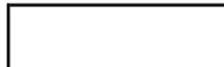
No.	Guidelines issue (criteria)	Business/Service Unit	City’s systems and procedures for risk management
1.	Reviewing whether the local government has an effective risk management system and that material operating risks to the local government are appropriately considered.	Governance Services	The City has implemented the following systems and processes: <ul style="list-style-type: none"> • <i>City of Cockburn Risk Management Policy</i>; • <i>City of Cockburn Risk Management Framework</i>; • <i>Risk Management and Safety Systems (RMSS)</i>, on-line risk management software; and • <i>City of Cockburn Project Governance Framework</i>. Once identified and assessed, all operational and strategic risks are entered into <i>RMSS</i> . Responsible risk owners and risk action responsible officers manage their risks on-line. The City’s risk management framework covers all types of risk, including those around internal controls and legislative compliance.
2.	Reviewing whether the local government has a current and effective business continuity plan (including disaster recovery) which is tested from time to time.	Governance Services, Information Services and Ranger & Community Safety	The City has the following business continuity plans (BCP) and related documents: <ul style="list-style-type: none"> • <i>City of Cockburn Administration Building BCP</i>; • <i>City of Cockburn Aquatic and Recreation Centre BCP</i>; • <i>City of Cockburn Operations Centre and Henderson Waste Recovery Park BCP</i>; • <i>City of Cockburn Infectious Disease Pandemic BCP</i>. • <i>City of Cockburn Crisis Management Plan</i>; • <i>City of Cockburn Information Services Disaster Recovery Plan</i>; • <i>City of Cockburn Local Emergency Management Arrangements</i>; and



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No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for risk management
			<p>• <i>City of Cockburn Bushfire Risk Management Plan.</i> The Infectious Disease Pandemic BCP is currently in use due to the COVID-19 pandemic and opportunities for improvement have been noted. A desktop BCP test was conducted in March 2017. New testing is planned for 2021.</p> <p>The City's Local Emergency Management Arrangements (LEMA) is reviewed annually, and contact list is updated regularly. The City is complying with the <i>Emergency Management Act 2005</i>. The City's Emergency Response Management (ERM) Plan is due for renewal. The ERM Plan is currently being reviewed, with the City actively working with the Western Australian Local Government Association (WALGA) and SEMC to undertake the required district and local level risk assessments required for the Plan.</p> <p>Information, Communication & Technology (ICT) Services has a dedicated Disaster Recovery (DR) facility located at the Operations Centre, which allows the City to run business critical systems in the event of a disaster at the Administration Building.</p> <p>The City's DR site is a repository for the City's off-site daily backups. The Disaster Recovery procedure was successfully tested in December 2015, with portions of the procedure tested in 2020. The City's DR procedure makes use of the Youth Centre as a site for key staff to assemble once Disaster Recovery has been invoked. The connection to the Youth Centre and the City's DR facility will receive hardening work in Q1 2017 to assure a link to all Cockburn remote buildings and offices.</p>
3.	Assessing the internal processes for determining and managing material operating risks in accordance with the local government's identified tolerance for risk, particularly in the following areas:	Governance Services	In November 2019, the City's risk register was reviewed to update risks profiles against the City's risk appetite, including the risk likelihood and consequence, control effectiveness, ability to influence the risk and treatment plan.
(i)	• potential non-compliance with legislation, regulations and standards and local government's policies;	Financial Services and Governance Services.	The <i>RMSS</i> risk register comprises operational and strategic risks, and details appropriateness and effectiveness of controls and legislative compliance. In compliance with the requirements of AS ISO 31000, the risk register identify the risk severity, accepted tolerance levels and appropriate mitigation treatments. The risk actions required to manage the designated mitigation treatments are



No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for risk management
(ii)	<ul style="list-style-type: none"> important accounting judgements or estimates that prove to be wrong; 	Financial Services	<p>reviewed in a frequency in accordance with the severity of the risk. The City's DAP Committee requires that policies and delegated authorities are regularly reviewed to ensure they remain relevant and fit for purpose.</p> <p>The external audit function of the City's tests accounting assumptions made in the preparation of the annual accounts and assesses the adequacy of internal controls across a number of financial activities (including bank reconciliations, investments, procurement, accounts payable, rates and revenue, IT controls and property, plant, equipment and infrastructure.</p> <p>Local government specific finance training is undertaken each year by key finance personnel to better prepare them for making accounting judgements and estimates in preparing the financial accounts.</p>
(iii)	<ul style="list-style-type: none"> litigation and claims; 	Governance Services	<p>The A&SFC plays an independent oversight over the financial affairs of the City. Part of its remit is to monitor any litigation action against the City.</p>
(iv)	<ul style="list-style-type: none"> misconduct, fraud and theft; 	Financial Services, Governance Services and Human Resources Services	<p>The City has implemented a fraud prevention, control and management process plan supported by the following documentation:</p> <ul style="list-style-type: none"> City of Cockburn Fraud & Misconduct Control & Resilience Policy; City of Cockburn Elected Member Code of Conduct; City of Cockburn Code of Conduct for Staff; City of Cockburn Information Communication and Technology (ICT) Code of Conduct; City of Cockburn Fraud and Misconduct Control and Resilience Framework; and City of Cockburn Public Interest Disclosure information Statement; <p>The above are supported by Learning and Development modules which also provide induction and awareness for staff on procurement induction highlights fraud and misconduct.</p>
(v)	<ul style="list-style-type: none"> significant business risks, recognising responsibility for general or specific risk areas, for example, environmental risk, occupational health and safety, and how they are managed by the local government. 	Financial Services, Governance Services and Human Resources Services	<p>In April 2020, Ernst & Young was engaged by the City to assist with developing the <i>City of Cockburn Climate Change Strategy</i> and to update the Adaptation Risk (and action) Register. The resulting risks have been uploaded into <i>RMSS</i>. The <i>City of Cockburn Safety and Health Management Plan 2019-2022</i> articulates the 'Zero Harm requirements of <i>Courage to Intervene, Courage to Stop Work</i> and <i>Courage to Report</i> to achieve zero harm in the City. This plan details the leadership commitment to safety, consultation arrangements, hazard identification and risk management requirements and safety and health training. The plan also details a range of performance measures and references external requirements against which the City will be assessed.</p>



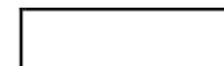
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No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for risk management
4.	Obtaining regular risk reports, which identify key risks, the status and the effectiveness of the risk management systems, to ensure that identified risks are monitored and new risks are identified, mitigated and reported.	Governance Services	Investment / loss of funds risk is appropriately and effectively managed through Council Policy and operational controls. Management progress of the City's Risk Management Framework is reported biannually to the Executive Team and the A&SFC, or more frequently if changes to legislation or significant changes the City's risk profile emerge.
5.	Assessing the adequacy of local government processes to manage insurable risks and ensure the adequacy of insurance cover, and if applicable, the level of self-insurance.	Financial Services	The City actively manages its insurable risks. The City maintains up to date property insurance registers and independently revalues building assets every 3 to 5 years (depending on building construction cost movements), and has a well-resourced and structured approach to managing insurance claims. An annual renewal meeting is held with the Local Government Insurance Scheme (LGIS), the City's insurers, to assess the adequacy of existing cover and to determine any new requirements. A review of the claims history is also undertaken as part of this exercise. A formal insurance declaration is completed each year and reviewed by senior management to ensure all existing and emerging risk areas are sufficiently covered, or alternatively self-insured.
6.	Reviewing the effectiveness of the local government's internal control system with management and the internal and external auditors.	Financial Services, and Governance Services	The City's internal control system is effectively reviewed each year through the following actions: <ul style="list-style-type: none"> • External Audit – interim audit and annual accounts audit; • <i>City of Cockburn Strategic Internal Audit Plan 2019 – 2020</i> developed to address key organisational risk areas; • <i>RMSS</i> annual risk registers reviews; • Council Policy and Delegated Authority reviews; • Completing and submitting the <i>DLGSCI Local Government Statutory Compliance Audit Return (CAR)</i>; • Fraud prevention, control and management process plan; • Annual management review of staff delegated financial authorities; and • Additionally, a formal Financial Management Review was undertaken in 2019 by the auditing firm Moore Stephens to assist the Chief Executive Officer of the City discharge his responsibilities in respect to Regulation 5(2)(c) of the <i>Local Government (Financial Management) Regulations 1996</i>, Specifically,



No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for risk management
7.	Assessing whether management has controls in place for unusual types of transactions and/or any potential transactions that might carry more than an acceptable degree of risk.	Financial Services	<p>these are to undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures once in every three years.</p> <p>The City has a strictly enforced delegated authorities system, including system controlled financial delegations. All asset purchases and sales are subject to these controls and appropriately recorded. A centre-led procurement model ensures significant oversight over purchasing and contracted procurements. Transactions that may be deemed unusual and sit outside the current delegations would require Council approval. Changes to banking details for suppliers are subject to strict internal control measures.</p>
8.	Assessing the local government's procurement framework with a focus on the probity and transparency of policies and procedures/processes and whether these are being applied.	Financial Services	<p>The City has developed a robust procurement framework in response to extensive audit evaluation and recommendations. Staff resourcing has increased in order to better meet the City's procurement objectives. This has driven a more focussed, transparent and skilled procurement function, resulting in a very low incidence of non-compliant procurement activity. The City's framework includes:</p> <ul style="list-style-type: none"> • A centre-led procurement model; • Regularly updated <i>City of Cockburn Procurement Policy</i>; • A financial delegated authority framework, including system controls and processes, which are annually reviewed for appropriateness; • Compulsory procurement induction and systems training sessions for all procurement network users, including online learning and certification; • Actively managed supplier contract management system; • <i>City of Cockburn Statement of Business Ethics</i>; • Annual supplier database reviews conducted with purchase contract owners; • Implementation of an eProcurement systems (360) with better managed suppliers and more transparency for the quotation process; and • Non-compliance incidence reporting and escalation process.
9.	Should the need arise, meeting periodically with key management, internal and external auditors, and compliance staff, to understand and discuss any changes in the local government's control environment.	Governance Services and Financial Services	<p>The City has a Senior Management Team (SMT), comprising all City Business Units managers, which meets monthly. The <i>City of Cockburn Senior Management Team Terms of Reference</i> states that the SMT will contribute to the achievement of the Corporate Strategic Initiatives by:</p> <ul style="list-style-type: none"> • Identifying, analysing and making recommendations to the Executive on matters of an operational and strategic nature that impact on the ability of the organisation to achieve its corporate strategic initiatives; • Monitoring the initiatives of the organisation to ensure they align with the <i>City of Cockburn Strategic Community Plan 2020-2030</i> (the Strategic Community



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No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for risk management
			<p>Plan);</p> <ul style="list-style-type: none"> • Ensuring members are aware of projects of broad organisational significance; • Create sub-committees as required to develop recommendations on specific issues for consideration by the SMT; • Promote and maintain an open and two way communication channel between the SMT and Executive and • Develop an annual calendar of meetings with approximately five of the meetings focusing on specific strategic matters (i.e. budgets/workforce planning/ Strategic Community Plan with the relevant Director invited to attend the meeting. <p>Additionally, at their meetings, the SMT:</p> <ul style="list-style-type: none"> • Discuss and share key information on their respective risks; • Are briefed on upcoming or results of audits; and • Participate in workshops for fraud control, public interest disclosure, risk management, business continuity and disaster recovery. <p>The SMT has both open and structured dialogue with the internal and external auditors where control matters are discussed and recommendations sought to address issues.</p>
10.	Ascertaining whether fraud and misconduct risks have been identified, analysed, evaluated, have an appropriate treatment plan which has been implemented, communicated, monitored and there is a regular reporting and ongoing management of fraud and misconduct.	Financial Services, Governance Services and Human Resources Services	<p>In November 2019, the City's risk register was reviewed to, including risk related to fraud and misconduct. The review comprised risks updates, risks profiles against the City's risk appetite, including the risk likelihood and consequence, control effectiveness, ability to influence the risk and appropriate treatment plan.</p> <p>The City's fraud prevention, control and management process also undergoes regular reviews.</p> <p>The City's has completed and submitted the 2020 Public Sector Commission <i>Integrity and conduct annual collection</i> which summarises the City's processes, initiatives, and activities related to integrity and conduct pursuant to the following legislation:</p> <ul style="list-style-type: none"> • <i>Public Sector Management Act 1994</i>; • <i>Public Interest Disclosure Act 2003</i>; and • <i>Corruption, Crime and Misconduct Act 2003</i>.



Internal Control

Internal control is a key component of a sound governance framework, in addition to leadership, long-term planning, compliance, resource allocation, accountability and transparency. Strategies to maintain sound internal controls are based on risk analysis of the internal operations of a local government.

Effective and transparent internal control environment areas are demonstrated within the guidelines included below. Provided also within the table is the City's benchmarking against these guidelines:

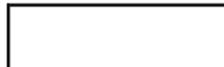
No.	Guidelines Issue (criteria)	Business/Service Unit	City's systems and procedures for internal control
1.	Separation of roles and functions, processing and authorisation.	Financial Services and Human Resources Services	<p>Aspects of the City's effective control framework covering levels of responsibilities and authorities, and human resource management and practices include:</p> <p><u>Financial Services –</u></p> <ul style="list-style-type: none"> • The Delegated Financial Authority framework and separation of transacting and approving roles with the City's Enterprise Resource Planning System (<i>TechnologyOne</i>) provide a strong internal control environment for procurement activities, payment processes, funds investing and revenue raising; • Next manager up review and approval is part of the control environment for all corporate credit cards; and <p>Management review and authorisation of key reconciliations is now a business process within the City's record keeping system Enterprise Content Management (<i>ECM</i>).</p> <p><u>Payroll Services –</u></p> <ul style="list-style-type: none"> • Payroll is audited by both internal and external auditors at least annually; • Procedures are fully documented and each payroll is reviewed internally by the Manager Human Resources and externally by Finance Services prior to payment; and • Separation of duties between Human Resources Management / Learning & Development Services and Payroll Services is maintained to ensure the integrity of the payroll process. <p><u>Procurement Services –</u></p> <ul style="list-style-type: none"> • Procurement activities are controlled through the City's Procurement Policy and corporate Enterprise Resource Planning System. This includes segregation of duties, delegated financial authorities, compliance and data



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No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for internal control
(i)	<ul style="list-style-type: none"> delegation of authority - 	Governance Services	<p>analysis reporting;</p> <ul style="list-style-type: none"> A well-defined tendering and contract development function exists to support the City's business units with their procurement needs; and Significant end user documentation exists to ensure corporate standards and legislative requirements are met, and these are reviewed and updated regularly. <p>In accordance with the <i>Local Government Act 1995</i> (the Act), Council may delegate any of its powers or duties to the CEO and the CEO may sub-delegate any of these powers or duties to City officers. The City has strict process for reporting officers to whom powers are delegated:</p> <ul style="list-style-type: none"> Each time a delegation is used, the officer is required to keep a written record, and these records are checked by Governance Services on a quarterly basis; Section 5.46(2) of the Act requires Council to review each of its delegations every financial year. This work is completed by Governance Services, in consultation with relevant officers, and a report is submitted to Council for their consideration; The Delegated Authorities, Policies and Position Statements (DAPPS) Committee formally reviews and approves policies and associated Delegated Authorities and Position Statements; and The Committee also reviews its Delegated Authorities in accordance with the Act and other Acts on an annual basis.
(ii)	<ul style="list-style-type: none"> documented policies and procedures 	Governance Services	<ul style="list-style-type: none"> In accordance with the <i>City of Cockburn Policy Framework</i>, the City has three types of policies: <ul style="list-style-type: none"> Council policies – strategic policies that set governing principles and guide the direction of the organisation to align with community values and aspirations [approved by Council]; Administrative policies – developed for internal administrative and operational purposes [approved by the CEO]; and Planning Policies – a subset of Council policies that are prepared in accordance with Clauses 3, 4 and 5 of Schedule 2 of the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>; The <i>City of Cockburn Policies & Procedures Development Process</i> provides a guideline for the development and publishing of these documents; All policies are submitted to SMT and the Executive for review; All procedures are submitted to appropriate Senior Manager for review and



No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for internal control
(iii)	<ul style="list-style-type: none"> trained and qualified employees 	Human Resources Services	approved by the appropriate Director; and <ul style="list-style-type: none"> All policies and procedures are stored in <i>ECM</i> and have a review period allocated to them. All City officers are employed against periodically reviewed position descriptions; Where qualifications are required, evidence is obtained during the recruitment phase; Significant pre-employment screening is conducted, probation reviews conducted and compliance with the requirement for annual performance appraisals monitored; and Engineering Operations employees are closely monitored for relevant competencies and skills training conducted as necessary.
(iv)	<ul style="list-style-type: none"> system controls 	Information Services	<ul style="list-style-type: none"> The City's uses <i>ECM</i> for its documented management system; and <i>ECM</i> is able to determine and control access to the City's electronic and physical information via security levels and access controls linked to both staff profiles with <i>ECM</i> and on the files themselves.
(v)	<ul style="list-style-type: none"> effective policy and process review 	Governance Services	<ul style="list-style-type: none"> In accordance with <i>the City of Cockburn Policy Framework</i>, 'Appendix A: Policy Review and Approval Process', policies are reviewed in three ways: <ul style="list-style-type: none"> Policy revocation – policy is no longer required or has been combined with or superseded by another policy; Requiring minor amendments – changes to language, style, formatting, etc. that do not impact on the application of the policy; and Requiring major amendments – changes that significantly alter the Council's position on an issue or change the strategic intent of the policy; and A policy is periodically reviewed and re-endorsed by Council and / or the CEO. Some policies are required to be reviewed in a predetermined basis by statutory requirement.
(vi)	<ul style="list-style-type: none"> regular internal audits 	Governance Services	<ul style="list-style-type: none"> The City's conducts regular internal audits in compliance with the requirements of the <i>City of Cockburn Strategic Internal Audit Plan 2019 – 2022</i>, which has been developed to address key organisational risk areas; and The DLGSCI <i>Local Government Statutory Compliance Audit Return (CAR)</i> is conducted by Governance Services, and any area of non-compliance identified, are reported, monitored and audited internally.



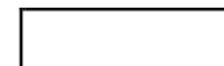
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No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for internal control
(vii)	<ul style="list-style-type: none"> documentation of risk identification and assessment 	Governance Services	<ul style="list-style-type: none"> The City is committed to a culture of risk management and has implemented an approach to consider three levels – strategic, operational and project; RMSS efficiently identifies, assesses, controls, monitors and reviews risks using a unique patented workflow, allowing the City to use a variety of risk assessment methodologies, terminology and workflows; RMSS allows the City to identify and report a broad range of risks through an automated process; RMSS standard reports include risk registers, overdue actions, completed actions and estimated cost, uncontrolled risks, top risks and history summary; and Centralised data is accessible through flexible and detailed reporting that proactively identifies trends and reduces costs.
(viii)	<ul style="list-style-type: none"> regular liaison with auditors and legal advisors 	All Business/Service Units	<ul style="list-style-type: none"> The City does not have a dedicated in-house legal team – all legal issues are considered externally; and The City engages periodically with its auditors informally, as well as through the formal audit process.
2.	Control of approval of documents, letters and financial records.	Information Services	The City's corporate enterprise resource planning system, <i>TechnologyOne</i> , has workflow functionality and associated business rules and delegated financial authority. This ensures that all financial transactions are approved in accordance with delegations and defined position descriptions. These include purchase orders, accounts payable (AP) invoice processing, budgeting, general journals, raising revenue and infringement management. Automated optical character recognition (OCR) technology has been introduced to AP invoice processing, cutting out manual data entry and improving process efficiency. It also improves efforts to identify fraudulent activity.
3.	Comparison of internal data with other or external sources of information.	Financial Services	The City utilises a series of monthly routine checklists and processes to identify and act on any anomalies in financial data. Examples of external information sources include the Australian Taxation Office, banks, financial institutions, investment advisors, creditors and Landgate.
4.	Limit of direct physical access to assets and records.	Information Services	The Records Management service unit continues to act as the custodian of the City's corporate information repository. The majority of the City's corporate physical records are all stored within locked facilities which can only be accessed by authorised officers and the Records Management Team. The City's off-site storage facilities, namely Cockburn Seniors Centre, Operations Centre Archive Room and Parke Place self-storage facility are all accessible by authorised officers only. The majority of records are now either legally disposed



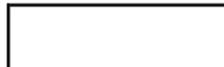
No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for internal control
5.	Control of computer applications and information system standards.	Information Services	<p>of or retained within the City's outsourced provider Grace Information and Records Management Services Ltd.</p> <p>Control of information systems access is directed by the Business Unit responsible for the generation and maintenance of the data or information. The Business Systems Services of the Information Services business Unit is responsible for the facilitation of security, and for ensuring that relevant industry standards and best practices relating to secure management of data is maintained at all times. Other systems, such as information management policy and Acceptable Use of Computer Equipment Policy and procedures also ensure the City regularly tests and reviews all existing information controls.</p>
6.	Limit access to make changes in data files and systems.	Information Services	<ul style="list-style-type: none"> • The City's existing process recommends named user access for all accounts, but is not enforced; • The <i>City of Cockburn Information and Cyber Security Policy</i> outlines the controls that the City will implement over systems and processes to prevent to unauthorised access to City data and Information, Communication & Technology (ICT) assets. The policy identifies the need for the City to achieve best practice in ICT risk management by implementing an Information Security Management Framework (ISMF) which has been developed in accordance with the requirements of AS ISO/IEC 27001:2015 <i>Information technology—Security techniques—Information security management systems—Requirements</i>; and • Additionally, the City does not have an Information Security Classification Framework (ISCF) – may be difficult for City staff to understand the impact should a piece of information be subject to a security breach. An example of a ISCF is the one implemented by the Australian government, with levels that include 'Official' and 'Official Sensitive' as defined in the <i>Australian Government Information Security Manual</i>, Australian Cyber Security Centre, Canberra, June 2020.
7.	Regular maintenance and review of financial control accounts and trial balances.	Financial Services	<p>The City's financial management control practices include monthly reconciliation of all financial control accounts and the trial balance. Key reconciliations are reviewed and authorised by responsible finance managers through <i>ECM</i> workflow business processes.</p>
8.	Comparison and analysis of financial results with budgeted amount.	Financial Services	<p>Comparison and analysis of financial results with budgeted amount include:</p> <ul style="list-style-type: none"> • End of month financial processing culminates with the timely (within 3 days) distribution of financial reports to each service unit manager; and • Actual financial results being analysed against budget and reported back to



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No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for internal control
9.	The arithmetical accuracy and content of records.	Financial Services	Council on a monthly basis with significant variances disclosed and any recommended actions. The City has developed an Executive Management Reporting (EMR) dashboard for managing the City's capital projects, which includes detailed real-time financial analysis of budget v actuals.
10.	Report, review and approval of financial payments and reconciliations.	Financial Services	Report, review and approval of financial payments and reconciliations practices include: <ul style="list-style-type: none"> • The financial status of the City's capital projects and works being heavily scrutinised through a comprehensive customised project management financial report. This is maintained by project managers and reviewed by Senior Management on a monthly basis; • The City's 'Procure to Pay' processes ensuring proper authorisation for all expenditure and delegated approval for all bank payments made; • The AP ledger being reconciled on a monthly basis and reviewed by the manager; and • Individual supplier account statements being reconciled against the system to ensure outstanding items are addressed.
11.	Comparison of the result of physical cash and inventor counts with accounting record.	Financial Services	End of day cashier reports are reconciled to cash by cashiers and reviewed by managers and revenue officers. Bank reconciliations provide a further opportunity to identify any cash or banking variance.



Legislative Compliance

The compliance programs of a local government are a strong indication of attitude towards meeting legislative requirements.

Audit committee practices in regard to monitoring compliance programs are demonstrated within the guidelines included below. Provided also within the table is the City's benchmarking against these guidelines:

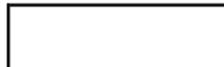
No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for legislative compliance
1.	Monitoring compliance with legislation and regulations.	All Business/Service Units	<p>The City utilises a variety of mechanisms for ensuring compliance as developed by each relevant Business/Service Unit and include:</p> <ul style="list-style-type: none"> • A calendar for governance compliance incorporating items such as completing the CAR and annual returns, and annual review of delegations; • Checklists compiled for building approvals and completed by assessing officers with a final compliance check conducted by senior building staff; • A robust compliance and enforcement process which is followed for investigations arising from alleged non-compliance with a variety of legislation including the <i>Health Act 1911</i>, the <i>Environmental Protection Act 1986</i> and the City's Local Laws; • A documented process for all planning approvals which includes review and approved by senior staff to ensure compliance, and referral of more complex applications to the Senior Manager; • Documented process list and procedure manual for structure planning process to ensure adherence to the <i>Planning and development (Local Planning Schemes) Regulations 2015</i> and documentation of related exercise of delegation being registered; • Documented process list and procedure manual for local planning scheme amendments to ensure adherence to the <i>Planning and development (Local Planning Schemes) Regulations 2015</i>; • Documented procedure manuals for administration and review of each of the City's Development Contribution Plans (as established under the local planning scheme) to ensure adherence to the local planning provisions and State Planning Policy 3.3 (Contributions to Infrastructure); • Clearance for assessment of development contribution payments are integrated into the event workflow (<i>Tech One</i>) for the building permit system to ensure review is undertaken by the City's Development Contributions Officer; • Creation of Learning and Development modules for Development Contribution



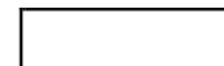
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No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for legislative compliance
			<p>Plans for all impacted Council positions. Currently awaiting further discussion with Learning and Development and HR to roll these out through the online learning system and on-boarding processes where appropriate;</p> <ul style="list-style-type: none"> • Documented position and approach for managing all key elements of the compulsory acquisition process to ensure adherence to the <i>Land Administration Act 1997</i>; • Documented procedure for the sale of land assets to ensure adherence to section 3.58 of the <i>Local Government Act 1995</i> while also managing risk from release of independent valuations too early in the process; • Workflow and procedures to guide patrol and security investigations stemming from issues with a number of customer focussed issues such as parking, wandering dogs and effective fire breaks. In addition, all staff undergo certified training and peer reviews, and internal audits are completed periodically; • A stringent emergency management framework is in place, and is monitored via the City's Cockburn Aquatic and Recreation Centre, including working with children checks, fire systems, running of crèche, appropriate building maintenance; and • The City has the online cloud-based software <i>ATTAIN</i> (purchased from Integrity Systems Solutions in 2016) to effectively control the management of Delegations, Gifts, Travel Contributions and Returns, to increase accountability and ability to monitor trend analysis compliance.
2.	Reviewing the local annual <i>Compliance Audit Return</i> and reporting to Council the reports of that review.	Governance Services	The City's <i>Compliance Audit Return (CAR)</i> is presented to A&SFC and reported to Council annually, and anomalies are referred to relevant Business Units to implement appropriate improvements.
3.	Staying informed about how management is monitoring the effectiveness of its compliance and making recommendations.	Governance Services	Audits conducted under the City's internal and external audit plans inform the City on the effectiveness of the City's monitoring of its compliance - audit findings offer the opportunities for improvement on managing this monitoring.
4.	Reviewing whether the local government has procedures for it to receive, retain and treat complaints, including confidential and anonymous employee complaints.	Governance Services and Human Resources Services	These procedures are addressed within the City's Public Interest Disclosure (PID) information Statement, in accordance with the requirements of the <i>Public Interest Disclosure Act 2003</i> . The CEO investigates and maintains the Complaints Register for Minor Breaches. In addition, Customer Service has an on-line complaints receiving system.



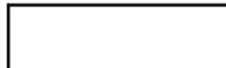
No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for legislative compliance
5.	Obtaining assurance that adverse trends are identified and review management's plans to deal with these.	Financial Services	The City's external audit plan and audit opinion is delivered through the Office of the Auditor General by KPMG. These audits serve to provide assurance to the A&SFC and Council on the state of the City's finances and identify any adverse trends that may require corrective measures developed and implemented by management to maintain organisational compliance.
6.	Reviewing management disclosures in financial reports of the effect of significant compliance issues.	Financial Services	Management disclosures in financial reports are initially discussed with the external auditor and where compliance or any other issue could have a significant effect on the City's financial result; this may also be supported by a management paper explaining the issue, the effects and recommended actions and solutions. Any significant compliance issue disclosed in a financial report will be highlighted to the Audit and Strategic Finance Committee, ensuring it is satisfied with the proposed remedy or response.
7.	Reviewing whether the internal and/or external auditors have regard to compliance and ethics risks in the development of their audit plan and in the conduct of audit projects, and report compliance and ethics issues to the audit committee.	Financial Services and Governance Services	<p>The City's external audit plan is drafted by KPMG on behalf of the OAG and approved by the OAG. An audit entrance meeting is held between KPMG, the OAG and the City's senior finance management to facilitate the formulation of the external audit plan and ensure it addresses topical issues relevant to the City. An audit exit meeting is also held by the parties to discuss outcomes and recommendations.</p> <p>In their oversight of the City's external audit planning and audit delivery, the OAG have demonstrated a strong focus on fraud, ethics, statutory compliance and compliance with accounting standards. Indeed, auditing standards and local government audit legislation place responsibilities on the auditor for these matters.</p>
8.	Considering the internal auditor's role in assessing compliance and ethics risks in their plan.	Governance Services	<p>Internal audits are conducted in accordance with the <i>City of Cockburn Strategic Internal Audit Plan 2019 – 2022</i>, which has been presented to the A&SFC and endorsed by Council.</p> <p>Auditors are selected on subject matter expertise and knowledge and if they are WALGA preferred. These requirements ensure that the selected service provider is experienced and aware in regard to fraud, ethics and statutory compliance and compliance. Auditors are also made aware that the City places a high priority on ethics / fraud and compliance issues when developing its internal audit plan.</p>
9.	Monitoring the local government's compliance frameworks dealing with relevant external legislation	Governance Services	The City has implemented the <i>City of Cockburn Corporate Governance Charter</i> and has an extensive Governance Program which includes monitoring of regulatory requirements, and recording on the compliance calendar. The City utilises the on-line software <i>ATTAIN</i> to assists in the monitoring of compliance



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No.	Guidelines issue (criteria)	Business/Service Unit	City's systems and procedures for legislative compliance
	and regulatory requirements.		calendar management in relation to financial disclosures, gifts and travel declarations, delegations of authority management, and related party disclosures.
10.	Complying with legislative and regulatory requirements imposed on audit committee members, including not misusing their position to gain an advantage for themselves or another or to cause detriment to the local government and disclosing conflicts of interest.	Governance Services	To ensure behaviour is appropriate, and conflicts of interest are managed adequately, the City relies on the following documented processes: <ul style="list-style-type: none"> • <i>City of Cockburn Audit and Strategic Finance Committee Terms of Reference 2020</i> draft currently under review; • <i>City of Cockburn Code of Conduct for Staff</i>, • <i>City of Cockburn Elected Member Code of Conduct</i>; and • <i>City of Cockburn Fraud & Misconduct Control & Resilience Framework</i>.



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16. EXECUTIVE DIVISION ISSUES

Nil

17. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

18. NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING

Nil

19. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS OR OFFICERS

Nil

20. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE

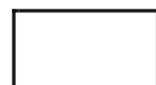
Nil

21. CONFIDENTIAL BUSINESS

Nil

22. CLOSURE OF MEETING

The Presiding Member closed the meeting at 6.26pm.



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13.4 MINUTES OF THE SPECIAL AUDIT AND STRATEGIC FINANCE COMMITTEE MEETING - 26 NOVEMBER 2020

Author D Green

Attachments 1. Special Audit and Strategic Finance Committee Meeting Minutes - 26 November 2020 [↓](#)

RECOMMENDATION

That Council receive the Minutes of the Special Audit and Strategic Finance Committee Meeting held on the 26 November 2020, as attached to the Agenda, and adopt the recommendations contained therein.

Background

A Special Audit and Strategic Finance Committee Meeting was held on 26 November 2020. The Minutes of the meeting contain recommendations which are required to be considered by Council for adoption.

Submission

N/A

Report

A Special Audit and Strategic Finance Committee Meeting was held on 26 November 2020 to consider the Annual Financial Report and Audit Results for City of Cockburn Year Ending 30 June 2020.

The purpose of the Special meeting was to facilitate Council accepting the Annual Financial Report for the year ended 30 June 2020 to enable it to be included in the Annual Report being adopted by Council at this meeting.

S 5.54 of the *Local Government Act 1995* requires that the City's Annual Report (containing the Annual Financial Report and the Auditor's Report) be accepted by Council no later than 31 December after each financial year.

The Financial Audit Reports were not finalised in time for presentation to the scheduled 19 November 2020 Audit and Strategic Finance Committee meeting.

A representative from both the Office of the Auditor General (OAG) and the contracted auditor (KPMG) attended the Special Audit and Strategic Finance Committee meeting to brief Committee Members on the audit.

Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Deliver value for money through sustainable financial management, planning and asset management.

Budget/Financial Implications

N/A

Legal Implications

Regulation 16 of the *Local Government (Audit) Regulations 1995* refers

Community Consultation

N/A

Risk Management Implications

It is a requirement under the *Local Government Act 1995* for Council to accept the City's Annual Report (including the Financial Report and Auditor's Report) no later than 31 December each year. Failure to do so will lead to statutory non-compliance, thereby representing a "Moderate" level of "Compliance" risk.

Advice to Proponent(s)/Submitters

The OAG and the City's contracted auditor (KPMG) have been informed that the Minutes of the meeting are to be presented to the Ordinary Council Meeting to be held on 10 December 2020.

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

Nil



City of Cockburn
Special Audit and Strategic Finance
Committee
Minutes

For Thursday, 26 November 2020

These Minutes are subject to confirmation

Presiding Member's signature

Date:

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CITY OF COCKBURN

SUMMARY OF MINUTES OF THE SPECIAL AUDIT AND STRATEGIC FINANCE COMMITTEE MEETING HELD ON THURSDAY, 26 NOVEMBER 2020

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**CITY OF COCKBURN
MINUTES OF SPECIAL AUDIT AND STRATEGIC FINANCE
COMMITTEE MEETING THURSDAY, 26 NOVEMBER 2020**

PRESENT:**ELECTED MEMBERS**

Mr K Allen	-	Councillor (Presiding Member)
Mr L Howlett	-	Mayor
Mr M Separovich	-	Councillor
Ms P Corke	-	Councillor

IN ATTENDANCE

Mr D Arndt	-	Acting Chief Executive Officer
Mr D Green	-	Director Governance and Community Services
Mr S Downing	-	Director Finance and Corporate Services
Mrs G Bowman	-	Executive Manager, Strategy and Civic Support
Mr A Lees	-	Acting Director, Engineering and Works
Ms R Pleasant	-	Acting Director, Planning and Development
Mr N Mauricio	-	Manager Financial Services
Ms S Ng	-	Accounting Services Manager
Mrs B Pinto	-	Governance Officer (Moderator)
Mrs S D'Agnone	-	Minutes Officer

GUESTS

Mr S Hoar	-	Director, Financial Audit, Office of the Auditor General for Western Australia
Mr M Beevers	-	Partner, KPMG Australia

1. DECLARATION OF MEETING

The Presiding Member declared the meeting open at 5.48pm.

"Kaya, Wanju Wadjuk Budjar" which means "Hello, Welcome to Wadjuk Land"

The Presiding Member acknowledged the Nyungar People who are the traditional custodians of the land on which the meeting is being held and pay respect to the Elders of the Nyungar Nation, both past and present and extend that respect to Indigenous Australians who are with us tonight.

This meeting will be electronically recorded and live streamed on the City's website, except where the Committee resolves to go behind closed doors.

All recordings are retained in accordance with the General Disposal Authority for Local Government Records produced by the State Records Office.



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A copy of the recorded proceedings will be available on the City's website, within two business days of the Council Meeting. This will be easy to find from the front page of the City's website.

Images of the public gallery are not included in the webcast, however the voices of people will be captured and streamed.

The Presiding Member reminded everyone present to be mindful of their conduct as it will be recorded. This is a Council initiative aimed at increasing the City's transparency and openness, as well as making Council meetings more accessible.

The Presiding Member welcomed Mr Steven Hoar from the Office of the Auditor General, and Mr Matthew Beevers from KPMG, to the meeting.

2. APPOINTMENT OF PRESIDING MEMBER

N/A

3. DISCLAIMER (READ ALOUD BY PRESIDING MEMBER)

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

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

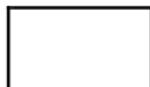
Nil

5. APOLOGIES AND LEAVE OF ABSENCE

Cr C Terblanche	-	Leave of Absence
Mr T Widenbar	-	Councillor
Ms C Stone	-	Councillor

6. PUBLIC QUESTION TIME

Nil



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7. DEPUTATIONS

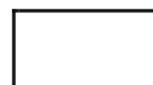
Nil

8. DECLARATION BY MEMBERS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS CONTAINED IN THE BUSINESS PAPER PRESENTED BEFORE THE MEETING

Nil

9. PURPOSE OF MEETING

The purpose of the meeting is to consider the Annual Financial Report and Audit Results for City of Cockburn Year Ending 30 June 2020.



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10. FINANCE AND CORPORATE SERVICES DIVISION ISSUES

10.1 (2020/MINUTE NO 0022) ANNUAL FINANCIAL REPORT AND AUDIT RESULTS FOR CITY OF COCKBURN YEAR ENDING 30 JUNE 2020

- Author** N Mauricio
- Attachments**
1. Annual Financial Report FY 2020 [↓](#)
 2. Audit Plan FY 2020 [↓](#)
 3. Interim Audit Results FY 2020 (**CONFIDENTIAL**)
 4. Audit Management Letter FY 2020 (**CONFIDENTIAL**)
 5. Audit Report FY 2020 [↓](#)
 6. Draft Audit Opinion FY 2020 [↓](#)

RECOMMENDATION
 That Council:

- (1) adopt the Annual Financial Report for the year ended 30 June 2020;
- (2) receive the Audit Plan used for auditing the year ending 30 June 2020;
- (3) receive the Interim Audit Results for the year ended 30 June 2020;
- (4) receive the Audit Management Letter for the year ended 30 June 2020;
- (5) receive the Audit Report for the year ended 30 June 2020; and
- (6) receive the draft Audit Opinion issued by the Office of the Auditor General,

as attached to the Agenda.

Mr Hoar and Mr Beevers provided a summary and answered questions from Committee Members.

COMMITTEE RECOMMENDATION
 MOVED Cr P Corke SECONDED Mayor L Howlett

That the recommendation be adopted.

CARRIED UNANIMOUSLY 4/0

The Presiding Member thanked Officers for their tremendous efforts in compiling the City's Annual Financial Report.



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Background

Section 5.54 of the *Local Government Act 1995* requires Council to accept the Annual Report for a financial year no later than 31 December after that financial year. Section 5.53 requires that the Annual Report contains the Financial Report (prepared under Section 6.4) and the Auditor's Report (prepared under Section 7.9) for that financial year.

Regulation 9 (2) of the *Local Government (Audit) Regulations 1996* states that the principal objective of the external audit is for the auditor to carry out such work as is necessary to form an opinion as to whether: the accounts are properly kept; and that the Annual Financial Report:

- is prepared in accordance with financial records; and
- represents fairly the results of the operations of the Local Government at 30 June in accordance with Australian Accounting Standards and the *Local Government Act 1995*.

Section 7.12A of the *Local Government Act 1995* requires Local Governments to meet with the auditor at least once in every year and to:

- examine an Audit Report received by the Local Government;
- determine if any matters raised by the audit report require action to be taken by the Local Government;
- ensure that appropriate action is taken in respect of those matters.

As set out in its Terms of Reference, the Audit and Strategic Finance Committee (ASFC) is required to review the City's Annual Financial Report and associated Audit Report and recommend its adoption to Council. The auditor is attending this meeting to present their audit report and discuss any issues they have raised.

Amendments to the *Local Government Act 1995* in August 2017 transferred responsibility for oversight of Local Government audits to the Office of the Auditor General (OAG). The OAG has since tendered out the performance of the City's audit, with KPMG having been awarded the audit contract for three financial years (commenced with the 2019 audit last year).

The attached External Audit Plan for 2020 outlines the purpose and scope of the External Audit and explains the audit methodology and approach taken in completing the 2020 audit. The Audit Plan was prepared by KPMG in consultation with the City and approved by the OAG.

Submission

N/A



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Report

2020 Annual Financial Report

The Annual Financial Report being presented to the AFSC contains a detailed set of financial statements prepared in accordance with Australian Accounting Standards, including all accounting and supporting notes. These are discussed and analysed below.

Statement of Comprehensive Income

1. Operating Result (before Non-Operating Activities)

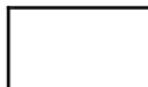
The City's operating result for 2020 came in at a deficit of \$3.56 million, down \$4.65 million on the \$1.09 million surplus from the previous year and the budgeted \$5.78 million due to a number of one-off events explained further below. Although the City's operating revenue for the 2020 year didn't cover all the operating costs (inclusive of depreciation and amortisation on assets) as it has in past years, this result is expected to rebound to surplus next year.

Operating revenue of \$151.81 million was down \$3.18 million (2.0%) on last year. The main contributors to this result were:

- Fees and Charges down \$3.16 million (-10.3%), including Cockburn ARC down \$3.09 million and Community Development fees down \$0.43 million. These results were a direct result of the COVID pandemic related shutdown to the City's services in the latter part of the year. Forfeited development related defect and performance bonds clawed back \$1.10 million.
- Interest earnings were also down \$1.26 million on last year due to a significant decline in prevailing interest rates.
- Operating grants, subsidies and contributions were down a net \$0.79 million with the only material contributor being less funding received for the Roe 8 Rehabilitation project in line with delivered works.
- Rates revenue was up \$2.04 million (+2.0%) year on year, which included the annual increase of 1.9% yielding \$2.0 million and growth related revenue of 2.0% yielding \$2.10 million, less an Australian Accounting Standard treatment change for rates received in advance of \$2.04 million.

Operating expenditure for the year of \$155.37 million was up by \$1.48 million (+1.0%) on last year. The main contributors to this result were:

- Employee costs, the City's biggest operational expense item, were up \$3.43 million (+6.0%) to \$60.21 million. This included the annual enterprise agreement increase of 2.0%, with the remaining increase comprising growth in the City's workforce for



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service delivery and the insourcing of previously contracted services.

- Spending on materials and contracts was down \$2.25 million (-5.6%) to \$37.95 million, primarily due to changes in the household waste management model and to a lesser extent, the COVID pandemic. Waste Collection Services had a \$4.27 million saving year on year due to the withdrawal from the SMRC and eliminating the associated gate fees. Contract spending on Parks and Environmental Services of \$10.24 million was up \$1.30 million year on year, mainly due to growth in the asset base being maintained. Other items of note were the GRV triennial revaluation increasing annual valuation costs by \$0.57 million and legal expenses \$0.36 million higher than the previous year.
- Insurance expenses of \$1.53 million came in \$0.21m (-12.0%) lower than last year due to a higher rebates from the LGIS self-insurance scheme.
- Interest expenses of \$0.85 million were \$0.21 million (-20.1%) lower than last year, representing declining interest charges on the Cockburn ARC and SMRC related loans guaranteed by the City.
- Depreciation & Amortisation expenses (non-cash) of \$40.77 million were down a net \$0.28 million (0.7%) on last year. Depreciation on fixed assets of \$36.05 million was higher by \$3.91 million (+12.1%) on last year, mainly from increased depreciation on road infrastructure. There was also an uplift of \$0.53 million from leased assets under new accounting standard requirements. Offsetting these increases was reduced amortisation on landfill rehabilitation assets of \$3.63 million, down \$4.19 million on last year as a result of the completion of capping on Cell 6.

2. Net Result

Including non-operating activities, the City's net result (before asset revaluations) was down \$8.36 million (29.5%) on the previous year to a surplus of \$23.26 million.

Non-operating grants, subsidies and contributions of \$25.60 million were down \$3.14 million (-10.1%) year on year, mainly from lower developer contributions of \$7.19 million (-\$2.68 million). This was mainly due to accounting standard changes for the treatment of developer contribution scheme revenue. Capital grants of \$5.08 million were down \$6.21 million on last year (also impacted by the accounting standard changes), while gifted infrastructure assets from developments were up \$4.79 million to \$14.23million.

Profit from the sale of assets was down \$1.27 million on last year, mainly due to lower profits realised from the sale of land.



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Statement of Financial Position

The City's net assets and total equity increased year on year by \$35.0 million to \$1,319.9 million. This reflected an increase in total assets of \$45.0 million, comprising current assets (+\$10.4 million) and non-current assets (+\$34.6 million). Total liabilities also increased a net \$10.0 million, comprising current liabilities (-\$1.4 million) and non-current liabilities (+\$11.4 million).

1. Assets

The Current Assets year on year increase of \$10.4 million to \$186.7 million reflected a greater holding of term deposits (up by \$12.0 million), offset by a slight fall in cash assets held (down \$2.5 million). This broadly represents an increase of funds held in financial reserves.

The increase in non-current assets of \$34.6 million to \$1,228.3 million was mostly from an increase of \$41.5 million in infrastructure assets to \$871.1 million. This was mainly driven by a net revaluation adjustment of \$29.9 million arising from an annual management review of valuations. Also included this year were constructed assets of \$22.3 million and gifted subdivision assets of \$14.2 million, reduced by annual depreciation expense of \$25.0 million.

Roads comprised over half the value of the City's infrastructure assets at \$453.4 million and were subjected to an internal review of valuation methodology and assumptions during the year. An expert consultant was engaged to assist with this important piece of work, given the implications for the City's financial reporting and asset management planning. The review made refinements to both unit rates and useful life assumptions used in the valuation model, resulting in a net \$19.7 million (+4.6%) revaluation increment for roads. Whilst the value of road infrastructure assets has increased, annual depreciation charges will be lower by around 10% next year due to extended useful life assumptions. This outcome is informed by both industrywide practice and inherent knowledge of local assets and conditions. Infrastructure revaluations will now be completed biennially (rather than annually), which is a more appropriate timeframe for this exercise.

Drainage infrastructure assets were also annually revalued during the year to a total of \$241.8 million, with a net \$25.4 million (+11.8%) revaluation increment arising from revised unit rates. Parks equipment and infrastructure assets were revalued for the first time in three years, resulting in a net \$14.2 million (-20%) revaluation decrement to \$53.7 million.

Property, Plant and Equipment (PPE) assets of \$333.3 million were little changed on last year's total of \$335.8 million and included \$11.1 million of capital spend, less \$1.4 million in asset disposals



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(mainly plant and equipment) and \$11.6 million of booked depreciation for the year (up 3.8%). Land & building assets comprised the majority of the value (at \$83.0 and \$231.5 million respectively), with these to be revalued in 2021 having last been revalued in 2017.

Retrospective amendments made to the Local Government Financial Management Regulations now require plant, furniture and equipment assets to be carried at cost (instead of fair value), removing the need for these to be annually assessed for fair value and revalued if necessary. In practice, the City has previously assessed cost to approximate fair value for these types of assets, so the regulation change has had little impact on the City's accounts. These assets collectively make up \$18.9 million (5.6%) of the PPE asset total.

2. Liabilities

Current liabilities decreased year on year by \$1.4 million to \$28.5 million. Trade and other payables increased by \$2.6 million, largely due to the recognition of a liability for prepaid rates of \$2.0 million resulting from the application of the new accounting standard Income of Not-for-Profit Entities (AASB 1058). Also included for the first time due to the adoption of new accounting standards were contract liabilities of \$0.7 million relating to unspent contributions, grants and subsidies (AASB 15 Revenue from Contracts with Customers), as well as \$0.4 million for lease related liabilities (AASB 16 Leases). This effectively changes the current off-balance sheet operating expense treatment for leases to an on-balance sheet asset and finance liability treatment, which is then depreciated and repaid over the term of the lease. The City does not have significant leases in place and is now transitioning away from a leasing strategy. Employee related provisions increased by \$0.8 million (+11%) to \$7.9 million, impacted by the pandemic and growth in staff costs. Other provisions reduced by \$4.4 million to \$0.8 million due to the substantial completion of capping Cell 6 at the Henderson landfill site. Current liabilities for Borrowings were also lower by \$1.5 million (to \$3.2 million). This was due to the smaller balance in loans outstanding for the SMRC.

Non-current liabilities increased overall by \$11.4 million on last year. The new revenue accounting standard AASB 1058 (Income of Not for Profit Entities) has required the City to recognise a \$15.5 million liability for unspent developer contributions collected under the City's Town Planning Scheme. These monies are already held within the City's financial reserves, so the liability recognition does not erode the City's financial position in any way. The new accounting standard for Leases (AASB 16) also resulted in the recognition of a non-current liability of \$0.3 million. Non-current borrowings were down by \$3.0 million to \$16.2 million, (reflecting no



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new lending and repayment of existing debt), while other payables for bonds and deposits were down \$1.5 million year on year. Employee related and other provisions (for remediation of landfill site) were little changed on last year at \$2.1 million and \$31.6 million respectively.

Changes in Equity

Cash backed reserves held by the City increased by a net \$7.2 million to \$149.8 million during the reporting year. A total of \$48.4 million was transferred into reserves during the year, which included \$1.5 million from interest earnings (down from \$2.5 million the previous year). Drawdowns from reserves were \$41.2 million.

The Asset Revaluation Surplus increased by a net \$29.4 million to \$608.3 million as a result of the annual management valuation of roads, drainage and footpath assets. This was post a misstatement adjustment made to last year's opening balance of \$34.2 million comprising undervalued roads base and sub-base assets (see note 33 for the details).

Roads increased by \$19.7 million and drainage by \$25.4 million, with footpaths decreasing by \$1.0 million and parks infrastructure by \$14.2 million. The external review of the City's valuation methodology mentioned earlier informed the City's revaluations undertaken at 30 June 2020.

The City's accumulated surplus decreased by \$1.6 million to \$561.8 million. This reduction included a change in accounting policy adjustment at 1 July 2019 of \$17.7 million, representing the recognition of a liability for developer contribution scheme contributions not yet expended. The other items impacting the surplus were the \$23.3 million net surplus result and \$7.2 million in net transfers to financial reserves.

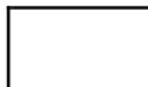
Statement of Cash Flows

The City's net cash inflows from operating activities of \$35.2 million were \$3.2 million less than last year, mainly due to the timing of payments to creditors. This result indicates the City's strong capacity to meet its cash commitments as they arise.

Net cash outflows for investing activities of \$31.3 million were down \$2.2 million for the year, comprising:

- Cash inflows from the sale of assets of \$2.7 million were down \$5.9 million on last year, due to lower land sales.
- Cash outflows of \$33.5 million for combined spending on infrastructure, property, plant and equipment were down \$9.3 million on last year.
- Cash inflows from capital grants and developer contributions were also down by \$7.9 million to \$11.4 million.

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- Net cash outflows of \$12.0 million from the investing of funds in term deposits were \$7.5 million less than last year, but still represent an increase in the financial assets held year on year.

Net cash outflows from financing activities of \$6.3 million included the repayment of \$3.9 million in borrowings for the Cockburn ARC and SMRC (relatively unchanged on last year). There was also a financing outflow for the principal portion of lease liabilities, as determined by the new accounting standard for leases. Finally, there was a net cash outflow of \$1.9 million from bonds and deposits held mainly for development related purposes.

Cash and cash equivalents decreased during the reporting year by \$2.5 million to \$5.1 million. This represents the amount of short term cash deposits held at 30 June 2020, although it should be noted that the City's term deposits totalling \$169.4 million are not considered cash equivalents under Australian Accounting Standards.

Rate Setting Statement

This statement shows the most complete view of the City's financial performance for 2020 and sets out the municipal budget surplus.

The City's closing funds at 30 June 2020 were \$12.2 million, up \$4.9 million against the previous year. This result included \$9.9 million of municipal funding for uncompleted capital projects carried forward into 2020/21. The remaining \$2.3 million was the true uncommitted surplus for the year and compares to the \$2.0 million estimate taken up in the 2020/21 adopted budget.

The total amount raised from general rates was up \$2.0 million (1.9%) to \$105.6 million. This mirrors the adopted rate increase by Council of 1.9%, with the amount attributable to growth from development across the City offset by the change in accounting treatment for rates received in advance. This result differed from the adopted budget by \$2.0 million as a result of the accounting change; otherwise the budget target was achieved.

A unique aspect of the rate setting statement is the inclusion of capital works and projects. Assets totalling \$47.7 million were taken up by the City during the year, down \$4.5 million on last year. Included in this result were gifted development assets totalling \$14.2 million (\$10.5 million for roads related infrastructure; \$3.7 million for gifted parks assets). This compared to the adopted budget of \$43.4 million, although this didn't include provision for the City's carried forward capital projects or for gifted development assets (a non-cash item).



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Financial Ratios

The *WA Local Government (Financial Management) Regulations 1996* prescribe seven financial ratios that are to be included in the Annual Financial Report. These ratios are also used by the Department of Local Government, Sport and Cultural Industries (DLGSC) as a measurement of a Local Government’s overall financial health. They form the basis of calculations used for the Financial Health Indicator (FHI) displayed on the MyCouncil website.

RATIO	2020	2019	2018	Bench- mark	High
Current Ratio	1.13	0.97	1.33	1.00	1.50
Asset Sustainability Ratio	0.71	0.46	0.74	0.90	1.20
Debt Service Ratio	8.25	8.72	5.53	2.00	5.00
Operating Surplus Ratio	-0.02	0.01	-0.05	0.01	0.15
Own Source Revenue Ratio	0.89	0.94	0.96	0.40	0.90
Asset Consumption Ratio	0.71	0.71	0.70	0.50	0.75
Asset Renewal Funding Ratio	0.75	0.75	0.71	0.75	1.10
Financial Health Indicator	62	73	78	70	100

Two of the City’s ratios failed to reach the DLGSC benchmark, being the Asset Sustainability Ratio and the Operating Surplus Ratio. The Operating Surplus Ratio was adversely impacted by the revenue loss from the pandemic related lockdown and associated flow on effects. Unfortunately, the negative result for this ratio has had a detrimental effect on the City’s FHI, reducing it to 62 from 73 last year. A benchmark score of at least 70 is an indication of sound overall financial health (as defined by the DLGSC), but this is only one factor to consider in assessing overall performance.

The City’s modelling shows that a positive ratio would have been achieved otherwise for the Operating Surplus Ratio in the absence of the pandemic impacts, resulting in an FHI score of 77.

The Asset Sustainability Ratio saw an improvement on last year to 0.71, but still sits below the benchmark of 0.90. As previously explained to Council, the City is confident that its financial planning strategies are appropriate for the current high growth phase the City is experiencing. This particular ratio assesses the City’s spend on asset renewal as a percentage of the depreciation expense on its asset base. Half of the City’s depreciation is generated from its roads and road related assets, for which the City has well developed asset management plans that determine the optimal timing for renewal spending. Cockburn’s road network is overall in relatively good condition, with a significant proportion of the roads having been contributed in recent years through subdivision developments. Although these assets generate annual depreciation on a straight line basis, the associated renewal spend will not be required until sometime later.



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Further, the City is currently focusing much of its roads capital spend on several new major roads to address growing pains and traffic issues. This is a typical scenario for an outer growth Council (as opposed to a developed inner metropolitan Council) and the Asset Sustainability Ratio fails to distinguish between the two. This ratio is expected to gradually improve in coming years as the City delivers renewal projects contained within the Community Sport and Recreation Facilities Plan.

The OAG has identified the below benchmark results for these two ratios as significant adverse trends in their audit report. This is purely based on the ratio scores and does not indicate any other assessment of financial underperformance.

It is worth noting that the other five ratios either met or exceeded the DLGSC benchmarks, with the Debt Service Ratio well exceeding the high benchmark setting and the Own Source Revenue Ratio just shy of the high benchmark.

Interim Audit Results

The City's auditors, KPMG completed interim audit work in accordance with the agreed audit plan for 2019/20. The focus of the interim audit was to evaluate the City's overall control environment and to obtain an understanding of the key business processes, risks and internal controls relevant to the audit of the annual financial report. The interim audit identified two matters of potential risk to the City that required management review and comment (refer confidential attachment).

The interim audit was quite comprehensive and covered all key financial activities and business processes. That it only highlighted two issues worthy for management's attention serves as testament the City's control environment continues to operate effectively.

Audit Report and Management Letter (KPMG)

The 2020 Annual Financial Report was audited by KPMG under contract from the Office of Auditor General (OAG). *The Local Government Act 1995* requires the City to meet with the auditor at least once in every year and representatives from the OAG and KPMG will attend the meeting to present their audit report and the audit findings. Also attached to the agenda is the audit management letter, showing any findings made during the conduct of the audit, the implications and recommendations. This has also been made a confidential attachment given some sensitive IT security information is contained within.

Draft Audit Opinion (Office of the Auditor General)

The OAG have issued an unqualified and unmodified audit opinion (in draft form) with two "emphasis of matter" findings relating to departures from the Australian Accounting Standards (AAS) due to requirements under the Local Government (Financial Management) Regulations. This specifically related to the measurement of vested improvements at fair value (instead of at zero cost under AAS) and comparative figures for



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land under roads as at 30 June 2019. The audit opinion did report a significant adverse trend in the financial position of the City relating to the asset sustainability ratio, having been below the DLGSC standard benchmark for the last three financial years. This issue was addressed under the ratios discussion.

The audit opinion will be signed off and issued by the OAG after the meeting and following receipt of sign off by the CEO. The draft audit opinion is attached to the agenda.

Strategic Plans/Policy Implications

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.
- Deliver value for money through sustainable financial management, planning and asset management.

Budget/Financial Implications

The cost of the quoted external audit is sufficiently covered within the City's annual budget.

Legal Implications

- *Local Government Act 1995* Sections 5.53, 5.54, 6.4, and Part 7 - *Audit*
- *Local Government (Audit) Regulations 1996* Regulations 9, 9A and 10
- *Local Government (Financial Management) Regulations 1996* Part 4 - *Financial Reports*

Community Consultation

N/A

Risk Management Implications

It is a requirement under the *Local Government Act 1995* for Council to accept the City's Annual Report (including the Financial Report and Auditor's Report) by no later than 31 December each year. Failure to do so will lead to statutory non-compliance.

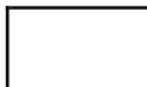
Advice to Proponent(s)/Submitters

N/A

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

Nil

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CITY OF COCKBURN
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020

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COMMUNITY VISION

Cockburn the best place to be.

Principal place of business: Spearwood, WA



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**CITY OF COCKBURN
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020**

*Local Government Act 1995
Local Government (Financial Management) Regulations 1996*

STATEMENT BY CHIEF EXECUTIVE OFFICER

The attached financial report of the City of Cockburn for the financial year ended 30 June 2020 is based on proper accounts and records to present fairly the financial position of the City of Cockburn at 30 June 2020 and the results of the operations for the financial year then ended in accordance with the Local Government Act 1995 and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Signed on the _____ day of _____ 2020

Chief Executive Officer

Name of Chief Executive Officer

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CITY OF COCKBURN
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2020

		2020	2020	2019*
	NOTE	Actual	Revised	Restated
		\$	Budget	Actual
			\$	\$
Revenue and Income				
Rates	28(a)	106,223,439	106,417,468	104,183,000
Operating grants, subsidies and contributions	2(a)	13,724,805	14,846,995	14,519,948
Fees and charges	2	27,357,438	30,262,645	30,518,189
Interest earnings	2(a)	4,500,685	4,787,673	5,760,699
		151,806,367	156,314,781	154,981,836
Expenses				
Employee costs		(60,211,849)	(60,205,105)	(56,782,611)
Materials and contracts		(37,952,938)	(40,696,879)	(40,200,101)
Utility charges		(5,483,944)	(5,715,671)	(5,480,584)
Depreciation on non-current assets	11(b)	(40,772,796)	(37,260,333)	(41,050,466)
Interest expenses	2(b)	(721,414)	(810,225)	(901,383)
Insurance expenses		(1,533,725)	(1,470,280)	(1,745,071)
Other expenditure		(8,694,216)	(9,680,441)	(7,731,006)
		(155,370,882)	(155,838,934)	(153,891,222)
Non-operating grants, subsidies and contributions	2(a)	25,604,896	14,438,511	28,747,222
Profit on asset disposals	11(a)	1,523,132	6,782,176	2,789,916
(Loss) on asset disposals	11(a)	(259,197)	0	(973,437)
Fair value adjustments to financial assets at fair value through profit or loss		2,305	0	847,183
Adjusted share former associates loan liabilities	18(b)	630,030	0	0
Impairment of Investment in Associate	26(a)	(675,004)	0	(881,985)
		26,826,162	21,220,687	30,528,899
Net result for the period		23,261,647	21,696,534	31,619,513
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	14	29,394,970	0	55,545,045
Total other comprehensive income for the period		29,394,970	0	55,545,045
Total comprehensive income for the period		52,656,617	21,696,534	87,164,558

This statement is to be read in conjunction with the accompanying notes.

* Restated - refer note 33

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CITY OF COCKBURN
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE YEAR ENDED 30 JUNE 2020

NOTE	2020 Actual \$	2020 Revised Budget \$	2019* Restated Actual \$
Revenue and Income			
Governance	456,336	242,460	627,064
General purpose funding	116,529,403	116,822,139	114,307,338
Law, order, public safety	999,207	738,237	1,221,361
Health	328,179	347,500	367,956
Education and welfare	8,166,946	9,113,893	8,349,716
Community amenities	10,417,466	10,614,027	11,279,915
Recreation and culture	9,400,979	12,687,638	12,655,477
Transport	277,307	314,120	445,918
Economic services	1,763,225	1,887,601	1,869,446
Other property and services	3,467,319	3,547,166	3,857,645
	151,806,367	156,314,781	154,981,836
Expenses			
Governance	(13,170,743)	(13,270,620)	(10,379,977)
General purpose funding	(1,095,173)	(1,252,363)	(850,481)
Law, order, public safety	(7,000,600)	(7,094,497)	(6,790,448)
Health	(2,442,713)	(2,608,235)	(2,364,483)
Education and welfare	(15,182,975)	(16,913,401)	(15,472,229)
Community amenities	(33,409,514)	(31,419,591)	(39,137,863)
Recreation and culture	(43,730,616)	(44,306,518)	(43,170,992)
Transport	(31,362,870)	(31,825,971)	(27,889,089)
Economic services	(2,694,409)	(2,758,696)	(2,581,274)
Other property and services	(4,559,854)	(3,578,817)	(4,353,003)
	(154,649,468)	(155,028,709)	(152,989,840)
Finance Costs			
2(b) Governance	(8,542)	0	0
General purpose funding	(617,805)	(617,625)	(782,613)
Law, order, public safety	(47)	0	0
Education and welfare	(555)	0	0
Community amenities	(89,339)	(192,600)	(118,770)
Recreation and culture	(1,263)	0	0
Other property and services	(3,863)	0	0
	(721,414)	(810,225)	(901,383)
Non-operating grants, subsidies and contributions	25,604,896	14,438,511	28,747,222
Profit on disposal of assets	1,523,132	6,782,176	2,789,916
(Loss) on disposal of assets	(259,197)	0	(973,437)
Fair value adjustments to financial assets at fair value through profit or loss	2,305	0	847,183
Adjusted share former associates loan liabilities	630,030	0	0
Impairment of Investment in Associate	(675,004)	0	(881,985)
	26,826,162	21,220,687	30,528,899
	23,261,647	21,696,534	31,619,513
Net result for the period			
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Changes in asset revaluation surplus	29,394,970	0	55,545,045
	29,394,970	0	55,545,045
Total other comprehensive income for the period			
	52,656,617	21,696,534	87,164,558

This statement is to be read in conjunction with the accompanying notes.
* Restated - refer note 33

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CITY OF COCKBURN
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2020

	NOTE	2020 \$	2019* Restated \$
CURRENT ASSETS			
Cash and cash equivalents	3	5,133,910	7,586,674
Trade and other receivables	6	7,640,553	7,652,203
Other financial assets	5(a)	169,400,000	157,400,000
Inventories	7	31,107	33,335
Other assets	8	4,500,651	3,668,752
TOTAL CURRENT ASSETS		186,706,221	176,340,964
NON-CURRENT ASSETS			
Trade and other receivables	6	1,361,772	1,018,156
Other financial assets	5(b)	1,093,670	1,141,031
Investment in associate	26(a)	0	675,004
Property, plant and equipment	9	333,321,662	335,763,145
Infrastructure	10	871,151,088	829,657,204
Intangible assets	13	20,636,687	25,370,319
Right of use assets	12(a)	708,987	0
TOTAL NON-CURRENT ASSETS		1,228,273,866	1,193,624,859
TOTAL ASSETS		1,414,980,087	1,369,965,823
CURRENT LIABILITIES			
Trade and other payables	15(a)	15,351,658	12,778,468
Contract liabilities	16	713,380	0
Lease liabilities	17(a)	421,881	0
Borrowings	18(a)	3,226,983	4,770,060
Employee related provisions	19	7,953,702	7,128,070
Other provisions	20	800,000	5,171,553
TOTAL CURRENT LIABILITIES		28,467,604	29,848,151
NON-CURRENT LIABILITIES			
Contract liabilities	16	15,527,154	0
Lease liabilities	17(a)	344,141	0
Other payables	15(b)	884,565	2,441,341
Borrowings	18(a)	16,171,527	19,163,523
Employee related provisions	19	2,093,180	1,931,719
Other provisions	20	31,583,854	31,644,203
TOTAL NON-CURRENT LIABILITIES		66,604,421	55,180,786
TOTAL LIABILITIES		95,072,025	85,028,937
NET ASSETS		1,319,908,062	1,284,936,886
EQUITY			
Retained surplus		561,835,270	563,455,916
Reserves - cash/financial asset backed	4	149,783,094	142,586,242
Revaluation surplus	14	608,289,698	578,894,728
TOTAL EQUITY		1,319,908,062	1,284,936,886

This statement is to be read in conjunction with the accompanying notes.

* Restated - refer note 33

Item 10.1 Attachment 1

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CITY OF COCKBURN
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2020

		RESERVES CASH/FINANCIAL			
	NOTE	RETAINED SURPLUS	ASSET BACKED	REVALUATION SURPLUS	
		\$	\$	\$	
				TOTAL EQUITY	
		\$		\$	
Balance as at 1 July 2018		555,366,219	119,056,426	523,349,683	1,197,772,328
Comprehensive income					
Net result for the period		31,619,513	0	0	31,619,513
Other comprehensive income (restated) *	14	0	0	55,545,045	55,545,045
Total comprehensive income *		31,619,513	0	55,545,045	87,164,558
Transfers from reserves	4	30,936,193	(30,936,193)	0	0
Transfers to reserves	4	(54,466,009)	54,466,009	0	0
Balance as at 30 June 2019*		563,455,916	142,586,242	578,894,728	1,284,936,886
Change in accounting policy	34(b)	(17,685,441)	0	0	(17,685,441)
Restated total equity at 1 July 2019		545,770,475	142,586,242	578,894,728	1,267,251,445
Comprehensive income					
Net result for the period		23,261,647	0	0	23,261,647
Other comprehensive income	14	0	0	29,394,970	29,394,970
Total comprehensive income		23,261,647	0	29,394,970	52,656,617
Transfers from reserves	4	41,223,343	(41,223,343)	0	0
Transfers to reserves	4	(48,420,195)	48,420,195	0	0
Balance as at 30 June 2020		561,835,270	149,783,094	608,289,698	1,319,908,062

This statement is to be read in conjunction with the accompanying notes.

* Restated - refer note 33

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CITY OF COCKBURN
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2020

NOTE	2020 Actual \$	2020 Budget \$	2019 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates	107,575,107	108,170,000	103,831,112
Operating grants, subsidies and contributions	13,877,283	14,394,997	14,519,948
Fees and charges	27,357,438	29,361,458	27,557,103
Interest received	4,500,685	5,144,473	5,663,580
Goods and services tax received	4,214,404	5,556,265	7,690,640
Other revenue	0	0	(423,286)
	157,524,917	162,627,192	158,839,097
Payments			
Employee costs	(58,990,864)	(58,922,399)	(56,476,590)
Materials and contracts	(41,407,197)	(38,074,585)	(39,679,430)
Utility charges	(5,483,944)	(5,724,940)	(5,480,584)
Interest expenses	(721,414)	(617,625)	(1,070,204)
Insurance paid	(1,533,725)	(1,560,700)	(1,745,071)
Goods and services tax paid	(5,500,877)	(5,556,265)	(8,469,395)
Other expenditure	(8,694,216)	(11,149,441)	(7,557,692)
	(122,332,237)	(121,605,954)	(120,478,965)
Net cash provided by operating activities	21 35,192,681	41,021,238	38,360,130
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for purchase of property, plant & equipment	(11,128,321)	(15,280,120)	(17,691,634)
Payments for construction of infrastructure	(22,337,191)	(28,096,627)	(25,081,191)
Non-operating grants, subsidies and contributions	11,372,253	12,288,933	19,308,051
Payments/ receipts for financial assets at amortised cost	5 (11,950,334)	0	(18,648,298)
Proceeds from sale of property, plant & equipment	11(a) 2,693,952	915,000	8,603,151
Net cash provided by (used in) investment activities	(31,349,641)	(30,172,814)	(33,509,921)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings	18(b) (3,905,043)	(2,500,000)	(3,993,540)
Net receipts/(refund) of bonds	(1,920,960)	0	5,938,610
Payments for principal portion of lease liabilities	17(b) (469,799)	0	0
Net cash provided by (used in) financing activities	(6,295,802)	(2,500,000)	1,945,070
Net increase (decrease) in cash held	(2,452,762)	8,348,425	6,795,280
Cash at beginning of year	7,586,674	127,392,002	791,393
Cash and cash equivalents at the end of the year	21 5,133,910	135,740,427	7,586,674

This statement is to be read in conjunction with the accompanying notes.

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CITY OF COCKBURN
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2020

NOTE	2020 Actual \$	2020 Budget \$	2019 Actual \$
OPERATING ACTIVITIES			
Net current assets at start of financial year - surplus/(deficit)	29 (b) 7,236,184	2,000,000	11,967,494
	7,236,184	2,000,000	11,967,494
Revenue from operating activities (excluding rates)			
Governance	456,336	117,300	627,064
General purpose funding	10,850,266	10,166,000	11,503,206
Law, order, public safety	999,207	738,238	1,221,361
Health	328,179	333,500	376,724
Education and welfare	8,166,946	8,548,893	8,349,716
Community amenities	10,417,466	11,192,509	11,481,505
Recreation and culture	9,400,979	12,555,615	12,655,477
Transport	492,261	281,000	655,142
Economic services	3,071,403	2,062,601	1,869,446
Other property and services	3,467,319	3,395,272	6,227,979
	47,650,362	49,390,928	54,967,620
Expenditure from operating activities			
Governance	(13,179,285)	(12,233,696)	(10,379,977)
General purpose funding	(1,712,978)	(1,304,666)	(1,633,094)
Law, order, public safety	(7,157,321)	(6,898,722)	(6,790,448)
Health	(2,442,713)	(2,536,674)	(2,364,483)
Education and welfare	(15,183,530)	(16,561,001)	(15,472,229)
Community amenities	(33,498,853)	(32,246,831)	(39,256,633)
Recreation and culture	(43,731,879)	(44,023,360)	(44,112,563)
Transport	(31,362,870)	(29,971,706)	(27,889,089)
Economic services	(2,694,409)	(2,743,719)	(2,581,274)
Other property and services	(4,666,241)	(3,359,723)	(4,384,868)
	(155,630,079)	(151,880,098)	(154,864,659)
Non-cash amounts excluded from operating activities	29(a) 37,150,738	35,444,207	33,899,393
Amount attributable to operating activities	(63,592,795)	(65,044,963)	(54,030,152)
INVESTING ACTIVITIES			
Non-operating grants, subsidies and contributions	2(a) 25,604,896	12,288,933	28,747,222
Proceeds from disposal of assets	11(a) 2,693,952	915,000	8,603,151
Purchase of property, plant and equipment	9(a) (11,128,321)	(15,280,120)	(17,691,634)
Purchase and construction of infrastructure	10(a) (36,569,834)	(28,096,627)	(34,520,362)
Reduction in rehabilitation assets provision	13 1,098,378	0	0
Amount attributable to investing activities	(18,300,929)	(30,172,814)	(14,861,623)
FINANCING ACTIVITIES			
Repayment of borrowings	18(b) (3,905,043)	(2,500,000)	(3,993,540)
Payments for principal portion of lease liabilities	17(b) (469,799)	0	0
Transfers to reserves (restricted assets)	4 (48,420,195)	(27,595,783)	(54,466,009)
Transfers from reserves (restricted assets)	4 41,223,343	17,646,331	30,936,193
Amount attributable to financing activities	(11,571,694)	(12,449,452)	(27,523,356)
Deficit before imposition of general rates	(93,465,418)	(107,667,230)	(96,415,131)
Total amount raised from general rates	28(a) 105,636,468	107,680,000	103,651,315
Surplus after imposition of general rates	29(b) 12,171,050	12,771	7,236,184

This statement is to be read in conjunction with the accompanying notes.



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CITY OF COCKBURN
 INDEX OF NOTES TO THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2020

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CITY OF COCKBURN
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2020

1. BASIS OF PREPARATION

The financial report comprises general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying regulations.

AMENDMENTS TO LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996
 The *Local Government (Financial Management) Regulations 1996* take precedence over Australian Accounting Standards. Prior to 1 July 2019, *Financial Management Regulation 16* arbitrarily prohibited a local government from recognising as assets Crown land that is a public thoroughfare, i.e. land under roads, and land not owned by but under the control or management of the local government, unless it is a golf course, showground, racecourse or recreational facility of State or regional significance. Consequently, some assets pertaining to vested land, including land under roads acquired on or after 1 July 2008, were not recognised in previous financial reports of the City. This was not in accordance with the requirements of AASB 1051 *Land Under Roads* paragraph 15 and AASB 116 *Property, Plant and Equipment* paragraph 7.

From 1 July 2019, the City has applied AASB 16 Leases which requires leases to be included by lessees in the statement of financial position. Also, the *Local Government (Financial Management) Regulations 1996* have been amended to specify that vested land is a right-of-use asset to be measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not included in the statement of financial position) rather than at fair value. The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has 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.

NEW ACCOUNTING STANDARDS FOR APPLICATION IN FUTURE YEARS
 On 1 July 2020 the following new accounting standards are to be adopted:
 - AASB 1059 *Service Concession Arrangements: Grantors*
 - AASB 2018-7 *Amendments to Australian Accounting Standards - Materiality*

AASB 1059 *Service Concession Arrangements: Grantors* is not expected to impact the financial report.

Specific impacts of AASB 2018-7 *Amendments to Australian Accounting Standards - Materiality*, have not been identified.

CRITICAL ACCOUNTING ESTIMATES
 The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

THE LOCAL GOVERNMENT REPORTING ENTITY
 All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

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.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 35 to these financial statements.



CITY OF COCKBURN
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2020

2. REVENUE AND EXPENSES

REVENUE RECOGNITION POLICY

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Timing of revenue recognition
Rates - general rates	General rates	Over time	Payment dates adopted by council during the year	None	Adopted by council annually	When taxable event occurs	Not applicable	When rates notice is issued
Rates - specified area rates	Rates charge for specific defined purpose	Over time	Payment dates adopted by council during the year	Refund in event monies are unspent	Adopted by council annually	When taxable event occurs	Not applicable	When rates notice is issued
Grant contracts with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-financial assets to be controlled by the local government	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the funding body	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms	Output method based on project milestones and/or completion date matched to performance obligations
Grants, subsidies or contributions with no contractual commitments	General appropriations and contributions with no reciprocal commitment	No obligations	Not applicable	Not applicable	Cash received	On receipt of funds	Not applicable	When assets are controlled
Fees and charges - administration fees	Fees relating to FESA, Service Charges, Building, Pet Registration, Impounding, Licencing, Planning, Search and Supervision fees	Single point in time	Payment in full in advance	None	Set by State legislation or adopted by council annually	Based on the timing of issue and/ or transfer of rights	Not applicable	When the service is rendered and complete or upon payment of the licence, registration or approval
Fees and charges - fines	Fines issued for breaches of local laws	Single point in time	Payment in full within defined time	None	Adopted by council through local law	When taxable event occurs	Not applicable	When fine is issued
Fees and charges - memberships	Gym and pool memberships	Over time	Payment in full in advance	Refund for unused portion on application	Adopted by council annually	Apportioned equally across the access period of	Returns limited to repayment of transaction	Output method over 12 months matched to access right
Fees and charges - other inspections	Regulatory food, health and safety check	Single point in time	Full payment prior to inspection	None	Adopted by council annually based on State Government Legislation	Applied fully on timing on inspection	Not applicable	After inspection event occurs
Fees and charges - pool inspections	Pool compliance safety check	Single point in time	Equal proportion based on an equal annual fee	None	Set by State legislation	Apportioned equally across the inspection cycle	Not applicable	After inspection event occurs
Fees and charges - property hire and entry	Use of halls and facilities	Single point in time	In full in advance	Refund if event cancelled within 7 days	Adopted by council annually	Based on timing of entry to facility	Returns limited to repayment of transaction	On entry or conclusion of hire
Fees and charges - sundry sales	Sale of minor items	Single point in time	In full in advance	Returns for faulty items	Adopted by council annually	When taxable event occurs	Returns limited to repayment of transaction	On delivery of good
Fees and charges - waste management collections	Kerbside collection services	Over time	Payment on an annual basis	None	Adopted by council annually	Apportioned equally across the collection period	Returns limited to repayment of transaction	Based on regular weekly and fortnightly period proportionate to collection service
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal terms if credit provided	None	Adopted by council annually	Based on the timing of entry to the facility	Not applicable	On entry to facility
Fees and charges for other goods and services	Works for drainage modifications, kerbing or any other private works not associated with crossovers	Single point in time	When works are complete	None	Quotes determined by scale and nature of project and should match expenditure	Applied fully upon successful completion of works	Not applicable	After works are complete

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CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020

2. REVENUE, INCOME AND EXPENSES

(a) Grant revenue and income

Grants, subsidies and contributions are included as both operating and non-operating revenues and income in the Statement of Comprehensive Income:

	2020 Actual \$	2020 Revised Budget \$	2019 Actual \$
Operating grants, subsidies and contributions			
Governance	293,609	227,660	371,711
General purpose funding	4,224,085	4,305,238	4,284,426
Law, order, public safety	318,712	275,686	458,852
Health	34,586	50,000	21,256
Education and welfare	6,925,336	7,498,299	6,661,126
Community amenities	747,294	1,085,841	1,337,010
Recreation and culture	693,832	985,631	837,382
Transport	107,239	84,120	120,997
Economic services	5,862	3,000	4,393
Other property and services	374,252	331,520	422,796
	13,724,805	14,846,995	14,519,948
Non-operating grants, subsidies and contributions			
Governance	0	0	114,910
General purpose funding	3,768,966	3,117,625	3,217,623
Community amenities	95,182	95,182	0
Recreation and culture	1,752,220	6,302,601	3,979,758
Transport	17,603,196	8,200,168	18,196,664
Other property and services	2,385,332	(3,277,065)	3,238,266
	25,604,896	14,438,511	28,747,222
Total grants, subsidies and contributions	39,329,701	29,285,506	43,267,170
(b) Fees and charges			
Governance	162,256	14,800	254,425
General purpose funding	1,599,405	1,611,232	507,894
Law, order, public safety	680,495	462,551	762,510
Health	293,594	297,500	346,700
Education and welfare	1,224,028	1,597,743	1,671,911
Community amenities	9,670,173	9,528,186	9,942,906
Recreation and culture	8,707,147	11,702,007	11,818,095
Transport	170,068	230,000	324,921
Economic services	1,757,363	1,884,601	1,865,053
Other property and services	3,092,908	2,934,024	3,023,773
	27,357,438	30,262,645	30,518,189

There were no changes to the amounts of fees or charges detailed in the original budget

SIGNIFICANT ACCOUNTING POLICIES

Grants, subsidies and contributions

Operating grants, subsidies and contributions are grants, subsidies or contributions that are not non-operating in nature.

Non-operating grants, subsidies and contributions are amounts received for the acquisition or construction of recognisable non-financial assets to be controlled by the local government.

Fees and Charges

Revenue (other than service charges) from the use of facilities and charges made for local government services, waste management fees, rentals, hire charges, fee for service photocopying charges, licences, sale of goods or information, fines, penalties and administration fees.



CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020
2. REVENUE, INCOME AND EXPENSES (Continued)

	2020 Actual \$	2020 Revised Budget \$	2019 Actual \$
(c) Contracts with customers and transfers for recognisable non-financial assets			
Revenue from contracts with customers and transfers to enable the acquisition or construction of recognisable non-financial assets to be controlled by the City was recognised during the year for the following nature or types of goods or services:			
Operating grants, subsidies and contributions	13,724,805	14,846,995	14,519,948
Fees and charges	27,357,438	30,262,645	30,518,189
Non-operating grants, subsidies and contributions	25,604,896	14,438,511	28,747,222
	66,687,139	59,548,150	73,785,359
Information about receivables, contract assets and contract liabilities from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non financial assets is:			
Trade and other receivables from contracts with customers	3,342,043		5,208,239
Contract liabilities from contracts with customers	(713,380)		0
Contract liabilities from transfers for recognisable non financial assets	(15,527,154)		0

Contract liabilities for contracts with customers primarily relate to developer contributions and grants with performance obligations received in advance, for which revenue is recognised over time as the performance obligations are met.
 Information is not provided about remaining performance obligations for contracts with customers that had an original expected duration of one year or less.
 Consideration from contracts with customers is included in the transaction price.
 Performance obligations in relation to contract liabilities from transfers for recognisable non financial assets are satisfied as project milestones are met or completion of construction or acquisition of the asset. All associated performance obligations are expected to be met over the next 5 years or more.



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CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020
2. REVENUE, INCOME AND EXPENSES (Continued)

(a) Revenue (Continued)

Revenue from statutory requirements

Revenue from statutory requirements was recognised during the year for the following nature or types of goods or services:

	2020 Actual \$	2020 Revised Budget \$	2019 Actual \$
General rates	105,804,740	105,837,667	101,869,204
Specified area rates	586,971	595,000	531,685
Statutory permits and licences	1,002,729	0	0
Fines	226,674	0	0
Developer contributions	6,247,423	0	0
Public open space contributions	751,809	0	0
	114,620,346	106,432,667	102,400,889
Interest earnings			
Rates instalment and penalty interest (refer Note 28(d))	249,376	240,000	281,528
Other interest earnings	4,251,309	4,547,673	5,479,171
	4,500,685	4,787,673	5,760,699

SIGNIFICANT ACCOUNTING POLICIES

Interest earnings

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

Interest earnings (continued)

Interest income is presented as finance income where it is earned from financial assets that are held for cash management purposes.

(b) Expenses

Auditors remuneration

- Audit of the Annual Financial Report
- Other services

Interest expenses (finance costs)

- Borrowings
- Accretion expense
- Lease liabilities

Note	2020 Actual \$	2020 Revised Budget \$	2019 Actual \$
	81,000	90,000	45,000
	10,999	7,225	9,995
	91,999	97,225	54,995
18(b)	840,664	810,225	1,070,204
	(133,771)	0	(168,821)
17(b)	14,522	0	0
	721,414	810,225	901,383



CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020

3. CASH AND CASH EQUIVALENTS

	NOTE	2020 \$	2019 \$
Cash at bank and on hand		5,133,910	7,586,674
Total cash and cash equivalents		5,133,910	7,586,674
Restriction Assets			
The following classes of assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:			
- Cash and cash equivalents		3,846,465	3,497,269
- Financial assets at amortised cost		150,667,659	145,027,583
		154,514,124	148,524,852
The restricted assets are a result of the following specific purposes to which the assets may be used:			
Reserves - cash/financial asset backed	4	149,783,094	142,586,242
Contract liabilities from contracts with customers	16	713,380	0
Bonds & deposits		4,017,650	5,938,610
Total restricted assets		154,514,124	148,524,852

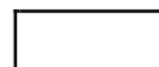
SIGNIFICANT ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Restricted assets

Restricted asset balances are not available for general use by the local government due to externally imposed restrictions. Externally imposed restrictions are specified in an agreement, contract or legislation. This applies to reserves, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.



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CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020

4. RESERVES - CASH/FINANCIAL ASSET	2020	2020	2020	2020	2020	2020	2020	2019	2019	2019	2019	
	Actual Opening Balance	Actual Transfer to	Actual Transfer (from)	Actual Closing Balance	Budget Opening Balance	Budget Transfer to	Budget Transfer (from)	Budget Closing Balance	Actual Opening Balance	Actual Transfer to	Actual Transfer (from)	Actual Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
(a) Staff Payments & Entitlements	1,679,842	143,286	(190,000)	1,633,128	1,691,755	157,136	(190,000)	1,658,891	1,709,731	159,373	(189,263)	1,679,842
(b) Plant & Vehicle Replacement	11,016,204	3,178,961	(2,794,410)	11,400,754	9,430,065	3,185,588	(2,955,000)	9,660,653	9,354,672	3,509,291	(1,847,759)	11,016,204
(c) Information Technology	302,718	203,531	(5,000)	501,249	293,703	203,803	0	497,506	206,564	203,529	(107,375)	302,718
(d) Major Building Refurbishment	14,878,218	1,801,413	(2,467)	16,677,163	14,565,981	263,171	0	14,829,152	13,093,407	1,784,811	0	14,878,218
(e) Waste & Recycling	15,481,387	1,194,695	(4,475,815)	12,200,267	14,867,166	1,017,137	0	15,884,303	14,136,202	1,635,169	(289,984)	15,481,387
(f) Land Development and Investment Fund	9,638,807	1,790,200	(426,362)	11,002,645	7,351,453	388,150	(179,000)	7,560,603	3,756,615	6,208,078	(325,885)	9,638,807
(g) Roads & Drainage Infrastructure	12,944,727	2,243,228	(4,745,895)	10,442,060	8,636,662	290,552	(6,557,000)	2,370,214	15,446,224	2,288,766	(4,790,263)	12,944,727
(h) Naval Base Shacks	1,132,099	43,225	(13,685)	1,161,639	1,132,801	51,677	(50,000)	1,134,478	1,078,014	54,085	0	1,132,099
(i) Community Infrastructure	19,187,585	10,370,689	(1,780,838)	27,777,436	16,751,412	9,798,919	(1,000,000)	25,550,331	14,879,832	7,730,370	(3,422,617)	19,187,585
(j) Insurance	1,806,509	696,102	(266,705)	2,235,907	1,786,620	531,946	0	2,318,566	1,262,819	585,853	(42,162)	1,806,509
(k) Greenhouse Action Fund	572,893	206,419	(37,670)	741,642	550,222	208,367	(40,000)	718,589	420,433	209,010	(56,550)	572,893
(l) Aged and Disabled Asset Replacement	372,120	112,111	(92,607)	391,623	281,276	66,133	0	347,409	191,004	181,116	0	372,120
(m) Welfare Projects Employee Entitlements	1,044,584	699,089	(131,796)	1,611,878	714,717	12,646	0	727,363	708,131	399,544	(63,091)	1,044,584
(n) HWRP Post Closure Management & Contaminat	2,373,754	1,133,336	(5,577)	3,501,513	2,239,695	1,146,777	(135,000)	3,251,472	2,324,205	50,546	(997)	2,373,754
(o) Municipal Elections	80,756	664	(80,000)	1,420	82,014	0	0	82,014	79,037	1,719	0	80,756
(p) Welfare Redundancies	43,561	471	(44,032)	(0)	43,431	0	0	43,431	42,634	927	0	43,561
(q) Port Coogee Special Maintenance - SAR	1,644,432	459,772	(283,725)	1,820,479	1,619,714	431,375	(204,154)	1,846,935	1,418,130	433,135	(206,833)	1,644,432
(r) Port Coogee Waterways - SAR	94,237	58,031	(50,000)	102,268	120,874	62,852	(50,000)	133,726	92,022	52,215	(50,000)	94,237
(s) Community Surveillance	778,372	208,257	(121,932)	864,698	713,562	216,733	(95,000)	835,295	903,959	217,417	(343,004)	778,372
(t) Waste Collection	3,288,540	1,452,205	(541,216)	4,199,528	3,226,918	1,455,908	(100,000)	4,582,826	2,092,296	1,204,445	(8,201)	3,288,540
(u) Family Day Care Accumulation Fund	11,342	133	0	11,475	30,675	0	0	30,675	30,675	667	(20,000)	11,342
(v) Underground Power - Service Charge	0	0	(0)	(0)	0	0	0	0	0	0	0	0
(w) Naval Base Shack Removal	595,485	56,962	0	652,447	594,822	60,649	0	655,471	527,999	67,486	0	595,485
(x) Environmental Offset	311,136	3,623	(6,748)	308,011	312,545	6,085	0	318,630	304,512	6,624	0	311,136
(y) Bibra Lake Management Plan	579,591	6,305	(64,810)	521,086	513,115	12,170	0	525,285	601,791	12,990	(35,190)	579,591
(z) Restricted Grants & Contributions	6,625,483	5,649,946	(6,488,658)	5,786,771	557,080	0	(27,140)	529,940	4,532,937	6,465,335	(4,372,789)	6,625,483
(f) CIHCF Building Maintenance	7,746,691	1,584,281	(3,500)	9,327,472	7,613,395	1,616,333	0	9,229,728	6,150,813	1,595,878	0	7,746,691
(j) Cockburn ARC Building Maintenance	2,054,346	1,664,019	0	3,718,365	2,064,181	1,680,502	0	3,744,683	2,010,608	43,738	0	2,054,346
(j) Carry Forward Projects	5,932,650	8,780,584	(11,862,384)	2,850,850	2,212,053	0	0	2,212,053	3,618,392	9,557,112	(7,242,854)	5,932,650
(-) Port Coogee Marina Assets Replacement	1,291,632	314,855	(121,600)	1,484,887	1,285,423	305,705	(60,000)	1,531,128	285,423	1,006,209	0	1,291,632
(e) Port Coogee Waterways - WEMP	1,360,710	15,659	(74,297)	1,302,072	1,212,627	33,847	(50,000)	1,196,474	1,763,151	35,147	(437,588)	1,360,710
(e) Cockburn Coast SAR	16,840	24,927	(16,558)	25,209	0	30,000	(8,887)	21,113	897	19,397	(3,453)	16,840
(j) Developer Contribution Plans	17,698,991	4,323,218	(6,495,055)	15,527,154	15,376,745	4,361,622	(5,945,150)	13,793,217	16,033,299	8,746,027	(7,080,335)	17,698,991
	142,586,242	48,420,195	(41,223,343)	149,783,094	117,872,702	27,595,783	(17,646,331)	127,822,154	119,056,426	54,466,009	(30,936,193)	142,586,242

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserves - cash/financial assets backed.

In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:



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CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020

Name of Reserve	Anticipated date of use	Purpose of the reserve
(a) Staff Payments & Entitlements	ongoing	This Reserve provides for payment of various staff entitlements including separation, bonus, awards and other payments made to Staff either through contractual or statutory entitlement, other than leave liabilities already provided for within the City's net asset position.
(b) Plant & Vehicle Replacement	ongoing	This Reserve provides for the orderly replacement of plant and vehicles. Annual transfers into this Reserve are based on the estimated depreciation charge for plant each year. Funds are drawn as required to meet annual plant replacement costs.
(c) Information Technology	ongoing	This Reserve is used to provide for the capital cost of upgrading/replacement of Council's computer hardware and software.
(d) Major Building Refurbishment	ongoing	This Reserve provides funding for future major refurbishment of Council buildings as they become necessary. Annual transfers are usually made to this Reserve from any end of year surplus.
(e) Waste & Recycling	majority by 2040	This Reserve provides funding for capital costs associated with the development and management of a waste disposal site. Transfers to this Reserve are made based on planned future capital funding requirements for waste management.
(f) Land Development and Investment Fund	ongoing	This Reserve is to accommodate and facilitate the purchase, development and disposal of land under the Council's land development strategies with the ability to loan funds on an interest payable basis to other reserve accounts of the City.
(g) Roads & Drainage Infrastructure	ongoing	The purpose of this Reserve is to provide for the renewal and refurbishment of roads and drainage infrastructure and for the provision of matching funds for Federal & State Government road grants.
(h) Naval Base Shacks	ongoing	This Reserve provides funds for the development & refurbishment of the Naval Base shacks site. It will also fund rehabilitation costs when the Park reverts back to the State Government. Annual transfers to this Reserve are fully funded by part of the lease income derived from the shacks.
(i) Community Infrastructure	ongoing	This Reserve funds the provision of community and recreation facilities within the City as the need arises. The requirement for these facilities over the next five to ten years is significant due to the rapid rate of development within the city and the associated population growth.
(j) Insurance	ongoing	This Reserve is used to minimise and smooth annual budgetary impacts from the City's performance based insurance schemes, including deductibility levels.
(k) Greenhouse Action Fund	ongoing	This Reserve will be used to purchase carbon offsets and fund projects to support energy efficiency, waste management and renewable energy installations.
(l) Aged and Disabled Asset Replacement	ongoing	This Reserve is fully funded from the operating government grants received by the services and has no budgetary impact on Municipal funds.
(m) Welfare Projects Employee Entitlements	ongoing	This Reserve is fully funded from the operating government grants received by the services and has no budgetary impact on Municipal funds.
(n) HWRP Post Closure Management & Contaminated Sites	ongoing	This Reserve is required to cover any costs associated with clean-up & remediation works at contaminated sites within the district as enforced by the Contaminated Sites Act.
(o) Municipal Elections	ongoing	This Reserve provides funding to cover election expenses during election years to smooth out annual budgetary impacts.
(p) Welfare Redundancies	ongoing	This Reserve was created for the purpose of covering potential future redundancy costs for grant funded services, as funding agreements do not usually allow for these costs.
(q) Port Coogee Special Maintenance - SAR	ongoing	This Reserve is used to manage funds raised through the specified area rate (SAR) for the Port Coogee development. These funds are required for the specialised maintenance requirements of the development.
(r) Port Coogee Waterways - SAR	ongoing	This Reserve is used to manage funds raised through the specified area rate (SAR) for the Port Coogee development on land directly adjacent to the waterways. These funds are required for the maintenance of the waterways surrounding Port Coogee marina and associated infrastructure.
(s) Community Surveillance	ongoing	This Reserve funds activities in relation to Community Surveillance.
(t) Waste Collection	ongoing	This reserve provides funding for future capital requirements related to the Waste Collection service.
(u) Family Day Care Accumulation Fund	ongoing	This Reserve is fully funded from the operating government grants received by the services and has no budgetary impact on Municipal funds.
(v) Underground Power - Service Charge	ongoing	This reserve is used to account for funds generated from the Community Infrastructure Development Contributions Scheme (DCP13) established under the City's Town Planning Scheme No. 3.
(w) Naval Base Shack Removal	uncertain	Established for the purposes of the future removal of leasehold dwellings at Reserve 24308, Naval Base. All funds raised are to be accounted for on a property lease by lease basis, and not on who paid the actual payment at the time of the payment. Funds raised will be reimbursed to leaseholders when dwelling is removed and the
(x) Environmental Offset	ongoing	This Reserve is used to manage funds required to undertake environmental rehabilitation of land associated with road construction as approved by the relevant government agency.
(y) Bibra Lake Management Plan	ongoing	This Reserve is used to manage funding to implement the Bibra Lake Management Plan as adopted by Council.

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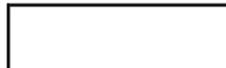
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CITY OF COCKBURN
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2020

Name of Reserve	Anticipated date of use	Purpose of the reserve
(z) Restricted Grants & Contributions	ongoing	This Reserve is used to quarantine monies received for restricted purposes across financial years.
(f) CIHCF Building Maintenance	ongoing	This Reserve is used to manage funding for major building maintenance of the Cockburn Integrated Health and Community Facility (CIHCF).
(l) Cockburn ARC Building Maintenance	ongoing	This Reserve is used to manage funding for the major building maintenance of the Cockburn ARC recreation facility.
(j) Carry Forward Projects	ongoing	This reserve is used to manage municipal funding for incomplete projects carried forward to the following financial year.
(~) Port Coogee Marina Assets Replacement	ongoing	This Reserve provides for the replacement of marina infrastructure assets. Funding is provided from pen fees to reflect estimated depreciation costs.
(.) Port Coogee Waterways - WEMP	ongoing	This Reserve is used to manage the funds paid by the developer of the Port Coogee marina development in accordance with the Waterways Environmental Management Plan (WEMP). The funds will be used to maintain and manage the marina waterways.
(€) Cockburn Coast SAR	ongoing	This Reserve is used to manage funds raised through the specified area rate (SAR) providing funding to ensure that the parks and public areas (including custom street lighting) within the Cockburn Coast Development are maintained in accordance with the higher standards agreed to between the City and the Developer.
(j) Developer Contribution Plans	ongoing	This Reserve is used for the management of contributions and costs with respect to Development Contribution Areas as established by and in accordance with Town Planning Scheme 3.



**CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020**

5. OTHER FINANCIAL ASSETS

	2020 \$	2019 \$
(a) Current assets		
Financial assets at amortised cost	169,400,000	157,400,000
	<u>169,400,000</u>	<u>157,400,000</u>
Financial assets at amortised cost		
Term deposits	169,400,000	157,400,000
	<u>169,400,000</u>	<u>157,400,000</u>
(b) Non-current assets		
Financial assets at amortised cost	951,228	1,000,894
Financial assets at fair value through profit and loss	142,442	140,137
	<u>1,093,670</u>	<u>1,141,031</u>

SIGNIFICANT ACCOUNTING POLICIES

Financial assets at amortised cost

The City classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at fair value through profit and loss

The City classifies the following financial assets at fair value through profit and loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the City has not elected to recognise fair value gains and losses through other comprehensive income.

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 30.



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CITY OF COCKBURN
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2020

6. TRADE AND OTHER RECEIVABLES

Current

Rates receivable

2,942,695

2,374,622

Trade and other receivables

3,342,043

5,208,239

GST receivable

1,355,815

69,342

7,640,553

7,652,203

Non-current

Pensioner's rates and ESL deferred

1,092,961

1,018,156

Accrued debtors

268,811

0

1,361,772

1,018,156

SIGNIFICANT ACCOUNTING POLICIES

Trade and other receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 30.

SIGNIFICANT ACCOUNTING POLICIES (Continued)

Classification and subsequent measurement

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.



CITY OF COCKBURN
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2020

7. INVENTORIES

Current

Fuel and materials

	2020	2019
	\$	\$
	31,107	33,335
	<u>31,107</u>	<u>33,335</u>
	33,335	33,335
	(2,228)	0
	<u>31,107</u>	<u>33,335</u>

The following movements in inventories occurred during the year:

Carrying amount at beginning of period

Additions/(reductions) to inventory

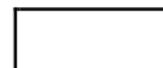
Carrying amount at end of period

SIGNIFICANT ACCOUNTING POLICIES

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.



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8. OTHER ASSETS

	2020	2019
	\$	\$
Other assets - current		
Prepayments	474,498	187,192
Accrued revenue and income	4,026,153	3,481,560
	4,500,651	3,668,752

SIGNIFICANT ACCOUNTING POLICIES
Other current assets
 Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period. Also included is accrued income which represents revenue and income receivable for goods or services already delivered.



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FOR THE YEAR ENDED 30 JUNE 2020

9. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in Carrying Amounts

Movement in the carrying amounts of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Land - freehold land	Total land	Buildings - non-specialised	Total buildings	Total land and buildings	Furniture and equipment*	Plant and equipment*	Computer equipment*	Total property, plant and equipment
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2018	84,111,627	84,111,627	230,712,523	230,712,523	314,824,150	2,147,807	14,873,073	4,165,418	336,010,448
Additions during the year	3,948,942	3,948,942	10,192,523	10,192,523	14,141,465	(145,246)	2,606,865	1,088,550	17,691,634
(Disposals)	(5,108,529)	(5,108,529)	(973,437)	(973,437)	(6,081,966)	0	(704,707)	0	(6,786,673)
Depreciation (expense)	0	0	(6,317,893)	(6,317,893)	(6,317,893)	(367,953)	(3,251,482)	(1,214,936)	(11,152,264)
Carrying amount at 30 June 2019	82,952,040	82,952,040	233,613,716	233,613,716	316,565,756	1,634,608	13,523,749	4,039,032	335,763,145
Comprises:									
Gross carrying amount at 30 June 2019	82,952,040	82,952,040	312,843,099	312,843,099	395,795,139	3,520,778	23,616,983	6,967,966	429,900,866
Accumulated depreciation at 30 June 2019	0	0	(79,229,383)	(79,229,383)	(79,229,383)	(1,886,170)	(10,093,234)	(2,928,934)	(94,137,721)
Carrying amount at 30 June 2019	82,952,040	82,952,040	233,613,716	233,613,716	316,565,756	1,634,608	13,523,749	4,039,032	335,763,145
Additions during the year	176,697	176,697	5,127,930	5,127,930	5,304,627	36,110	4,211,685	1,575,899	11,128,321
(Disposals)	(158,000)	(158,000)	(259,197)	(259,197)	(417,197)	0	(1,012,820)	0	(1,430,017)
Revaluation increments / (decrements) transferred to revaluation surplus	0	0	(557,365)	(557,365)	(557,365)	0	0	0	(557,365)
Depreciation (expense)	0	0	(6,453,057)	(6,453,057)	(6,453,057)	(361,264)	(3,284,696)	(1,483,406)	(11,582,422)
Carrying amount at 30 June 2020	82,970,737	82,970,737	231,472,028	231,472,028	314,442,765	1,309,454	13,437,918	4,131,525	333,321,662
Comprises:									
Gross carrying amount at 30 June 2020	82,970,737	82,970,737	316,362,349	316,362,349	399,333,086	3,556,888	23,915,413	8,543,865	435,349,252
Accumulated depreciation at 30 June 2020	0	0	(84,890,321)	(84,890,321)	(84,890,321)	(2,247,434)	(10,477,495)	(4,412,340)	(102,027,590)
Carrying amount at 30 June 2020	82,970,737	82,970,737	231,472,028	231,472,028	314,442,765	1,309,454	13,437,918	4,131,525	333,321,662

*) From 1 July 2019, these assets are recorded at (deemed) historical cost less accumulated depreciation and impairment

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CITY OF COCKBURN
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2020

9. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Fair Value Measurements

Land and buildings are revalued at fair value

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
Land and buildings					
Land - freehold land	2	Market Approach	Independent Registered Valuer	June 2017	Price Per Square Metre
Buildings - non-specialised	3	Market Approach, Cost Approach using Current Replacement Cost	Independent Registered Valuer	June 2017	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount.

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

(c) At Cost Measurements

Furniture and equipment, plant and equipment and computer equipment are now held at (deemed) historical cost less accumulated depreciation and impairment following changes to the LG FM Regulations



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CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020

10. INFRASTRUCTURE

(a) Movements in Carrying Amounts

Movement in the carrying amounts of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - roads \$	Other infrastructure - drainage \$	Other infrastructure - footpaths \$	Other infrastructure - parks equipment \$	Other infrastructure - landfill \$	Other infrastructure - marina \$	Other infrastructure - coastal \$	Total Infrastructure \$
Balance at 1 July 2018	382,203,486	212,503,746	42,441,765	60,653,008	21,421,298	42,442,793	0	761,666,096
Additions during the year	22,251,995	3,608,233	2,050,318	5,688,488	227,969	693,359	0	34,520,362
Revaluation increments / (decrements) transferred to revaluation surplus *	36,297,211	2,098,139	17,149,696	0	0	0	0	55,545,046
Depreciation (expense)	(11,503,206)	(2,617,320)	(1,386,424)	(4,501,580)	(1,088,562)	(977,208)	0	(22,074,300)
Carrying amount at 30 June 2019	429,249,486	215,592,798	60,255,355	61,839,916	20,560,705	42,158,944	0	829,657,204
Comprises:								
Gross carrying amount at 30 June 2019*	658,282,502	265,832,940	86,180,666	95,380,701	37,072,869	49,828,107	0	1,192,577,785
Accumulated depreciation at 30 June 2019	(229,033,016)	(50,240,142)	(25,925,311)	(33,540,785)	(16,512,164)	(7,669,163)	0	(362,920,581)
Carrying amount at 30 June 2019*	429,249,486	215,592,798	60,255,355	61,839,916	20,560,705	42,158,944	0	829,657,204
Additions	18,338,198	3,428,722	2,826,503	10,702,906	363,062	485,284	425,159	36,569,834
Revaluation increments / (decrements) transferred to revaluation surplus	19,728,398	25,401,669	(978,880)	(14,198,853)	0	0	0	29,952,334
Depreciation (expense)	(13,859,488)	(2,649,191)	(1,764,829)	(4,685,437)	(1,091,178)	(423,661)	(554,502)	(25,028,284)
Transfers	0	0	0	0	0	(29,935,895)	29,935,895	0
Carrying amount at 30 June 2020	453,456,595	241,773,998	60,338,150	53,658,532	19,832,589	12,284,672	29,806,552	871,151,088
Comprises:								
Gross carrying amount at 30 June 2020	721,840,835	299,295,154	86,286,620	76,187,582	37,435,931	16,190,135	34,548,415	1,271,784,672
Accumulated depreciation at 30 June 2020	(268,384,240)	(57,521,156)	(25,948,470)	(22,529,050)	(17,603,342)	(3,905,463)	(4,741,863)	(400,633,584)
Carrying amount at 30 June 2020	453,456,595	241,773,998	60,338,150	53,658,532	19,832,589	12,284,672	29,806,552	871,151,088

* Restated - refer note 33

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 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2020
 10. INFRASTRUCTURE (Continued)
 (b) Fair Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
Infrastructure - roads	3	Cost Approach Using Current Replacement Cost	Management Valuation	June 2020	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Other infrastructure - drainage	3	Cost Approach Using Current Replacement Cost	Management Valuation	June 2020	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Other infrastructure - footpaths	3	Cost Approach Using Current Replacement Cost	Management Valuation	June 2020	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Other infrastructure - parks equipment	3	Cost Approach Using Current Replacement Cost	Management Valuation	June 2020	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Other infrastructure - landfill	3	Cost Approach Using Current Replacement Cost	Management Valuation	June 2017	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Other infrastructure - marina	3	Market Approach Cost Approach Using Current Replacement Cost	Independent Registered Valuer	July 2016	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Other infrastructure - coastal	3	Market Approach Cost Approach Using Current Replacement Cost	Independent Registered Valuer	July 2016	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.
 During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.



CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020

11. FIXED ASSETS

SIGNIFICANT ACCOUNTING POLICIES

Fixed assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Initial recognition and measurement between mandatory revaluation dates

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets that are land, buildings, infrastructure and investment properties acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next anniversary date in accordance with the mandatory measurement framework.

Revaluation

The fair value of land, buildings, infrastructure and investment properties is determined at least every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the City.

At the end of each period the valuation is reviewed and where appropriate the fair value is updated to reflect current market conditions. This process is considered to be in accordance with *Local Government (Financial Management) Regulation 17A (2)* which requires land, buildings, infrastructure, investment properties and vested improvements to be shown at fair value.

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 class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

AUSTRALIAN ACCOUNTING STANDARDS - INCONSISTENCY

Land under control prior to 1 July 2019

In accordance with the then *Local Government (Financial Management) Regulation 16(a)(ii)*, the City was previously required to include as an asset (by 30 June 2013), vested Crown Land operated by the local government as a golf course, showground, racecourse or other sporting or recreational facility of State or regional significance.

Upon initial recognition, these assets were recorded at cost in accordance with AASB 116. They were then classified as Land and revalued along with other land.

Land under roads prior to 1 July 2019

In Western Australia, most land under roads is Crown Land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in *Australian Accounting Standard AASB 1051 Land Under Roads* and the then *Local Government (Financial Management) Regulation 16(a)(i)* which arbitrarily prohibited local governments from recognising such land as an asset. This regulation has now been deleted.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, the then *Local Government (Financial Management) Regulation 16(a)(i)* prohibited 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 July 2008 was not included as an asset of the City.

Land under roads from 1 July 2019

As a result of amendments to the *Local Government (Financial Management) Regulations 1996*, effective from 1 July 2019, vested land, including land under roads, are treated as right-of-use assets measured at zero cost. Therefore, the previous inconsistency with AASB 1051 in respect of non-recognition of land under roads acquired on or after 1 July 2008 has been removed, even though measurement at zero cost means that land under roads is still not included in the statement of financial position.

The City has accounted for the removal of the vested land values associated with vested land previously recognised by removing the land value and associated revaluation reserve as at 1 July 2019. The comparatives have not been restated.

Vested improvements from 1 July 2019

The measurement of vested improvements at fair value in accordance with *Local Government (Financial Management) Regulation 17A(2)(iv)* is a departure from AASB 16 which would have required the City to measure the vested improvements as part of the related right-of-use assets at zero cost.

Refer to Note 12 that details the significant accounting policies applying to leases (including right of use assets).

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CITY OF COCKBURN
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 FOR THE YEAR ENDED 30 JUNE 2020

11. FIXED ASSETS

(a) Disposals of Assets

	2020 Actual				2020 Revised Budget				2019 Actual			
	Net Book Value	Sale Proceeds	Profit	Loss	Net Book Value	Sale Proceeds	Profit	Loss	Net Book Value	Sale Proceeds	Profit	Loss
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Land - freehold land	158,000	1,376,364	1,218,364	0	0	6,740,000	6,740,000	0	5,108,529	7,640,691	2,532,162	0
Buildings - non-specialised	259,197	0	0	(259,197)	0	0	0	0	973,437	0	0	(973,437)
Plant and equipment	1,012,820	1,317,588	304,768	0	1,505,592	1,547,768	42,176	0	704,707	962,460	257,753	0
	1,430,017	2,693,952	1,523,132	(259,197)	1,505,592	8,287,768	6,782,176	0	6,786,673	8,603,151	2,789,916	(973,437)

The following assets were disposed of during the year.

	2020 Actual			
	Net Book Value	Sale Proceeds	Profit	Loss
	\$	\$	\$	\$
Plant and Equipment				
Transport	612,551	827,504	214,953	0
Other property and services	400,269	490,084	89,815	0
	1,012,820	1,317,588	304,768	0
Land				
Other Property and Services	158,000	1,376,364	1,218,364	0
	158,000	1,376,364	1,218,364	0
Buildings				
Law, order, public safety	156,674	0	0	(156,674)
Other Property and Services	102,523	0	0	(102,523)
	259,197	0	0	(259,197)
	1,430,017	2,693,952	1,523,132	(259,197)



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CITY OF COCKBURN
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11. FIXED ASSETS

(b) Depreciation

	2020	2020	2019
	Actual	Revised Budget	Actual
	\$	\$	\$
Buildings - non-specialised	6,453,057	6,383,100	6,317,893
Furniture and equipment	361,264	359,052	367,953
Plant and equipment	3,284,696	3,249,355	3,251,482
Computer equipment	1,483,406	1,555,332	1,214,936
Infrastructure - roads	13,859,488	14,081,544	11,503,206
Other infrastructure - drainage	2,649,191	2,695,740	2,617,320
Other infrastructure - footpaths	1,764,829	1,793,460	1,386,424
Other infrastructure - parks equipment	4,685,437	4,769,028	4,501,580
Other infrastructure - landfill	1,091,178	1,142,988	1,088,562
Other infrastructure - marina	423,661	432,012	977,208
Other infrastructure - coastal	554,502	563,580	0
Right of use assets - plant and equipment	526,835	235,142	0
Rehabilitation asset	3,635,252	0	7,823,902
	40,772,796	37,260,333	41,050,466

Revision of useful lives of plant and equipment

SIGNIFICANT ACCOUNTING POLICIES

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets 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. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings - non-specialised	15 to 20 years
Furniture and equipment	4 to 20 years
Plant and equipment	3 to 25 years
Computer equipment	5 years
Infrastructure - roads	14 to 80 years
Infrastructure - drainage	75 to 100 years
Infrastructure - footpaths	30 to 50 years
Infrastructure - parks hard	10 to 75 years
Infrastructure - landfill site	10 to 80 years
Infrastructure - marina	25 to 50 years
Right of use (plant and equipment)	Based on the remaining lease
	Based on the remaining life of
Rehabilitation asset	landfill

Depreciation on revaluation

When an item of land, buildings or infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or
- Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Amortisation

All intangible assets with a finite useful life, are amortised on a straight-line basis over the individual asset's useful life from the time the asset is held for use.

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within Depreciation on non-current assets in the Statement of Comprehensive Income and in the note above.

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CITY OF COCKBURN
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 FOR THE YEAR ENDED 30 JUNE 2020

12. LEASES

(a) Right of Use Assets

Movement in the carrying amounts of each class of right of use asset between the beginning and the end of the current financial year.

	Right of use assets - plant and equipment \$	Right of use assets Total
On adoption of AASB 16 1 July 2019	1,132,354	1,132,354
Additions	103,468	103,468
Depreciation (expense)	(526,835)	(526,835)
Carrying amount at 30 June 2020	708,987	708,987
(b) Cash outflow from leases		
Interest expense on lease liabilities	(14,522)	(14,522)
Lease principal expense	(469,799)	(469,799)
Total cash outflow from leases	(484,321)	(484,321)

SIGNIFICANT ACCOUNTING POLICIES

Leases

Under AASB 16 there is no longer a distinction between finance and operating leases. Lessees now bring to account a right-to-use asset and lease liability into the statement of financial position for all leases. Effectively this means the vast majority of operating leases as defined by AASB 117 Leases which did not impact the statement of financial position is now required to be capitalised on the statement of financial position.

Under AASB 117, operating leases payments were expensed as incurred. This has now ceased and is replaced by both depreciation and interest charges.



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 FOR THE YEAR ENDED 30 JUNE 2020

13. INTANGIBLE ASSETS

(a) Rehabilitation Assets

	2020 Actual	2019 Actual
Non-current		
Rehabilitation asset	35,559,444	36,657,822
Less: Accumulated amortisation	(14,922,757)	(11,287,503)
	<u>20,636,687</u>	<u>25,370,319</u>

Movements in carrying amounts of waste landfill assets during the financial year are shown as follows:

Carrying amount at beginning of period	25,370,319	24,777,879
Recognition (adjustment to) of Rehabilitation asset	(1,098,378)	8,416,341
Amortisation expense	(3,635,252)	(7,823,901)
Carrying amount at end of period	<u>20,636,687</u>	<u>25,370,319</u>
TOTAL INTANGIBLE ASSETS	<u>20,636,687</u>	<u>25,370,319</u>

SIGNIFICANT ACCOUNTING POLICIES

Rehabilitation assets

The City complies with the full provision method for accounting provisions in respect of restoration, rehabilitation and site monitoring costs. Charges are made to expenses based on the estimated costs of restoring, rehabilitating and monitoring the landfill site. The rate charge is reviewed annually and is based on an estimated cost per tonne. The cost per tonne is arrived at after taking into account a standard engineering cost per cubic metre of landfill, the density of the waste and the most recent aerial surveys. Engineering rates differ according to the nature of the obligation to provide the service. The provision is recorded at the net present value of expected future costs discounted using the applicable government bond

rates.

The liability for estimated future capping expenditure is provided for through a rehabilitation provision on a phase-by-phase basis and is discounted to its present value, with the inwinding of the discount being charged to the statement of comprehensive income within the amortisation charge. The discounted present value of the future capping expenditure is also capitalised as part of the rehabilitation asset and is amortised on a straight-line basis. Changes in estimates are recognised prospectively with corresponding adjustments to the provision and associated costs.

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14. REVALUATION SURPLUS

	2020*	2020	2020	Total	2020	2019	2019*	2019	Total*	2019*
	Opening	Revaluation	Revaluation	Movement on	Closing	Opening	Revaluation	Revaluation	Movement on	Closing
	Balance	Increment	(Decrement)	Revaluation	Balance	Balance	Increment	(Decrement)	Revaluation	Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land - freehold land	107,394,794	0	0	0	107,394,794	107,394,794	0	0	0	107,394,794
Revaluation surplus - Buildings - non-specialised	22,861,653	0	(557,365)	(557,365)	22,304,288	22,861,653	0	0	0	22,861,653
Revaluation surplus - Infrastructure - roads	222,855,116	19,728,398	0	19,728,398	242,583,514	186,557,905	36,297,211	0	36,297,211	222,855,116
Revaluation surplus - Other infrastructure - drainage	155,248,018	25,401,669	0	25,401,669	180,649,687	153,149,879	2,098,139	0	2,098,139	155,248,018
Revaluation surplus - Other infrastructure - footpaths	45,483,973	0	(978,880)	(978,880)	44,505,093	28,334,277	17,149,696	0	17,149,696	45,483,973
Revaluation surplus - Other infrastructure - parks equipment	22,452,479	0	(14,198,853)	(14,198,853)	8,253,626	22,452,479	0	0	0	22,452,479
Revaluation surplus - Other infrastructure - landfill	2,598,696	0	0	0	2,598,696	2,598,696	0	0	0	2,598,696
	578,894,728	45,130,067	(15,735,098)	29,394,970	608,289,698	523,349,683	55,545,046	0	55,545,046	578,894,728

Movements on revaluation of land, buildings and infrastructure are not able to be reliably attributed to a program as the assets were revalued by class as provided for by AASB 116 Aus 40.1.

*) Restated - refer note 33



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15. TRADE AND OTHER PAYABLES

	2020	2019
	\$	\$
(a) Current		
Sundry creditors	9,571,568	8,697,242
Prepaid rates	1,994,546	0
ATO liabilities	220,797	(13,095)
Bonds and deposits held	3,133,085	3,497,269
Other prepaid income	431,662	597,052
	<u>15,351,658</u>	<u>12,778,468</u>
(b) Non-Current		
Non-Current Sundry Deposits & Bonds	884,565	2,441,341
	<u>884,565</u>	<u>2,441,341</u>

SIGNIFICANT ACCOUNTING POLICIES

Trade and other payables
 Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services.
 The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition

Prepaid rates
 Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.



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16. CONTRACT LIABILITIES

	2020	2019
	\$	\$
Current		
Contract liabilities from contracts with customers	713,380	0
	713,380	0
Non-current		
Contract liabilities from transfers for recognisable non financial assets	15,527,154	0
	15,527,154	0
	16,240,534	0

Performance obligations from contracts with customers are expected to be recognised as revenue in accordance with the following time bands:

Less than 1 year	713,380
1 to 2 years	147,525
2 to 3 years	1,500,000
3 to 4 years	4,000,000
4 to 5 years	5,000,000
> 5 years	4,879,629
	16,240,534

SIGNIFICANT ACCOUNTING POLICIES

Contract Liabilities

Contract liabilities represent the the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

With respect to transfers for recognisable non-financial assets, contract liabilities represent performance obligations which are not yet satisfied for developer contributions received under the City's Town Planning Scheme.

Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.



**CITY OF COCKBURN
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17. LEASE LIABILITIES

	2020	2019
(a) Lease Liabilities		
Current	421,881	0
Non-current	344,141	0
	766,022	0

(b) Movements in Carrying Amounts

Purpose	Lease Number	Institution	Lease Interest Rate	Lease Term	30 June 2020		30 June 2020		30 June 2020		30 June 2020		30 June 2020		30 June 2019		30 June 2019		30 June 2019	
					Actual Lease Principal 1 July 2019	Actual New Leases	Actual Lease Principal Repayments	Actual Lease Principal Outstanding	Actual Lease Interest Repayments	Budget Lease Principal 1 July 2019	Budget Lease Principal Repayments	Budget Lease Principal Outstanding	Budget Lease Interest Repayments	Actual Lease Principal 1 July 2018	Actual Lease Principal Repayments	Actual Lease Principal Outstanding	Actual Lease Interest Repayments			
Governance																				
Cisco Network Switches	EBN0162330	Maia Financial PL	1.40%	48 Months	130,222	0	28,253	107,969	1,819	0	0	0	0	0	0	0	0	0	0	0
Unified Communications System	EBN0160636	Maia Financial PL	1.45%	33 Months	109,698	0	31,093	74,605	1,307	0	0	0	0	0	0	0	0	0	0	0
Rack Mount Servers (5)	EBN0159093	Maia Financial PL	1.40%	18 Months	24,800	0	14,807	9,993	244	0	0	0	0	0	0	0	0	0	0	0
VDI Servers (6)	EBN0159752	Maia Financial PL	1.40%	18 Months	53,335	0	31,844	21,491	524	0	0	0	0	0	0	0	0	0	0	0
SAN Equipment (2)	EBN0160532	Maia Financial PL	1.40%	18 Months	129,058	0	77,055	52,003	1,288	0	0	0	0	0	0	0	0	0	0	0
Pure Storage Shelf x 2	EBN0162020	Maia Financial PL	1.40%	18 Months	0	103,458	94,840	38,827	986	0	0	0	0	0	0	0	0	0	0	0
WiFi Equipment	EBN0159943	Maia Financial PL	1.40%	21 Months	37,391	0	23,913	13,479	342	0	0	0	0	0	0	0	0	0	0	0
Firewall Equipment	EBN0159956	Maia Financial PL	1.40%	21 Months	11,116	0	6,970	4,137	103	0	0	0	0	0	0	0	0	0	0	0
LAN Equipment	EBN0159990	Maia Financial PL	1.40%	21 Months	42,413	0	23,783	18,650	427	0	0	0	0	0	0	0	0	0	0	0
LAN Equipment	EBN0160277	Maia Financial PL	1.40%	15 Months	27,961	0	20,844	7,947	245	0	0	0	0	0	0	0	0	0	0	0
Multi Functional Devices (MFD's) - 4	EBN0162022	Maia Financial PL	1.40%	48 Months	94,858	0	18,305	76,553	1,277	0	0	0	0	0	0	0	0	0	0	0
Law, order, public safety																				
Multi Functional Devices (MFD's) - 4	EBN0162022	Maia Financial PL	1.40%	48 Months	3,499	0	675	2,823	47	0	0	0	0	0	0	0	0	0	0	0
Education and welfare																				
Multi Functional Devices (MFD's) - 1	EBN0162166	Maia Financial PL	1.40%	48 Months	5,082	0	977	4,085	88	0	0	0	0	0	0	0	0	0	0	0
Hyundai I30 Lease	6244197	Management	1.45%	31 Months	11,968	0	5,708	6,290	134	0	0	0	0	0	0	0	0	0	0	0
Multi Functional Devices (MFD's) - 4	EBN0162022	Maia Financial PL	1.40%	48 Months	26,221	0	5,080	21,161	353	0	0	0	0	0	0	0	0	0	0	0
Community amenities																				
Ford Ranger Vehicle Dual Cab Tray		Eastfleet Management	1.40%	21 Months	16,577	0	9,485	7,093	170	0	0	0	0	0	0	0	0	0	0	0
Multi Functional Devices (MFD's) - 4	EBN0162022	Maia Financial PL	1.40%	48 Months	5,987	0	1,155	4,832	81	0	0	0	0	0	0	0	0	0	0	0
Recreation and culture																				
Health Club Equipment - Pin Loaded	EBN0159778	Maia Financial PL	1.45%	33 Months	49,402	0	14,532	34,869	611	0	0	0	0	0	0	0	0	0	0	0
Multi Functional Devices (MFD's) - 4	EBN0162022	Maia Financial PL	1.40%	48 Months	48,427	0	9,345	38,082	652	0	0	0	0	0	0	0	0	0	0	0
Other property and services																				
ALC Ballie Laminator	EBN0162078	Maia Financial PL	1.43%	27 Months	8,834	0	2,528	4,306	80	0	0	0	0	0	0	0	0	0	0	0
Shark Barrier		Eco Shark Barrier PL	1.47%	41 Months	281,898	0	70,518	211,181	3,649	0	0	0	0	0	0	0	0	0	0	0
Signage Printer & Cutter	EBN0160884	Maia Financial PL	1.40%	18 Months	13,787	0	8,220	5,547	135	0	0	0	0	0	0	0	0	0	0	0
					1,132,354	103,458	496,799	786,022	14,822	0	0	0	0	0	0	0	0	0	0	0



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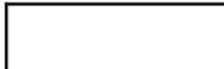
18. INFORMATION ON BORROWINGS

(a) Borrowings	2020	2019
	\$	\$
Current	3,226,083	4,770,060
Non-current	16,171,527	19,163,523
	<u>19,398,510</u>	<u>23,933,583</u>

(b) Repayments - Borrowings

Particulars	Loan Number	Institution	Interest Rate	30 June 2020					30 June 2020				30 June 2019					
				Actual Principal 1 July 2019	Actual Principal repayments	Actual Principal adjustments	Actual Interest repayments	Actual Principal outstanding	Budget Principal 1 July 2019	Budget Principal repayments	Budget Interest repayments	Budget Principal outstanding	Actual Principal 1 July 2018	Actual Principal repayments	Actual Principal adjustments	Actual Interest repayments	Actual Principal outstanding	
Community amenities																		
Guarantee of borrowings for SMRC capital spend		WATC	various	6,433,583	1,405,043	630,030	222,850	4,398,510	0	0	162,600	0	7,753,809	1,463,540	(173,314)	287,501	6,433,583	
Recreation and culture																		
To assist fund the Cockburn ARC recreation facility	8	WATC	2.96%	17,500,000	2,500,000	0	617,805	15,000,000	17,500,000	2,500,000	617,825	15,000,000	20,000,000	2,500,000	0	782,613	17,500,000	
				<u>23,933,583</u>	<u>3,905,043</u>	<u>630,030</u>	<u>840,664</u>	<u>19,398,510</u>	<u>17,500,000</u>	<u>2,500,000</u>	<u>810,225</u>	<u>15,000,000</u>	<u>27,753,809</u>	<u>3,963,540</u>	<u>(173,314)</u>	<u>1,070,204</u>	<u>23,933,583</u>	
				<u>23,933,583</u>	<u>3,905,043</u>	<u>630,030</u>	<u>840,664</u>	<u>19,398,510</u>	<u>17,500,000</u>	<u>2,500,000</u>	<u>810,225</u>	<u>15,000,000</u>	<u>27,753,809</u>	<u>3,963,540</u>	<u>(173,314)</u>	<u>1,070,204</u>	<u>23,933,583</u>	

* WA Treasury Corporation



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18. INFORMATION ON BORROWINGS (Continued)

	2020	2019
	\$	\$
(c) Undrawn Borrowing Facilities		
Credit Standby Arrangements		
Bank overdraft limit		
Bank overdraft at balance date		
Credit card limit	300,000	250,000
Credit card balance at balance date	(78,747)	(107,983)
Total amount of credit unused	221,253	142,017
Loan facilities		
Loan facilities - current	3,226,983	4,770,060
Loan facilities - non-current	16,171,527	19,163,523
Total facilities in use at balance date	19,398,509	23,933,583
Unused loan facilities at balance date	0	0

SIGNIFICANT ACCOUNTING POLICIES

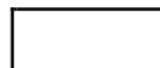
Financial liabilities
 Financial liabilities are recognised at fair value when the City becomes a party to the contractual provisions to the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

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.

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 until such time as the asset is substantially ready for its intended use or sale.

Risk
 Information regarding exposure to risk can be found at Note 30.



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19. EMPLOYEE RELATED PROVISIONS

(a) Employee Related Provisions

	Provision for Annual Leave \$	Provision for Long Service Leave \$	Total \$
Opening balance at 1 July 2019			
Current provisions	4,085,015	3,043,055	7,128,070
Non-current provisions	0	1,931,719	1,931,719
	<u>4,085,015</u>	<u>4,974,774</u>	<u>9,059,789</u>
Additional provision	3,542,206	1,121,213	4,663,418
Amounts used	(2,817,633)	(858,693)	(3,676,325)
Balance at 30 June 2020	<u>4,809,588</u>	<u>5,237,294</u>	<u>10,046,882</u>
Comprises			
Current	4,809,588	3,144,114	7,953,702
Non-current	0	2,093,180	2,093,180
	<u>4,809,588</u>	<u>5,237,294</u>	<u>10,046,882</u>
Amounts are expected to be settled on the following basis:	2020	2019	
	\$	\$	
Less than 12 months after the reporting date	4,076,872	3,676,325	
More than 12 months from reporting date	5,970,010	5,383,464	
	<u>10,046,882</u>	<u>9,059,789</u>	

Timing of the payment of current leave liabilities is difficult to determine as it is dependent on future decisions of employees. Expected settlement timings are based on information obtained from employees and historical leave trends and assumes no events will occur to impact on these historical trends.

SIGNIFICANT ACCOUNTING POLICIES

Employee benefits

Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations.

Other long-term employee benefits (Continued)

Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Provisions

Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and 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.



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20. OTHER PROVISIONS

	Provision for Remediation	
	Costs	Total
	\$	\$
Opening balance at 1 July 2019		
Current provisions	5,171,553	5,171,553
Non-current provisions	31,644,203	31,644,203
	<u>36,815,756</u>	<u>36,815,756</u>
Provision taken up	(4,431,902)	(4,431,902)
Balance at 30 June 2020	<u>32,383,854</u>	<u>32,383,854</u>
Comprises		
Current	800,000	800,000
Non-current	31,583,854	31,583,854
	<u>32,383,854</u>	<u>32,383,854</u>

Provision for remediation costs

Under the licence for the operation of the Henderson Waste Recovery Park, the City has a legal obligation to restore the site.

A provision for remediation is recognised when:

- there is a present obligation as a result of waste activities undertaken;
- it is probable that an outflow of economic benefits will be required to settle the obligation; and
- the amount of the provision can be measured reliably.

The estimated future obligations include the costs of restoring the affected areas and continued monitoring of the site.

The provision for future remediation costs is the best estimate of the present value of the expenditure required to settle the remediation obligation at the reporting date. Future remediation costs are reviewed annually and any changes in the estimate are reflected in the present value of the remediation provision at each reporting date.

Amounts which are expected to be paid out within 12 months of the reporting date are classified as current. Exact timing of payment of non-current obligations is unable to be reliably estimated as it is dependent on the remaining life of the waste facility.

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21. NOTES TO THE STATEMENT OF CASH FLOWS

Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	2020 Actual \$	2020 Budget \$	2019 Actual \$
Cash and cash equivalents	5,133,910	135,740,427	7,586,674
Reconciliation of Net Cash Provided By Operating Activities to Net Result			
Net result	23,261,647	17,479,763	31,619,513
Non-cash flows in Net result:			
Adjustments to fair value of financial assets at fair value through profit and loss	(2,305)	0	(16,403)
Adjusted share former associates loan liabilities	(630,030)	0	0
Depreciation on non-current assets	40,772,796	34,853,615	41,050,466
(Profit)/loss on sale of asset	(1,263,935)	590,592	(1,816,481)
Impairment of Investment in Associate	675,004	0	881,985
Changes in assets and liabilities:			
(Increase)/decrease in receivables	(331,966)	0	(2,953,706)
(Increase)/decrease in other assets	(831,899)	0	0
(Increase)/decrease in inventories	2,228	0	2,265
Increase/(decrease) in payables	2,937,374	386,201	(966,709)
Increase/(decrease) in provisions	(2,346,431)	0	137,200
Increase/(decrease) in contract liabilities	(1,444,907)	0	0
Non-operating grants, subsidies and contributions	(25,604,896)	(12,288,933)	(29,578,002)
Net cash from operating activities	35,192,681	41,021,238	38,360,129

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22. TOTAL ASSETS CLASSIFIED BY FUNCTION AND ACTIVITY

	2020	2019*
	\$	\$
Governance	60,702,648	60,843,748
General purpose funding	59,904,395	49,757,859
Law, order, public safety	1,368,088	1,552,132
Health	735,495	795,944
Education and welfare	3,351,011	3,428,956
Community amenities	53,577,141	57,465,789
Recreation and culture	119,858,925	130,208,468
Transport	740,070,676	697,604,479
Economic services	2,030,994	1,959,656
Other property and services	373,380,713	366,348,792
	<u>1,414,980,086</u>	<u>1,369,965,823</u>

*) Restated - refer note 33

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23. CONTINGENT LIABILITIES**(A) Claim for Injurious Affection - land at 870 North Lake Rd**

The owners of 870 North Lake Rd (Otago Pty Ltd) have made application to the State Administrative Tribunal (SAT) for an order, under s176(1) of the PD Act, claiming that their land is injuriously affected to the value of \$3,932,535 by the City's Local Planning Scheme No.3, including by operation of Development Area Structure Plan. The City disagrees and argues strongly that the land is not injuriously affected. Proceedings for determination of the application were stalled in SAT, awaiting the decision of the Court of Appeal on a similar matter (Scutti v City of Wanneroo). The Court of Appeal handed down its decision, which did not go in favour of the City of Wanneroo. However, the City's legal position is that the decision's application is very limited and not necessarily applicable to the Otago matter.

The matter has been heard by the SAT and the City is awaiting notice of the decision to be handed down. No amount in relation to the above matter has been recognised as at 30 June 2020.

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24. CAPITAL AND LEASING COMMITMENTS

(a) Capital Expenditure Commitments

	2020	2019
	\$	\$
Contracted for:		
- capital expenditure projects	10,383,413	6,632,793
- land acquisition - Cockburn Coast Oval (see note 31)	9,433,304	0
- plant & equipment purchases	1,124,349	1,938,529
	<u>20,941,066</u>	<u>8,571,322</u>
Payable:		
- not later than one year	11,507,762	8,571,322
- later than five years	9,433,304	0
	<u>20,941,066</u>	<u>8,571,322</u>

(b) Other Lease Commitments

Non-cancellable leases contracted for but not capitalised in the accounts (short term and low value leases).

	2020	2019
	\$	\$
Payable:		
- not later than one year	35,968	742,015
- later than one year but not later than five years	0	724,912
	<u>35,968</u>	<u>1,466,927</u>

SIGNIFICANT ACCOUNTING POLICIES

Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the City, are classified as finance leases.

Finance leases are capitalised recording an asset and a liability at the lower of the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leases (Continued)

Leased assets are depreciated on a straight line basis over the shorter of their estimated useful lives or the lease term.

Lease incentives under operating leases are recognised as a liability and amortised on a straight line basis over the life of the lease term.

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25. RELATED PARTY TRANSACTIONS

Elected Members Remuneration

The following fees, expenses and allowances were paid to council members and/or the Mayor.

	2020 Actual	2020 Budget	2019 Actual
	\$	\$	\$
Meeting fees	332,550	332,618	329,322
Deputy Mayor's allowance	4,119	10,000	4,985
Travelling expenses	40,331	35,000	41,190
Telecommunications allowance	489,191	489,809	486,613

Key Management Personnel (KMP) Compensation Disclosure

The total of remuneration paid to KMP of the City during the year are as follows:

	2020 Actual	2019 Actual
	\$	\$
Short-term employee benefits	1,632,358	1,314,040
Post-employment benefits	169,127	112,078
Other long-term benefits	496,982	421,862
Termination benefits	350,771	
	2,649,238	1,847,980

Short-term employee benefits
 These amounts include all salary, fringe benefits and cash bonuses awarded to KMP except for details in respect to fees and benefits paid to elected members which may be found above.

Post-employment benefits
 These amounts are the current-year's estimated cost of providing for the City's superannuation contributions made during the year.

Other long-term benefits
 These amounts represent long service benefits accruing during the year.

Termination benefits
 These amounts represent termination benefits paid to KMP



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 25. RELATED PARTY TRANSACTIONS (Continued)

Transactions with related parties

Transactions between related parties and the City are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

The following transactions occurred with related parties:

	2020 Actual \$	2019 Actual \$
Waste disposal payments made to Southern Metropolitan Regional Council (SMRC) #	1,408,632	5,980,280

The City's investment in the SMRC came to an end effective 1 July 2019

Related Parties

The City's main related parties are as follows:

- i. *Key management personnel*
 Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any elected member, are considered key management personnel.
- ii. *Other Related Parties*
 The associate person of KMP was employed by the City under normal employment terms and conditions.
- iii. *Entities subject to significant influence by the City*
 An entity that has the power to participate in the financial and operating policy decisions of an entity, but does not have control over those policies, is an entity which holds significant influence. Significant influence may be gained by share ownership, statute or agreement.



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26. INVESTMENT IN ASSOCIATE AND JOINT ARRANGEMENTS

	2020	2019
	\$	\$
(a) Carrying amount of investment in associate		
Current assets	0	96,077
Non current assets	0	578,926
Total assets	0	675,004
Total liabilities	0	0
Net assets	0	675,004
Net decrease in share of associate entity's net assets	(675,004)	(881,985)
- Share of associates profit/(loss) from ordinary activities		
- Share of associates other comprehensive income arising during the period	0	(881,985)
- Share of associates total comprehensive income arising during the period	0	(881,985)
Carrying amount at beginning of period	675,004	1,556,989
Impairment of investment	(675,004)	(881,985)
Carrying amount at end of period	0	675,004

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27. INVESTMENT IN ASSOCIATES - SMRC

The City was previously a member of the Southern Metropolitan Regional Council (SMRC), a regional local government established in 1991 pursuant to the Local Government Act with a membership of five local governments. Council determined to withdraw from the SMRC establishment agreement, which became effective after 30 June 2019 (i.e. 1 July 2019). At reporting date, the City had no equity interest in the assets of the SMRC.

City of Cockburn's withdrawal from the SMRC and all associated projects

The City withdrew from the Regional Resource Recovery Centre (RRRC) Project Participants' Agreement, which became effective after 30 June 2017. At reporting date, the City had no equity interest in the assets of the RRRC. However, the City has recognised a liability for its share of the project's borrowings for which it has guaranteed (refer note 18b). The full repayment of all associated borrowings (expected June 2023) will trigger an equity share in the RRRC's remaining assets at that time (being those acquired through the borrowings). It is the City's position that any value remaining in those assets will be immaterial at that time and accordingly no asset has been recognised.

The City withdrew from the Office Accommodation Project Participant's Agreement, which became effective after 30 June 2019 (i.e. 1 July 2019). At reporting date, the City had no equity interest in the assets of the Office Accommodation Project and no liability for related borrowings.

SIGNIFICANT ACCOUNTING POLICIES

Investment in associates

An associate is an entity over which the City has significant influence. Significant influence is the power to participate in the financial operating policy decisions of that entity but is not control or joint control of those policies. Investments in associates are accounted for in the financial statements by applying the equity method of accounting, whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

The carrying amount of the investment includes, where applicable, goodwill relating to the associate. Any discount on acquisition, whereby the City's share of the net fair value of the associate exceeds the cost of investment, is recognised in profit or loss in the period in which the investment is acquired.

SIGNIFICANT ACCOUNTING POLICIES (Continued)

Investment in associates (Continued)

Profits and losses resulting from transactions between the City and the associate are eliminated to the extent of the City's interest in the associate. When the City's share of losses in an associate equals or exceeds its interest in the associate, the City discontinues recognising its share of further losses unless it has incurred legal or constructive obligations or made payments on behalf of the associate. When the associate subsequently makes profits, the City will resume recognising its share of those profits once its share of the profits equals the share of the losses not recognised.



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28. RATING INFORMATION

(a) General Rates

RATE TYPE	Rate in \$	Number of Properties	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	2018/19		
			Actual Rateable Value	Actual Rate Revenue	Actual Interim Rates	Actual Back Rates	Actual Total Revenue	Revised Budget Rate Revenue	Revised Budget Interim Rate	Revised Budget Back Rate	Revised Budget Total Revenue	Actual Total Revenue		
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Differential general rate / general rate														
Gross rental valuations														
Improved Commercial/Industrial	0.07978	2,630	342,089,093	27,291,868	543,225				27,835,093	27,291,868	420,199	0	27,712,067	26,465,041
Improved Commercial - Caravan Park	0.11081	2	1,778,244	197,047					197,047	197,047	0	0	197,047	186,253
Improved Residential	0.076	31,282	716,532,625	54,456,480	1,059,102				55,515,582	54,456,480	1,207,470	0	55,663,950	53,263,659
Vacant	0.08993	1,478	38,149,740	3,430,806	74,050				3,504,856	3,430,806	0	0	3,430,806	3,486,700
Unimproved valuations														
Rural Vacant Land	0.00413	53	70,814,000	292,462	(9,840)				282,622	292,462	0	0	292,462	288,660
Rural General	0.00268	94	76,790,000	205,797	(71,795)				134,002	205,797	0	0	205,797	451,129
Sub-Total		35,539	1,246,153,702	85,874,460	1,594,742	0	0	0	87,469,202	85,874,460	1,627,669	0	87,502,129	84,141,442
Minimum payment														
Gross rental valuations														
Improved Commercial/Industrial	786	207	1,622,016	162,702					162,702	162,702	0	0	162,702	160,368
Improved Commercial - Caravan Park	786	0	0	0					0	0	0	0	0	0
Improved Residential	1,353	12,681	202,059,676	17,157,393					17,157,393	17,157,393	0	0	17,157,393	16,481,808
Vacant	755	1,331	8,879,693	1,004,905					1,004,905	1,004,905	0	0	1,004,905	1,071,486
Unimproved valuations														
Rural Vacant Land	958	3	273,000	2,874					2,874	2,874	0	0	2,874	940
Rural General	958	8	911,995	7,664					7,664	7,664	0	0	7,664	13,160
Sub-Total		14,230	213,746,380	18,335,538	0	0	0	0	18,335,538	18,335,538	0	0	18,335,538	17,727,762
		49,769	1,459,900,082	104,209,998	1,594,742	0	0	0	105,804,740	104,209,998	1,627,669	0	105,837,667	101,869,204
Concessions (Note 28(c))									105,804,740				105,837,667	101,869,204
Ex-gratia rates									(1,996,588)				(1,996,588)	(1,909,309)
Prepaid rates									3,885,848				4,000,000	3,659,170
Total amount raised from general rate									(2,057,533)				(2,057,532)	32,250
Specified Area Rate (Note 28(b))									105,636,468				105,822,468	103,651,315
Totals									586,971				595,000	531,685
									106,223,439				106,417,468	104,183,000

SIGNIFICANT ACCOUNTING POLICIES

Rates
Control over assets acquired from rates is obtained at the commencement of the rating period.

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.



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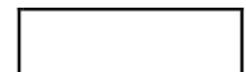
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28. RATING INFORMATION (Continued)

(b) Specified Area Rate

Specified Area Rate	Basis of Valuation	Rate in \$	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	2018/19
			Actual Rateable Value \$	Actual Rate Revenue \$	Interim Rate Revenue \$	Back Rate Revenue \$	Total Specified Area Rate Revenue \$	Revised Budget Rate Revenue \$	Revised Budget Back Rate Revenue \$	Revised Budget Interim Rate Revenue \$	Total Revised Budget Revenue \$	Total Actual Revenue \$
Port Coogee Special Maintenance	GRV	0.013	32,777,720	415,556	25,792	0	441,348	440,000	0	0	440,000	399,283
Port Coogee Waterways	GRV	0.013	3,953,220	50,119	6,711	0	56,830	60,000	0	0	60,000	49,150
Cockburn Coast Maintenance	GRV	0.013	1,655,420	20,987	3,771	0	24,758	30,000	0	0	30,000	19,216
Specified Area Rates - Bibra Lake Sewer Stage 1	GRV	0.020	3,169,408	64,035	0	0	64,035	65,000	0	0	65,000	64,036
			41,555,768	550,697	36,274	0	586,971	595,000	0	0	595,000	531,685

Specified Area Rate	Purpose of the rate	Area/properties Rate Imposed	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	
			Actual Rate Applied to Costs \$	Actual Rate Set Aside to Reserve \$	Actual Reserve Applied to Costs \$	Revised Budget Rate Applied to Costs \$	Revised Budget Rate Set Aside to Reserve \$	Revised Budget Reserve Applied to Costs \$	
Port Coogee Special Maintenance	Specialised maintenance of the Port Coogee Development scheme	Properties in the Port Coogee locality which are connected to the scheme.		283,725	157,623	0	206,833	193,167	206,320
Port Coogee Waterways	Specialised maintenance of the Port Coogee waterways and associated infrastructure assets	Properties in the Port Coogee locality which are connected with the waterways.		50,000	6,830	0	0	60,000	0



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28. RATING INFORMATION (Continued)

Specified Area Rate	Purpose of the rate	Area/properties Rate Imposed	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20
			Actual Rate Applied to Costs	Actual Rate Set Aside to Reserve	Actual Reserve Applied to Costs	Revised Budget Rate Applied to Costs	Revised Budget Rate Set Aside to Reserve	Revised Budget Reserve Applied to Costs
			\$	\$	\$	\$	\$	\$
Cockburn Coast Maintenance	Specialised maintenance of parks and public areas (including custom street lighting) as per the standard agreed to between the City and the Developer.	Properties in the Cockburn Coast Development area.	16,558	8,200	0	8,887	21,113	0
Specified Area Rates - Bibra Lake Sewer Stage 1	Construction of the Bibra Lake Sewer Stage 1 sewerage works as Gazetted under the Health (Miscellaneous Provisions) Act 1911.	Properties within the Bibra Lake southern industrial area from Newton Street Wastewater Pumping Station, Spearwood to the City of Cockburn Operations Centre.	64,035	0	0	64,035	0	64,035
			414,318	172,653	0	279,755	274,280	270,355

(c) Discounts, Incentives, Concessions, & Write-offs
Waivers or Concessions

Rate or Fee and Charge to which the Waiver or Concession is Granted	Type	Discount %	Discount \$	2020 Actual \$	2020 Budget \$	2019 Actual \$
Residential Improved	Concession	scaled	1,957,667	1,996,588	1,957,667	1,909,309
Total discounts/concessions (Note 28(a))				1,996,588	1,957,667	1,909,309

Rate or Fee and Charge to which the Waiver or Concession is Granted	Circumstances in which the Waiver or Concession is Granted and to whom it was available	Objects of the Waiver or Concession	Reasons for the Waiver or Concession
Residential Improved	High GRV residential property concession	To ensure year on year rates increases for all GRV residential improved properties do not exceed council's adopted annual increase	This concession is necessary as fixed waste and security charges were previously incorporated into general rates adversely impacting high GRV properties.



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28. RATING INFORMATION (Continued)

(d) Interest Charges & Instalments

Instalment Options	Date Due	Instalment Plan Admin Charge \$	Instalment Plan Interest Rate %	Unpaid Rates Interest Rate %
Option One				
Single full payment	23/08/2019	0.00	0.00%	7.00%
Option Three				
First instalment	23/08/2019	0.00	3.50%	7.00%
Second instalment	25/10/2019	5.00	3.50%	7.00%
Third instalment	3/01/2020	5.00	3.50%	7.00%
Fourth instalment	6/03/2020	5.00	3.50%	7.00%

	2020 Actual \$	2020 Budget \$	2019 Actual \$
Interest on unpaid rates	212,276	200,000	246,497
Interest on unpaid ESL Levy	37,100	40,000	35,031
Interest on instalment plan	511,077	480,000	462,329
Charges on instalment plan	218,818	227,000	226,474
	979,271	947,000	970,331

As a result of the state of emergency which has arisen due to the COVID-19 pandemic, the City froze penalty interest on rates from 1 April 2020

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29. RATE SETTING STATEMENT INFORMATION

Note	2019/20	2019/20	2019/20	2018/19
	(30 June 2020 Carried Forward)	Budget (30 June 2020 Carried Forward)	(1 July 2019 Brought Forward)	(30 June 2019 Carried Forward)
	\$	\$	\$	\$
(a) Non-cash amounts excluded from operating activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to operating activities				
	Less: Profit on asset disposals	0	(2,789,916)	(2,789,916)
11(a)	Less: Movement in liabilities associated with restricted cash	0	173,315	173,315
	Less: Interest Expense - Provision for Site Rehabilitation	0	(168,821)	(168,821)
	Less: Fair value adjustments to financial assets at fair value through profit and loss	42,668	0	(16,403)
	Movement in pensioner deferred rates (non-current)	(343,616)	0	(60,031)
	Movement in employee benefit provisions (non-current)	161,461	0	(91,101)
	Movement in other provisions (non-current)	(60,349)	0	(5,171,553)
11(a)	Add: Loss on disposal of assets	259,197	590,592	973,437
11(b)	Add: Depreciation on non-current assets	40,772,796	34,853,615	41,050,466
	Non cash amounts excluded from operating activities	37,150,738	33,899,393	33,899,393
(b) Surplus/(deficit) after imposition of general rates				
The following current assets and liabilities have been excluded from the net current assets used in the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
Adjustments to net current assets				
	Less: Reserves - cash/financial asset backed	(149,783,094)	(127,822,154)	(142,586,242)
4	Less: Current assets not expected to be received at end of year - Bonds and deposits	(884,565)	0	(2,441,341)
	Add: Current liabilities not expected to be cleared at end of year - Current portion of borrowings	3,226,983	0	4,770,060
18(a)	- Financial assets - restricted - non current	951,228	1,000,000	1,000,894
	- Current portion of lease liabilities	421,881	0	0
	Total adjustments to net current assets	(146,067,567)	(126,822,154)	(139,256,629)
Net current assets used in the Rate Setting Statement				
	Total current assets	186,706,221	140,589,726	176,340,964
	Less: Total current liabilities	(28,467,604)	(13,754,801)	(29,848,151)
	Less: Total adjustments to net current assets	(146,067,567)	(126,822,154)	(139,256,629)
	Net current assets used in the Rate Setting Statement	12,171,050	12,771	7,236,184
(c) Adjustments to current assets and liabilities at 1 July 2019 on application of new accounting standards				
	Total current assets at 30 June 2019			176,340,964
32(a)	- Contract assets			0
	Total current assets at 1 July 2019			176,340,964
	Total current liabilities at 30 June 2019			(29,848,151)
	Total current liabilities at 1 July 2019			(29,848,151)

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30. FINANCIAL RISK MANAGEMENT

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rate	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the Council. The finance area identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

(a) Interest rate risk

Cash and cash equivalents

The City's main objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance area manages the cash and investments portfolio with the assistance of independent advisers. Cash and investments are subject to interest rate risk – the risk that movements in interest rates could affect returns.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents and term deposits held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted Average Interest Rate %	Carrying Amounts \$	Fixed Interest Rate \$	Variable Interest Rate \$	Non Interest Bearing \$
2020					
Cash and cash equivalents	0.25%	5,133,910	0	5,133,910	0
Financial assets at amortised cost - term deposits	1.52%	169,400,000	169,400,000	0	0
2019					
Cash and cash equivalents	0.25%	7,586,674	0	7,586,674	0
Financial assets at amortised cost	2.68%	157,400,000	157,400,000	0	0

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2020 \$	2019 \$
Impact of a 1% movement in interest rates on profit and loss and equity*	51,339	75,867

* Holding all other variables constant

Borrowings

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs.

The City manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The City does not consider there to be any significant interest rate risk in relation to borrowings.

Details of interest rates applicable to each borrowing may be found at Note 18(b).

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30. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

Trade and Other Receivables

Council's major receivables comprise rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. Council manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through incentives. Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

Based on the payment profiles of rates and fees and charges over a period of 36 months before 1 July 2019 or 1 July 2020 respectively and the corresponding historical losses experienced within this period, there is no expected credit loss. Historical credit loss rates are adjusted if necessary to reflect current and forward-looking information on macroeconomic factors. Council carries out credit checks on most non-rate debtors and has made no provision for expected credit loss.

There are no material receivables that have been subject to a re-negotiation of repayment terms.



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30. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk

Payables and borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying values
	\$	\$	\$	\$	\$
2020					
Payables	12,209,903	0	0	12,209,903	15,351,658
Borrowings	3,905,043	6,171,527	10,000,000	20,076,570	19,398,510
Contract liabilities	713,380	10,647,525	4,879,629	16,240,534	16,240,534
Lease liabilities	421,881	344,141	0	766,022	766,022
	<u>17,250,207</u>	<u>17,163,193</u>	<u>14,879,629</u>	<u>49,293,029</u>	<u>51,756,724</u>
2019					
Payables	9,281,200	0	0	9,281,200	12,778,468
Borrowings	4,770,060	6,663,523	12,500,000	23,933,583	23,933,583
	<u>14,051,260</u>	<u>6,663,523</u>	<u>12,500,000</u>	<u>33,214,783</u>	<u>36,712,051</u>

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020

31. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

The land acquisition transaction for Cockburn Coast Oval settled on the 9 October 2020 between the City and Development WA for the contracted sum of \$9,433,304 (ex GST). A special condition contained in the Contract of Sale allows for the City to pay the outstanding purchase price up to 30 June 2026, which will be subject to annual CPI indexing and any applicable offset credits for monies payable by Development WA under the Developer Contribution Plan for Community Infrastructure (DCA 13).



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32. INITIAL APPLICATION OF AUSTRALIAN ACCOUNTING STANDARDS

During the current year, the City adopted all of the new and revised Australian Accounting Standards and Interpretations which were compiled, became mandatory and which were applicable to its operations.

The City adopted AASB 15 Revenue from Contracts with Customers (issued December 2014) on 1 July 2019 resulting in changes in accounting policies. In accordance with the transition provisions AASB 15, the City adopted the new rules retrospectively with the cumulative effect of initially applying these rules recognised on 1 July 2019. In applying AASB 15, under the specific transition provisions chosen, the City will not restate comparatives for prior reporting periods.

(a) AASB 1058: Income For Not-For-Profit Entities

The City adopted AASB 1058 Income for Not-for-Profit Entities (issued December 2016) on 1 July 2019 which will result in changes in accounting policies. In accordance with the transition provisions AASB 1058, the City adopted the new rules retrospectively with the cumulative effect of initially applying AASB 1058 recognised at 1 July 2019. Comparative information for prior reporting periods was not restated in accordance with AASB 1058 transition requirements.

In applying AASB 1058 retrospectively with the cumulative effect of initially applying the Standard on 1 July 2019 changes occurred to the following financial statement line items by application of AASB 1058 as compared to AASB 118: Revenue and AASB 1004: Contributions before the change:

Note	AASB 118 and AASB 1004	Adjustment	AASB 1058
	carrying amount		carrying amount
	30 June 2019		01 July 2019
	\$	\$	\$
Contract liabilities - current			
Contract liabilities from transfers for recognisable non financial assets	16	0	(17,685,441)
Adjustment to retained surplus from adoption of AASB 1058	34(b)	(17,685,441)	(17,685,441)

Assets that were acquired for consideration, that were significantly less than fair value principally to enable the City to further its objectives, may have been measured on initial recognition under other Australian Accounting Standards at a cost that was significantly less than fair value. Such assets are not required to be remeasured at fair value.

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FOR THE YEAR ENDED 30 JUNE 2020

32. INITIAL APPLICATION OF AUSTRALIAN ACCOUNTING STANDARDS (Continued)

The table below provides details of the amount by which each financial statement line item is affected in the current reporting period by the application of this Standard as compared to AASB 118 and 1004 and related Interpretations that were in effect before the change.

		2020 \$	Adjustment due to application of AASB 15 and AASB 1058	2020 \$
	Note	As reported under AASB 15 and AASB 1058		Compared to AASB 118 and AASB 1004
Statement of Comprehensive Income				
Revenue				
Rates	28(a)	106,223,439	1,994,546	108,217,985
Operating grants, subsidies and contributions	2(a)	13,724,805	16,240,534	29,965,339
Fees and charges	2(a)	27,357,438	0	27,357,438
Non-operating grants, subsidies and contributions	2(a)	25,604,896	0	25,604,896
Net result		23,261,647	18,235,080	41,496,727
Statement of Financial Position				
Trade and other payables	15	15,351,658	(1,994,546)	13,357,112
Contract liabilities	16	16,240,534	(16,240,534)	0
Net assets		1,319,908,062	18,235,080	1,338,143,142
Statement of Changes in Equity				
Net result		23,261,647	18,235,080	41,496,727
Retained surplus		561,835,270	18,235,080	580,070,350

Refer to Note 2(a) for new revenue recognition accounting policies as a result of the application of AASB 15 and AASB 1058.

(b) AASB 16: Leases

The City adopted AASB 16 retrospectively from 1 July 2019 which resulted in changes in accounting policies. In accordance with the transition provisions of AASB 16, the City has applied this Standard to its leases retrospectively, with the cumulative effect of initially applying AASB16 recognised on 1 July 2019. In applying AASB 16, under the specific transition provisions chosen, the City will not restate comparatives for prior reporting periods.

	Note	2020 \$
Operating lease commitments at 30 June 2019 applying AAS 117		1,466,927
Discount applied using incremental borrowing rate		(334,573)
Lease liability recognised as 1 July 2019 discounted using the City's various incremental borrowing rate as per Note 17	17(b)	1,132,354
Right-of-use assets recognised at 1 July 2019	12(a)	1,132,354

In applying AASB 16 for the first time, the City will use the following practical expedient permitted by the standard.

- The exclusion of initial direct costs from the measurement of the right-of-use asset at the date of initial application.
- apply a single discount rate to a portfolio of leases with reasonably similar characteristics.
- elect not to apply the requirements to leases for which the lease term ends within 12 months of the date of transition to AASB.
- elect not to apply the requirements to leases for which the underlying asset is of low value
- use hindsight, such as in determining the lease term if the contract contains options to extend or terminate the lease



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33. PRIOR YEAR RESTATEMENT

During the year ended 30 June 2020, the following misstatement was identified relating to the prior year financial period. The misstatement has been corrected by restating each of the affected financial statement line items for the prior period. The misstatement has had no impact on the Statement of Cash Flows for the year ended 30 June 2019 or Statement of Financial Position as at 1 July 2018, and is set out below:

- The fair value of Infrastructure - Roads was not correctly determined at 30 June 2019 due to an error in the determination of the revaluation increment for the year ended 30 June 2019. As a consequence, the City has determined that Infrastructure – Roads, net of accumulated depreciation, was understated by \$34,254,714 and that the revaluation increment recorded in other comprehensive income was understated for the year ended 30 June 2019 by \$34,254,714.

- As a result of this prior period restatement, the City's Asset Consumption Ratio increased from 0.69 to 0.71 for the year ended 30 June 2019

Statement of Financial Position (Extract)	30 June 2019 \$	Increase/ (Decrease) \$	30 June 2019 (Restated) \$
Infrastructure	795,402,490	34,254,714	829,657,204
Total non-current assets	1,159,370,144	34,254,714	1,193,624,858
Total assets	1,335,711,109	34,254,714	1,369,965,823
Net assets	1,250,682,172	34,254,714	1,284,936,886
Revaluation Surplus	(544,640,014)	(34,254,714)	(578,894,728)
Total equity	(1,250,682,172)	(34,254,714)	(1,284,936,886)

Statement of Comprehensive Income (Extract)	2019 \$	Increase/ (Decrease) \$	2019 (Restated) \$
Net result for the period	31,619,513	0	31,619,513
Changes in asset revaluation surplus	21,290,331	34,254,714	55,545,045
Total other comprehensive income for the period	21,290,331	34,254,714	55,545,045
Total comprehensive income for the period	52,909,844	34,254,714	87,164,558

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34. CHANGE IN ACCOUNTING POLICIES

(a) Change in Accounting Policies due to regulation changes

Effective 6 November 2020, *Local Government (Financial Management) Regulation 16* was deleted and *Local Government (Financial Management) Regulation 17A* was amended with retrospective application. The changes were effective for financial years ending on or after 30 June 2020 so are required to be applied retrospectively with cumulative effect applied initially on 1 July 2019.

No adjustments were required to be made to the amounts recognised in the statement of financial position at the date of initial application

Also, following changes to *Local Government (Financial Management) Regulation 17A*, plant and equipment type assets (being plant and equipment and furniture and equipment) are to be measured under the cost model, rather than at fair value. This change is effective from 1 July 2019 and represents a change in accounting policy. Revaluations carried out previously or during the year were not reversed as it was deemed fair value approximates cost at the date of the change.

(b) Changes in equity due to change in accounting policies

The impact on the City's opening retained surplus due to the adoption of AASB 15 and AASB 1058 as at 1 July 2019 was as follows:

	Note	Adjustments	2019
Retained surplus - 30 June 2019			\$ 563,455,916
Adjustment to retained surplus from adoption of AASB 1058	32(a)	(17,685,441)	(17,685,441)
Retained surplus - 1 July 2019		(17,685,441)	545,770,475

There was no impact on the City's opening revaluation surplus resulting from *Local Government (Financial Management) Regulation 16* being deleted and the amendments to *Local Government (Financial Management) Regulation 17A* as at 1 July 2019.



CITY OF COCKBURN
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35. TRUST FUNDS

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	1 July 2019	Amounts Received	Amounts Paid	30 June 2020
	\$	\$	\$	\$
Public Open Space Contributions	6,286,742	751,809	(663,950)	6,374,601
	6,286,742	751,809	(663,950)	6,374,601



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36. OTHER SIGNIFICANT ACCOUNTING POLICIES

a) Goods and services tax (GST)
Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or 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.

b) Current and non-current classification
The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City 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 or non-current based on the City's intentions to release for sale.

c) Rounding off figures
All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures
Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

e) Budget comparative figures
Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation
The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

g) Fair value of assets and liabilities
Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Fair value hierarchy
AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1
Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2
Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3
Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques
The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach
Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach
Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach
Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

i) Impairment of assets
In accordance with Australian Accounting Standards the City's cash generating non-specialised 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) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

For non-cash generating specialised assets that are measured under the revaluation model, such as roads, drains, public buildings and the like, no annual assessment of impairment is required. Rather AASB 116.31 applies and revaluations need only be made with sufficient regulatory to ensure the carrying value does not differ materially from that which would be determined using fair value at the ends of the reporting period.

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FOR THE YEAR ENDED 30 JUNE 2020

37. ACTIVITIES/PROGRAMS

City operations as disclosed in these financial statements encompass the following service orientated activities/programs.

PROGRAM NAME AND OBJECTIVES
GOVERNANCE The administration and operation of facilities and services to the elected members of Council. Also includes other corporate type costs that are not related to the specific service areas covered under the other programs.
GENERAL PURPOSE FUNDING The collection of general-purpose revenue including rates and penalties, general-purpose grants and interest on investments. This provides the funding for much of the City's programs/activities.
LAW, ORDER, PUBLIC SAFETY Provision of community safety services including supervision of various by-laws, animal and dog control, a security patrol service, fire prevention and voluntary emergency services.
HEALTH The provision of environmental health services including food quality and pest control.
EDUCATION AND WELFARE The provision of support services to families and children, the aged and disabled and senior citizens. The provision of pre- schools and services and facilities for the youth.
COMMUNITY AMENITIES Refuse collection, recycling and disposal, the operation of the Henderson Landfill site, protection of the environment, administration of the town planning scheme and maintenance of bus shelters.
RECREATION AND CULTURE The provision and operation of community halls and recreation centres, parks and ovals, beach reserves and swimming areas and library facilities. The development and provision of arts and cultural events.
TRANSPORT This program includes road, drainage and footpath construction and maintenance. The provision and maintenance of streetscapes is also included, as is the purchase of heavy plant and the operations of the council works depot
ECONOMIC SERVICES Activities associated with the control of building activity within the city and the provision of facilities and services that encourage tourism.
OTHER PROPERTY AND SERVICES Includes private works and engineering overheads and plant operating costs (both of which are allocated to the City's works program).



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 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2020

38. FINANCIAL RATIOS

	2020	2019*	2018
	Actual	Restated Actual	Actual
Current ratio	1.13	0.97	1.33
Asset consumption ratio *	0.71	0.71	0.70
Asset renewal funding ratio	0.75	0.75	0.71
Asset sustainability ratio	0.71	0.46	0.74
Debt service cover ratio	8.25	8.72	5.53
Operating surplus ratio	(0.02)	0.01	(0.05)
Own source revenue coverage ratio	0.89	0.94	0.96

* Restated - refer note 33

The above ratios are calculated as follows:

Current ratio	$\frac{\text{current assets minus restricted assets}}{\text{current liabilities minus liabilities associated with restricted assets}}$
Asset consumption ratio	$\frac{\text{depreciated replacement costs of depreciable assets}}{\text{current replacement cost of depreciable assets}}$
Asset renewal funding ratio	$\frac{\text{NPV of planned capital renewal over 10 years}}{\text{NPV of required capital expenditure over 10 years}}$
Asset sustainability ratio	$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation}}$
Debt service cover ratio	$\frac{\text{annual operating surplus before interest and depreciation}}{\text{principal and interest}}$
Operating surplus ratio	$\frac{\text{operating revenue minus operating expenses}}{\text{own source operating revenue}}$
Own source revenue coverage ratio	$\frac{\text{own source operating revenue}}{\text{operating expense}}$



City of Cockburn
Report to the Audit & Strategic Finance Committee
For the year ending 30 June 2020



KPMG's Audit Responsibilities	Audit approach	Business risks relevant to our audit	Audit focus areas	Key accounting and reporting considerations	Data & Analytics	Audit Timeline
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Introduction



To the Audit & Strategic Finance Committee of the City of Cockburn

We are pleased to have the opportunity to discuss our audit of the financial report of the City of Cockburn ("the City"), as at and for the year ending 30 June 2020.

This audit plan and strategy document is intended to provide the Audit & Strategic Finance Committee with our audit focus areas, our procedures over these areas, deliverables and timelines.

Restrictions on distribution

This report is intended solely for the information of those charged with governance of the City and the report is provided on the basis that it should not be distributed to other parties; that it will not be quoted or referred to, in whole or in part, without our prior written consent; and that we accept no responsibility to any third party in relation to it.

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- [KPMG's audit responsibility](#)
- [Audit approach](#)
- [Audit risk assessment](#)
- [Key audit focus areas](#)
- [Timeline of the audit](#)
- [New accounting standards](#)
- [COVID 19](#)

Your Team

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KPMG's audit responsibility



On behalf of the Auditor General, KPMG's aim is to provide a high quality audit of the City's financial statements and ratios that is risk focused with independent insight on the key issues.

- KPMG has been contracted by the Office of the Auditor General ("OAG") to perform the audit of the City. The contract requires KPMG to use their audit approach and methodology.
- KPMG conducts an independent audit in order to enable the OAG to express an opinion regarding the financial statements and ratios. Our audit is conducted in accordance with Australian Auditing Standards in order to provide reasonable assurance as to whether the financial report is free of material misstatement. The nature of an audit is influenced by factors such as the use of professional judgment, selective testing, the inherent limitations of internal controls, and the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements will be detected.
- We perform procedures to assess whether the financial statements present fairly with the City's financial position as at 30 June 2020, and its performance for the year ending on that date in accordance with the Local Government Act 1995, Local Government (Audit) Regulations 1996, Australian Accounting Standards and other mandatory financial reporting requirements applicable to the City.
- We form our recommended audit opinion on the basis of these procedures, which include: examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial report; and assessing the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the City.
- We consider the effectiveness of management's internal controls over financial and performance reporting when determining the nature and extent of our procedures.
- We will express an opinion recommendation on whether:
 - The City has reported, in all material respects, its financial performance as at 30 June 2020 and for the year there ended;
 - The ratios are relevant and appropriate to help users assess the City's performance and fairly represent the indicated performance for the period.
- The OAG and KPMG understand the importance of our role as auditors in the external reporting framework and we work to maintain an extensive system of quality control over our audit practices.



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Audit Approach



Area	Assessment & Approach
Methodologies and activities	<ul style="list-style-type: none"> - Our audit approach is tailored to address financial statement risks unique to the City. In tailoring our approach, we have held discussions with management, considered any changes to operations, and considered both external and internal developments that may impact our audit risk. - A summary of the activities in each phase of our audit is provided. - On completion, we will evaluate the evidence we obtained and report our findings to you.
Materiality	<ul style="list-style-type: none"> - Planning materiality is determined at the overall financial statement level. Where appropriate, based on qualitative factors, we may lower our materiality threshold. - The extent of audit procedures on balance sheet and income statement numbers is based on our professional judgement and materiality applicable to the City. - During the course of our work, we will accumulate and report all identified uncorrected and corrected misstatements above our audit difference posting threshold, as well as material misstatements or omissions in presentation and disclosures, to the Audit & Strategic Finance Committee. - As required by auditing standards, we will request correction of identified differences.
Risk assessment	<ul style="list-style-type: none"> - Based on our experience, findings from last year's audit, our knowledge of the City and discussions with management, we will perform an assessment of your business risks relevant to our audit and identify financial statement captions that may be affected by these risks to identify audit focus areas. - We have summarised the relevant risks faced by the City, and - The audit focus areas are identified, our planned procedures and key accounting and reporting matters for consideration.
Independence	<ul style="list-style-type: none"> - Our audit services are subject to the OAG's, KPMG's and our profession's strict rules and policies regarding auditor independence. - We will not undertake services that are incompatible with our role as your auditor, or that could compromise our independence in any way. - We will continue to monitor our independence on an ongoing basis and will confirm our independence at the time of audit completion and signing the audit opinion.
Approach to fraud	<ul style="list-style-type: none"> - The primary responsibility for preventing and detecting fraud rests with the Audit & Strategic Finance Committee and management. - We are responsible for obtaining reasonable assurance that the financial report, taken as a whole, is free from material misstatement, whether caused by fraud or error. Owing to the inherent limitations of an audit there is an unavoidable risk that some material misstatements of the financial report may not be detected. - We will assess the risk of fraud and design procedures that respond to that risk including, but not limited to, making enquiries of management about actual, suspected or alleged fraud and testing journal entry posting controls and a sample of journal entries. - We request at this time the accountable authority, in consultation with the Executive, to identify matters relating to fraud consideration for incorporating into our audit approach. We will report fraud related issues identified to the accountable authority if identified during our audit.



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Audit Approach - Phases



	Planning / Risk assessment	Testing	Completion
Objectives	<ul style="list-style-type: none"> Perform risk assessment Determine critical accounting and reporting matters Plan audit procedures Evaluate fraud risk in financial reporting Understand accounting and reporting activities Evaluate design and implementation of controls Perform initial test of operating effectiveness of key controls with sample sizes based on frequency and nature of controls 	<ul style="list-style-type: none"> Assess control risk and the risk of significant misstatement Perform substantive audit procedures Audit non-routine transactions and re-assess the risk of misstatement Obtain audit evidence that is sufficient and appropriate 	<ul style="list-style-type: none"> Evaluate and report audit findings Form and issue audit opinion Communicate with key stakeholders Identify improvements for future years
Activities	<ul style="list-style-type: none"> Update our understanding of business and operations via discussions with executive management and the finance team Calculate audit materiality Assess risks and identify general ledger accounts requiring audit focus Undertake analytical reviews and assess key accounting issues Discuss key processes and controls relevant to "significant general ledger accounts" Review and consider relevant internal audit reports 	<ul style="list-style-type: none"> Complete test of operating effectiveness of key controls through sample sizes based on frequency and nature of control Perform testing on complex and non-routine transactions Perform other tests to supplement controls testing Audit of ratios Audit disclosures Active involvement of the OAG and review of work performed 	<ul style="list-style-type: none"> Resolve judgemental issues identified throughout the audit Evaluate the City's financial statements Summarise key findings and report to management and the Audit & Strategic Finance Committee
Deliverables	<ul style="list-style-type: none"> 2020 Audit Plan Management letter (as required) 	<ul style="list-style-type: none"> Summary of adjusted and unadjusted audit differences for consideration by management including significant deficiencies in internal controls Draft report to the Audit & Strategic Finance Committee and management letter, as necessary 	<ul style="list-style-type: none"> Audit opinion from the OAG Exit Meeting report to Audit and Risk Committee Final management letter

Continuous communication between OAG/KPMG teams and the City



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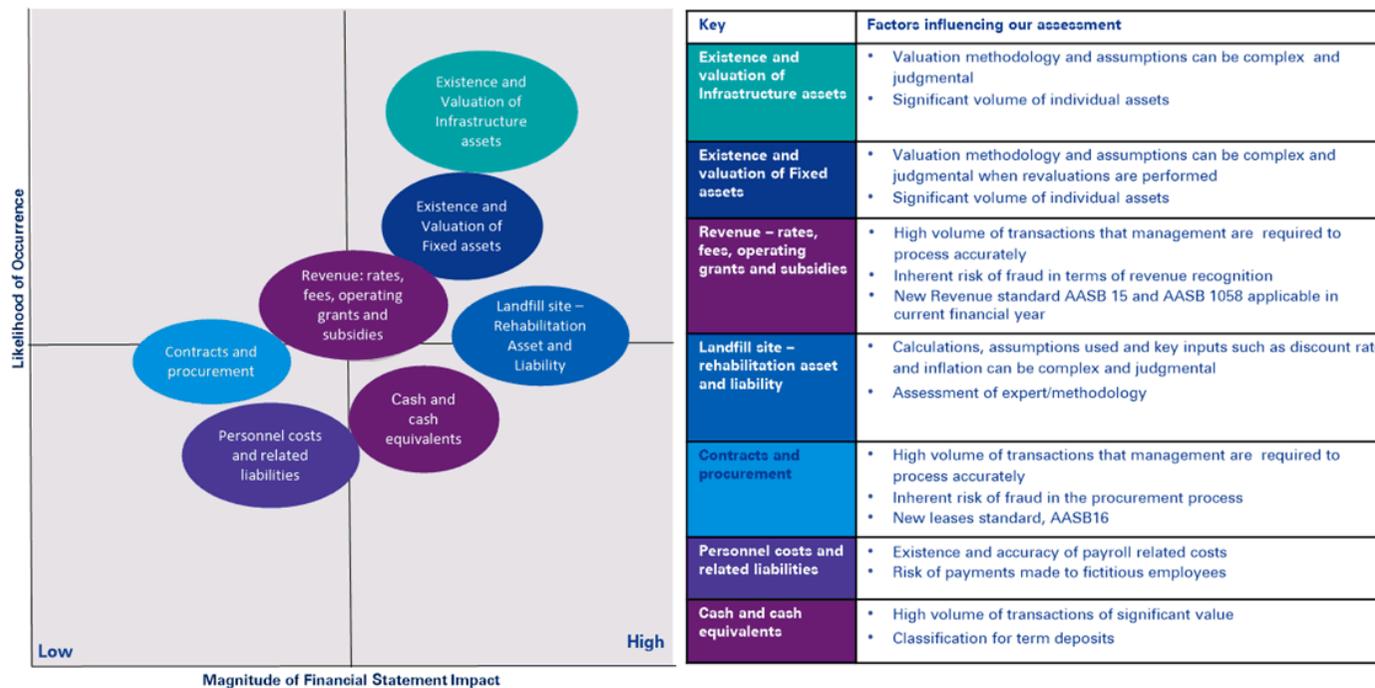
SASFC 26/11/2020

KPMG's Audit Responsibilities Audit approach Business risks relevant to our audit Audit focus areas Key accounting and reporting considerations Data & Analytics Audit Timeline

Audit risk assessment



In our assessment of inherent audit risks impacting the financial report, we consider the nature of the risk, likelihood of its occurrence and potential impact it could have on the City's financial report.



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Key audit focus areas



1 Existence and valuation of Infrastructure Assets

Audit risk H Higher M Moderate L Lower

Significant Risks	Size	Complexity	Susceptibility to fraud/error
	H	H	Error

Areas of audit focus

- Valuation methodology and assumptions can be complex and judgmental
- Significant volume of individual assets

Planned audit procedures

Test of Controls

- Management review of internal valuations performed

Substantive Procedures

- Review any independent/internally prepared valuations for the City's infrastructure assets
- Utilising our infrastructure valuation specialist, assess the competence and capabilities of the City's valuers, including valuation method and assumptions used
- On a sample basis, select asset additions to confirm existence.
- Recalculate any revaluation gain/loss arising from the revaluation and ensure this has been appropriately recorded
- Review management's impairment assessment/calculation for reasonableness
- Assess appropriateness of asset classification
- Assess the completeness of capital WIP, and for a sample selected, ensure the asset was capitalized at the correct date.



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Key audit focus areas



2 Existence and valuation of Fixed Assets

Audit risk H Higher M Moderate L Lower

Significant Risks	Size	Complexity	Susceptibility to fraud/error
	H	M	Error

Areas of audit focus

- Valuation methodology and assumptions can be complex and judgmental when revaluations are performed
- Significant volume of individual assets

Planned audit procedures

Test of Controls

- None planned

Substantive Procedures

- We note based on discussions with management, no revaluations of fixed assets will occur during the 2019-20 financial year.
- On a sample basis, select asset additions to confirm existence.
- Recalculate any revaluation gain/loss arising from the revaluation and ensure this has been appropriately recorded.
- Review management's impairment assessment/calculation for reasonableness
- Assess appropriateness of asset classification
- Perform substantive analytical procedures over depreciation expense to assess reasonableness thereof



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Key audit focus areas



3 Revenue – rates, fees, charges, operating grants and subsidies

Audit risk **H** Higher **M** Moderate **L** Lower

Significant Risks	Size	Complexity	Susceptibility to fraud/error
	H	M	Error/Fraud

Areas of audit focus	Planned audit procedures
<ul style="list-style-type: none"> High volume of transactions that management are required to process accurately Inherent risk of fraud in terms of revenue recognition 	<p>Test of Controls</p> <ul style="list-style-type: none"> Council approval of rates and charges for FY2020 Management review of monthly rates reconciliation <p>Substantive Procedures</p> <ul style="list-style-type: none"> Review the City's rates policy in place Recalculate the rates revenue for the year ensuring the correct rates were used and verifying the accuracy thereof Focus testing around financial year ends to ensure revenue recorded in the correct period Assess the recoverability of the related debtor raised Assess the approach used by management to calculate its allowance for expected credit losses Agree a sample of fees and charges to supporting documents Vouch grants to relevant grant agreement and bank Consider transition implications of AASB 15 and AASB 1058



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Key audit focus areas



4 Landfill site – rehabilitation asset and liability

Audit risk **H** Higher **M** Moderate **L** Lower

Significant Risks	Size	Complexity	Susceptibility to fraud/error
	H	H	Error

Areas of audit focus

- Accounting for rehabilitation provisions is complex
- Accounting treatment can involve high levels of judgement and estimation uncertainty

Planned audit procedures

Test of Controls

- None planned

Substantive Procedures

- Review management’s landfill site rehabilitation provision and asset calculations
- Verify the mathematical accuracy of the of the calculations received
- Assess the competence and capabilities of the experts engaged by the City, including valuation method and assumptions used
- Review and critically assess the assumptions and inputs (such as discount rate, inflation rate) used in the model by management and the expert
- Assess accuracy of component accounting for the rehabilitation asset, including related amortisation



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Key audit focus areas



5 Contracts and procurement

Audit risk H Higher M Moderate L Lower

Significant Risks	Size	Complexity	Susceptibility to fraud/error
	H	M	Error

Areas of audit focus

- High volume of transactions that management are required to process accurately
- New Accounting Standard – AASB 16 Leases

Planned audit procedures

Test of Controls

- Review of authorization of purchases orders in line with the City's Delegation of Authority
- Review of authorization of purchases orders in line with the City's Procurement Policy

Substantive Procedures

- Review of the City's procurement policy
- Review the City's contract register for long running contracts or overspent contracts
- On a sample basis for expenditure, agree payments made to supporting documentation and sighting authorisation of such payments is in line with the City's Delegation of Authority and Procurement Policy
- For new contracts awarded during the year, review to ensure the City's Procurement Policy was adhered to
- Search for unrecorded liabilities at year end
- Application of new Accounting Standard, AASB16 Leases
- Completeness and accuracy of leases disclosed by the City
- Lease arrangements can be complex to identify



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Key audit focus areas



6 Personnel costs and related liabilities

Audit risk H Higher M Moderate L Lower

Significant Risks	Size	Complexity	Susceptibility to fraud/error
	H	M	Error

Areas of audit focus

- High volume of transactions that management are required to process accurately
- Existence and accuracy of payroll related costs

Planned audit procedures

Test of Controls

- Authorisation and approval of pay run payments

Substantive Procedures

- Reconcile the payroll and trial balance as at 30 June 2020, including related payroll liabilities
- For a sample selected, verify payments made to employees by agreeing these to employment contracts, payslips and the payroll
- Substantive analytical procedures to be performed over payroll expenses
- Substantive analytical procedures to be performed over annual leave and long service leave provisions as at 30 June 2020



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Key audit focus areas



7 Cash and cash equivalents

Audit risk H Higher M Moderate L Lower

Significant Risks	Size	Complexity	Susceptibility to fraud/error
	H	L	Error

Areas of audit focus

- High volume of transactions of significant value

Planned audit procedures

Test of Controls

- Management review of bank reconciliations.

Substantive Procedures

- Circularize independent bank confirmations at year end
- Review the year end bank reconciliation and agree to bank confirmations
- On a sample basis, vouch term deposits to confirmations and consider appropriateness of classification



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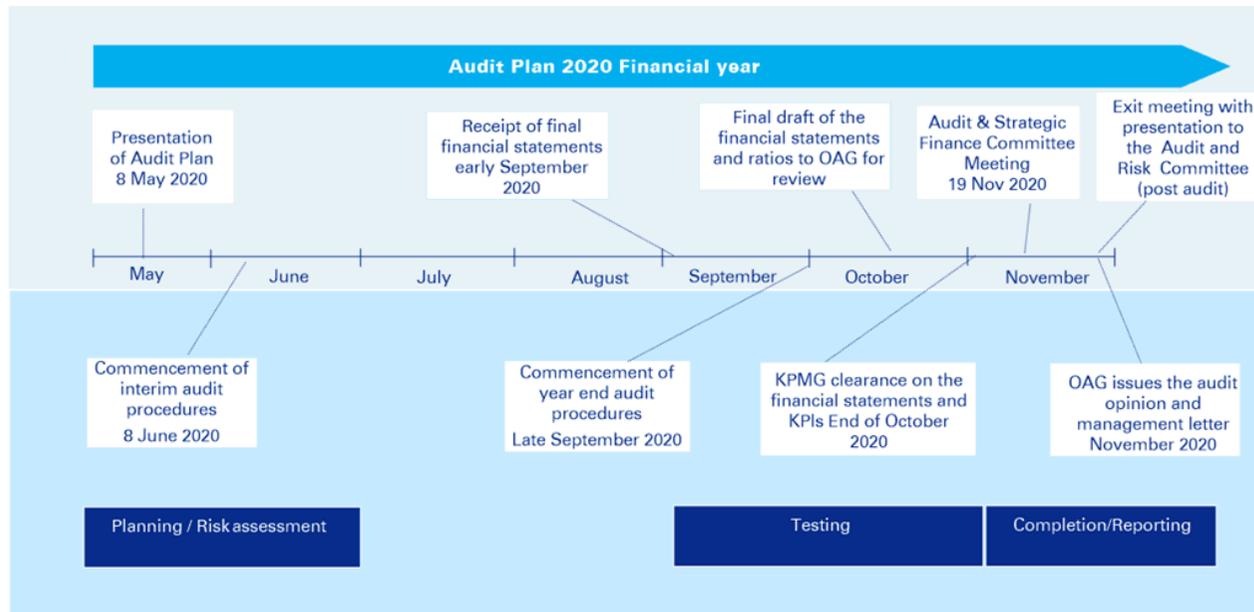
KPMG's Audit Responsibilities Audit approach Business risks relevant to our audit Audit focus areas Key accounting and reporting considerations Data & Analytics Audit Timeline

Timeline of the audit



Communicating with and reporting to the City, with no surprises, underpins the quality of our audit. There are two main elements: the formal audit report, and ongoing communications. Two-way communication with management is a key aspect of our reporting and service delivery. We stress the importance of keeping you informed of issues arising throughout the audit and of understanding your views.

We deliver insights on aspects of the audit and your business practices such as the appropriateness of accounting policies, the design and operation of financial reporting systems and controls, key accounting judgements and any matters where we may disagree with management's view, and any audit differences or errors identified. We ensure the content of these reports meets the requirements of auditing standards and we share our industry experience to encourage discussion and debate with management. We see these insights as a key mechanism to support you in the execution of your responsibilities.



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New standards - More than accounting change



Effective dates – the City's Financial year

New standards	
	2020
AASB 15 <i>Revenue from Contracts with Customers</i> / AASB 1058 <i>Income of not-for-profit entities</i>	✓
AASB 16 <i>Leases</i>	✓

- ### AASB 15/AASB 1058
- New contract-based five-step analysis of transactions, focusing on transfer of control
 - New control based model
 - New method for measuring revenues (each component)
 - Specific guidance for performance obligations - contracts might need to be combined or separated
 - Extensive new disclosures

- ### AASB 16
- Major change in the recognition of leases for lessees
 - All significant leases on-balance sheet
 - Simplified requirements for short-term leases (less than 12 months)
 - Amended depreciation rules for leased assets
 - No significant changes in the accounting for lessors

It is critical that these new Accounting standards are considered, implemented and accounted for before the end of the financial year (30 June 2020).



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KPMG's Audit Responsibilities	Audit approach	Business risks relevant to our audit	Audit focus areas	Key accounting and reporting considerations	Data & Analytics	Audit Timeline
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COVID-19 impacts

Business impacts

The COVID-19 outbreak and the increasingly stringent government responses are causing significant business interruption, volatility in capital, commodity and currency markets and a deteriorating macroeconomic outlook.

What does this mean for the audit of the City of Cockburn?

We are committed to continuing to deliver a quality audit and are adapting our delivery in innovative ways:

- Modifications to the audit strategy and plan, including risk assessment as outlined on page 17, given the impacts of COVID 19.
- Increased focus on the issues critical to you in these uncertain times, in particular financial reporting estimates, judgements and transparent disclosures.
- Virtual secure access to your books, records and financial reporting, in particular:
 - Video access to perform walkthroughs of processes and test certain controls – our experience to date suggests these take more preparation to set up and longer to achieve;
 - Video access to observe inventory counts and inspect significant assets as applicable.
- Adaptation of our testing methods to new risk areas:
 - Nature of testing – focus on estimates and judgements, using authoritative external credible sources;
 - Extent of testing – split testing populations into pre and post-COVID given differing control environments.
- Sourcing further specialist advice including technical teams, risk management given additional judgements.

Your readiness will shape the following:

- Ability to gather sufficient appropriate audit evidence, in particular:
 - Process and control maintenance during the disruptions and your teams working from home, at a entity-level and books & records;
 - Work-arounds adopted by your teams adapting to working from home, increases our need to test pre and post-COVID methods;
 - Sources of evidence for estimates and judgements, in particular with respect to valuation of the infrastructure and fixed assets, as well as the landfill site's rehabilitation asset and provision. Disclaimers on behalf of management experts or other sources may significantly impact our work and conclusions;
 - Preparedness for relevant executives to sign off on financial reporting in the conditions, including representation letters, CEO and CFO declarations, etc.
- Timing, timelines and deadlines, including within the City, and reliance on others such as management experts, financiers and other external parties.
- Communication effectiveness – we recommend specific protocols be applied for us to communicate with you, including timing, secure technologies, and extended duration to address the wide ranging issues.

There may be instances where sufficient appropriate audit evidence cannot be easily obtained e.g. due to unavailability of critical information or key personnel. If any such difficulties emerge we will immediately alert management, the OAG and escalate key concerns, where required, to the Audit & Strategic Finance Committee.



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Impact of COVID-19 - Risk assessment

Audit focus areas	Relative risk	Movement due to COVID-19	Impact of COVID-19
Potential key audit matters			
Assets – valuations and impairment	H	↑	Could result in greater uncertainty for forecast cash flows and other key assumptions including discount rates. Where management has engaged experts, or makes use of internal specialists, such experts should give consideration to this increased risk.
Loans and receivables - Expected credit losses	H	↑	Could result in increased risk of defaults by debtors, specifically rates payers and sundry debtors. Management's ECL's assessment should consider and assess this increased risk.
Contracts in progress – fulfilment costs, receivables, and WIP	H	<i>New risk</i>	Increased challenges to negotiating claims and variations could be experienced by the City. This could increase the City's exposure to potential claims or contingent liabilities.
Other significant audit matters			
Financial report disclosures	M	<i>New risk</i>	Complexity in disclosures in particular those involving significant estimation and judgement, e.g. impairment, ECL, asset fair values.

H Higher
M Moderate
L Lower
↑↓↔ Potential impact from COVID 19



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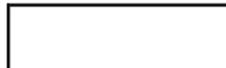
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City of Cockburn
Report to Audit & Strategic Finance Committee
For the year ended 30 June 2020



Item 10.1 Attachment 5

SASFC 26/11/2020

Introduction

To the Audit & Strategic Finance Committee of the City of Cockburn

We are pleased to have the opportunity to meet with you on 26 November 2020 to discuss the results of our audit of the City of Cockburn ("the City"), as at and for the year ended 30 June 2020.

We are providing this report in advance of our meeting to enable you to consider our findings and hence enhance the quality of our discussions. This report should be read in conjunction with our audit plan for the year ended 30 June 2020. We will be pleased to elaborate on the matters covered in this report when we meet.

Our audit is substantially complete. Subject to the Committee's approval, we expect to be in a position to recommend to the OAG unmodified audit opinions on the City's financial report and financial ratios, provided that the outstanding matters noted on page 3 of this report are satisfactorily resolved.

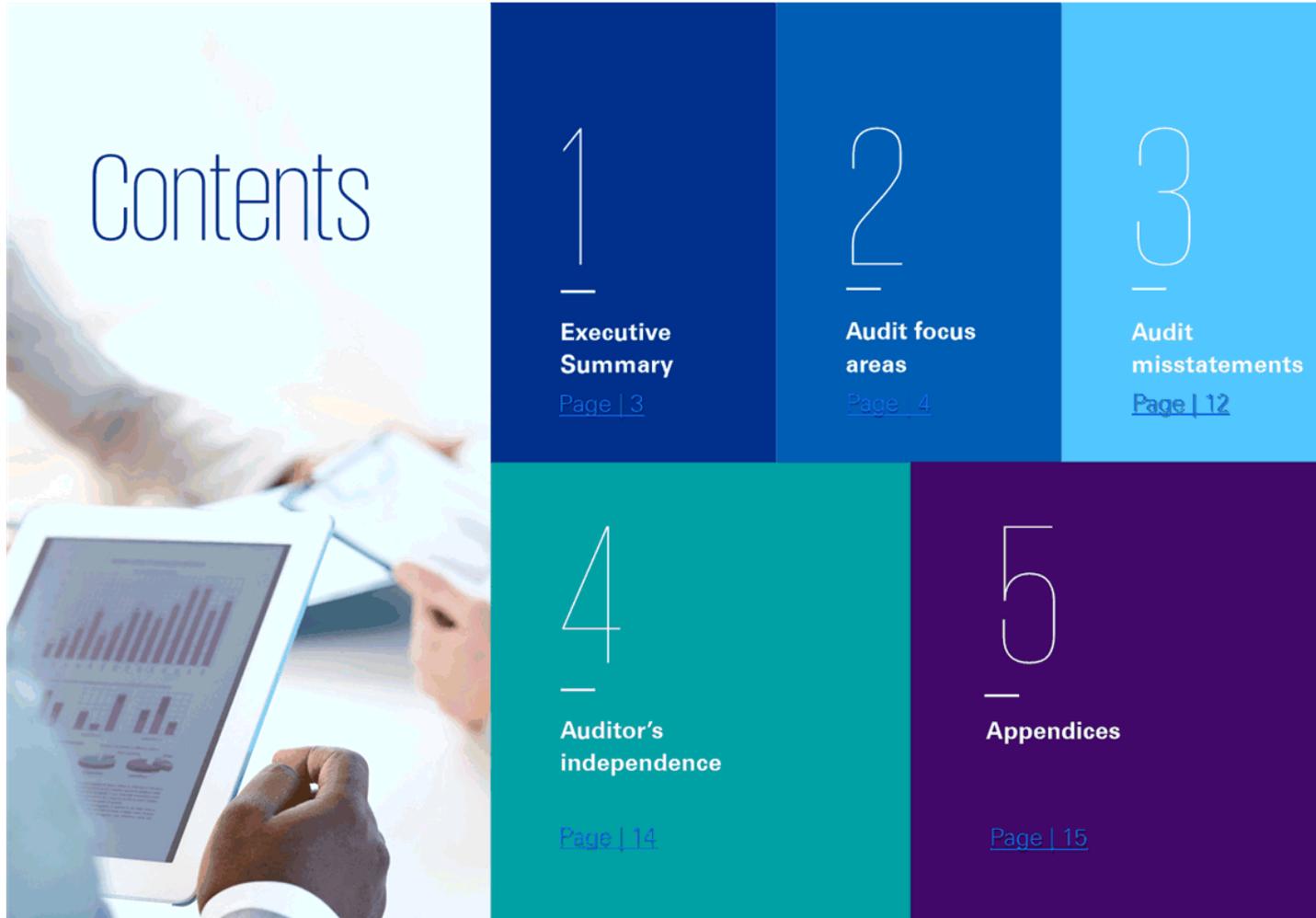
We draw your attention to the important notice on page 17 of this report, which explains:

- the purpose of this report; and
- limitations on work performed;
- restrictions on distribution of this report.

We would like to thank management for their assistance during the audit process.

Matthew Beevers
Partner





The graphic features a background image of a person's hands holding a tablet displaying a bar chart, with other people's hands visible in the background. The text is overlaid on a grid of colored rectangular blocks.

<h1>Contents</h1>	<h1>1</h1> <p>Executive Summary</p> <p>Page 3</p>	<h1>2</h1> <p>Audit focus areas</p> <p>Page 4</p>	<h1>3</h1> <p>Audit misstatements</p> <p>Page 12</p>
	<h1>4</h1> <p>Auditor's independence</p> <p>Page 14</p>	<h1>5</h1> <p>Appendices</p> <p>Page 15</p>	



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Executive summary

Key focus areas

	Page ref.
Existence and valuation of Infrastructure Assets	4
Existence and valuation of Fixed Assets	5
Revenue – rates, fees, charges, operating grants and subsidies, developer contributions plan	6
Landfill site – Rehabilitation Provision	7
Contracts and procurement	8
Personnel costs and related liabilities	9
Cash and cash equivalents	10
Financial Ratios	11

Audit misstatements

Please refer to page [12](#) for details on the corrected and uncorrected audit misstatements identified.

Outstanding matters

- In order to finalise our work, we require the following:
- Final review of the updated financial statements
 - Receipt of signed financial statements declaration and certification
 - Receipt of signed management representation letters
 - Subsequent events procedures
 - Final clearance comments of the Audit & Strategic Finance Committee of matters contained in this report.

Fraud

We have not identified any instances of material fraud through our audit procedures.

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Audit Focus Areas

01 Existence and valuation of Infrastructure Assets

Summary

Our audit response to the existence and valuation of infrastructure assets comprises primarily of fully substantive approach.

We consider this an audit focus area due to:

- Valuation methodology and assumptions can be complex and judgmental
- Significant volume of individual assets

Balance	FY20	FY19 (restated)
Infrastructure	\$871,151,088	\$829,657,204

Our controls approach

- Management review of internal valuations performed

Our substantive approach

- Considered the internally prepared valuations for the City's infrastructure assets
- Performed a roll forward from 01 July 2019 to 30 June 2020
- Assessed the competence and capabilities of the City's valuers, including valuation method and assumptions used
- On a sample basis, selected and tested asset additions to confirm existence and accuracy.
- Performed substantive analytical procedures over depreciation expense to assess reasonableness thereof
- Recalculated any revaluation gain/loss arising from the revaluation and ensured this has been appropriately recorded
- Considered management's impairment assessment for reasonableness and compliance with the Accounting Standards
- Assessed the completeness and accuracy of capital WIP at year end, and for a sample selected, ensured the asset was capitalized at the correct date

Conclusion

During the audit, it came to our attention that management had identified a computation error in relation to FY2019 revaluation adjustment to Infrastructure Roads. This error resulted in the revaluation increment for FY2019 being understated by \$34,254,714. This error has been corrected via the restatement of the comparative period. Refer to Note 33 in the financial statements.

Based on the audit procedures performed, no other reportable misstatements were noted.

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Audit Focus Areas

02 Existence and valuation of Fixed Assets

Summary

Our audit response to the existence and valuation of fixed assets comprises a fully substantive approach.

We consider this an audit focus area due to:

- Fair value assessment and assumptions can be complex and judgmental
- Valuation methodology and assumptions can be complex and judgmental when revaluations are performed
- Significant volume of individual assets

Balance	FY20	FY19
Fixed assets	\$333,321,662	\$335,763,145

Our controls approach

- None planned

Our substantive approach

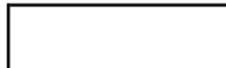
- No revaluations of fixed assets occurred during the current year.
- Performed a roll forward from 01 July 2019 to 30 June 2020.
- On a sample basis, selected and tested fixed asset additions to confirm existence and accuracy.
- Assessed management's impairment assessment for reasonableness
- Perform substantive analytical procedures over depreciation expense to assess reasonableness thereof

Conclusion

Based on the audit procedures performed, no reportable misstatements are noted.

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Audit Focus Areas

03 Revenue - rates, fees, charges, operating grants and subsidies

Summary

Our audit response to the revenue – rates, fees, charges, operating grants and subsidies comprises controls and substantive testing.

We consider this an audit focus area due to:

- High volume of transactions and varying revenue/income streams that management are required to process accurately
- New Accounting Standards – AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities

Balance	FY20	FY19
Rates	\$106,223,439	\$104,183,000
Operating grants and subsidies	\$13,724,805	\$14,519,948
Fees and charges	\$27,357,438	\$30,518,189

Our controls approach

- Approval of rates, fees & charges by the Council for the 2020 financial year

Our substantive approach

- Reviewed the City's rates policy in place
- For a statistical sample selected, recalculated the rates revenue for the year ensuring the correct rates were used and verified the accuracy thereof
- Focused testing around financial year ends to ensure revenue was recorded in the correct period
- Assessed the recoverability of debtors at year end
- Assessed the approach used by management to calculate its allowance for expected credit losses
- For a statistical sample selected, verified a sample of fees and charges to supporting documents
- Vouched grants received to relevant grant agreement and bank statement
- Tested the completeness and accuracy of contract liabilities relating to developer contributions
- Reviewed management's transition adjustments and disclosures to Revenue from the new Accounting Standards (AASB 15 Revenue from Contracts with Customers and AASB 1058 Income for Not-For-Profit entities).

Conclusion

Based on the audit procedures performed, no reportable misstatements noted.

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Audit Focus Areas

04 Landfill site - Rehabilitation provision

Summary

Our audit response to Landfill site – Rehabilitation provision comprises a fully substantive approach.

We consider this an audit focus area due to:

- Accounting for rehabilitation provisions is complex
- Accounting treatment can involve high levels of judgement and estimation uncertainty

Balance	FY20	FY19
Rehabilitation asset	\$20,636,687	\$25,370,319
Provision for rehabilitation liability	\$32,383,854	\$36,815,756

Our controls approach

- None planned

Our substantive approach

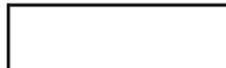
- Tested management’s landfill site rehabilitation provision and asset calculations
- Verified the mathematical accuracy of the calculations received
- Assessed the competence and capabilities of the experts engaged by the City, including valuation method and assumptions used
- Tested and critically assessed the assumptions and inputs (such as discount rate, inflation rate) used in the model by management and the expert
- Assessed the accuracy of component accounting for the rehabilitation asset, including related amortisation.

Conclusion

Based on the audit procedures performed, no reportable misstatements are noted.

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Audit Focus Areas



05 Contracts and Procurement

Summary

Our audit response to the contracts and procurement comprises controls and substantive testing.

We consider this an audit focus area due to:

- High volume of transactions that management are required to process accurately
- New Accounting Standard –AASB 16 Leases

Balance	FY20	FY19
Total operating expenditure	\$155,370,882	\$153,891,221

Our controls approach

- Testing of authorisation of purchases orders in line with the City’s Delegation of Authority
- Testing of authorisation of purchases orders in line with the City’s Procurement Policy

Our substantive approach

- On a statistical sample basis for utilities and materials and contracts expenditure, agreed payments made to supporting documentation and confirmed authorisation of such payments was in line with the City’s Delegation of Authority and Procurement Policy
- For a sample of new contracts awarded during the year, reviewed the procurement process to ensure the City’s Procurement Policy was adhered to
- Performed a search for unrecorded liabilities at year end
- Assessed management’s transition adjustment for the application of the new Accounting Standard, AASB16 Leases. The corresponding Right of Use Asset and Liability recognised by the City was not material, and has been adequately disclosed in the financial statements.
- Assessed the completeness and accuracy of leases disclosed by the City

Conclusion

Based on the audit procedures performed, no reportable misstatements are noted.

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Audit Focus Areas

06 Personnel costs and related liabilities

Summary

Our audit response to the personnel costs and related liabilities comprises a largely substantive approach.

We consider this an audit focus area due to:

- High volume of transactions that management are required to process accurately
- Existence and accuracy of payroll related costs

Balance	FY20	FY19
Employee costs	\$60,211,849	\$56,782,611

Our controls approach

- Authorisation and approval of pay run payments.

Our substantive approach

- Reconciled the payroll report transactions and trial balance as at 30 June 2020, including related payroll liabilities
- For a statistical sample selected, verified payments made to employees by agreeing these to employment contracts, payslips and the payroll
- Substantive analytical procedures performed over payroll expenses
- Substantive analytical procedures performed over annual leave and long service leave provisions as at 30 June 2020

Conclusion

Based on the audit procedures performed, no reportable misstatements are noted.

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CITY OF COCKBURN | ASFC REPORT



Audit Focus Areas

07 Cash and cash equivalents

Summary

Our audit response to cash and cash equivalents comprises a fully substantive approach.

We consider this an audit focus area due to:

- High volume of transactions of significant value

Balance	FY20	FY19
Cash and cash equivalents	\$5,133,910	\$7,586,674

Our controls approach

- Management review of bank reconciliations.

Our substantive approach

- Obtained independent bank confirmations at year end
- Reviewed the year end bank reconciliations and agree to bank confirmations received
- On a sample basis, vouch term deposits to confirmations and consider appropriateness of classification

Conclusion

Based on the audit procedures performed, no reportable misstatements are noted.

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Audit Focus Areas

08

Financial ratios

Summary

We reviewed the financial ratios presented by the City for the year ended 30 June 2020.

Ratio	FY20	FY19	FY18	Significant Adverse Trend?
Current Ratio	1.13	0.97	1.33	No
Asset Sustainability Ratio	0.71	0.46	0.74	Yes
Debt Service Cover Ratio	8.25	8.72	5.53	No
Operating Surplus Ratio	(0.02)	0.01	(0.05)	No
Own Source Revenue Coverage Ratio	0.89	0.94	0.96	No
Asset Consumption Ratio	0.71	0.71	0.70	No
Asset Renewal Funding Ratio	0.75	0.75	0.71	No

Our approach

- Tested the ratios presented by the City for the year ended 30 June 2020.
- Assessed the mathematical accuracy of the financial ratios.
- Reviewed the City's comments to ensure consistency with our understanding obtained during the audit.
- Assessed whether any ratios constituted a significant adverse trend in accordance with the OAG guidance.

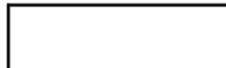
Conclusion

Adverse trends have been identified for the Asset Sustainability ratio and the Operating Surplus ratio. However, the Operating Surplus Ratio is not considered to be a significant adverse trend but a borderline adverse trend, given the FY19 ratio was just above 0. This would require continuous monitoring by the City going forward.

Based on the audit procedures performed, no reportable misstatements are noted.

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CITY OF COCKBURN | ASFC REPORT

Audit Misstatements

We assess audit misstatements under the income statement method. The income statement method considers the effect of uncorrected prior-period misstatements from an income statement perspective and uncorrected misstatements are quantified as the amount by which the current period income statement is misstated, after considering the reversing and correcting effects of uncorrected prior-period misstatements.



Corrected misstatements

We noted and corrected the following errors, including the current year impact:

Accounts	SOPF adjustment Debit/ (Credit) (\$)	SOCI adjustment Debit/ (Credit) (\$)	Comment
1. Correcting the impact of lease liability as a result of AASB 16			
ROU assets	1,132,354		Initial recognition of Right of Use Assets and Lease liability at 1 July 19
ROU liability	(1,132,354)		
Depreciation		526,835	Recognition of depreciation of Right of Use asset
ROU Asset	(526,835)		
Lease liability	(103,468)		Recognition of addition to Right of Use asset and lease liability
ROU Asset	103,468		
Lease liability	469,799		Reduction in lease liability for lease charges and recognition of cash outflow from leases
Interest expense		14,522	
Cash/ Bank	(484,321)		
2. Correcting the treatment of unspent grant income at year end as a result of AASB15			
Grant income		(803,848)	Recognition of operating grant income recorded as unspent grant liability
Contract liability	803,848		
Total aggregate effect	262,491	262,491	



Item 10.1 Attachment 5

SASFC 26/11/2020

CITY OF COCKBURN | ASFC REPORT



Audit Misstatements (continued)



Accounts	SOPF adjustment Debit/ (Credit) (\$)	SOCl adjustment Debit/ (Credit) (\$)	Comment
3. Correcting the impact of DCA/ DCP as a result of AASB 1058			
Retained earnings	17,685,441	-	Recognition of DCP unspent liability at 1 July 19
Contract liability	(17,685,441)	-	
4. Correcting the treatment of prior period error in Infrastructure revaluation			
Infrastructure revaluation (as at 30 June 2019)	34,254,714	-	Correction of prior period infrastructure revaluation which has been understated by \$34.25million in the 2019 revaluation report.
Asset revaluation surplus (as at 30 June 2019)	(34,254,714)	-	
Total aggregate effect	-	-	

Uncorrected misstatements

The following uncorrected misstatements were identified:

Accounts	Factual misstatement (\$)	Projected misstatement (\$)	Comment
Other expenses	2,830	2,998,285	Projected misstatement due to incorrect capitalization of advertising expense of \$2,830 to Infrastructure assets
Infrastructure assets	(2,830)	(2,998,285)	

Based on testing performed over additions to Infrastructure assets, an advertising expense of \$2,830 was incorrectly capitalized as part of current year additions. KPMG's sampling program projected an additional misstatement of \$2,995,455 across the remaining untested population.

Omissions and Errors in Presentation and Disclosures

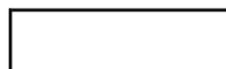
We have not identified any material omissions or errors in presentation and disclosures in the financial report.

In the course of our review of the financial statements we made a number of recommendations in relation to presentation matters, including the disclosure of the corrected adjustments as detailed above.

13

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CITY OF COCKBURN | ASFC REPORT



Auditor's Independence

We have strict rules and protocols to maintain our independence from City of Cockburn, including annual training and an annual staff declaration.

Safeguard

Non-audit services did not involve partners or staff acting in a managerial or decision making capacity, or involve the processing or originating of transactions.

Non-audit services were only provided where we were satisfied that they did not impact on our auditor independence.

Partners and staff involved in the provision of non-audit services obtained approval from the lead engagement partner to deliver the service.

Breaches

The APESB Code of Ethics for Professional Accountants ("the Code") requires us to communicate to you any breaches of the independence requirements of the Code.

On the rare instance of a significant breach of the Code, we will report our conclusions to you on the actions to be taken, or already taken within three working days. We will report less significant breaches in the Year-end Report to the Audit & Strategic Finance Committee.

We confirm that as at the date of this report, no such breaches have been identified.

Non audit services

No non-audit services have been performed during or subsequent to the year ended 30 June 2020, other than approved Grant Acquittals in our capacity as external auditor.

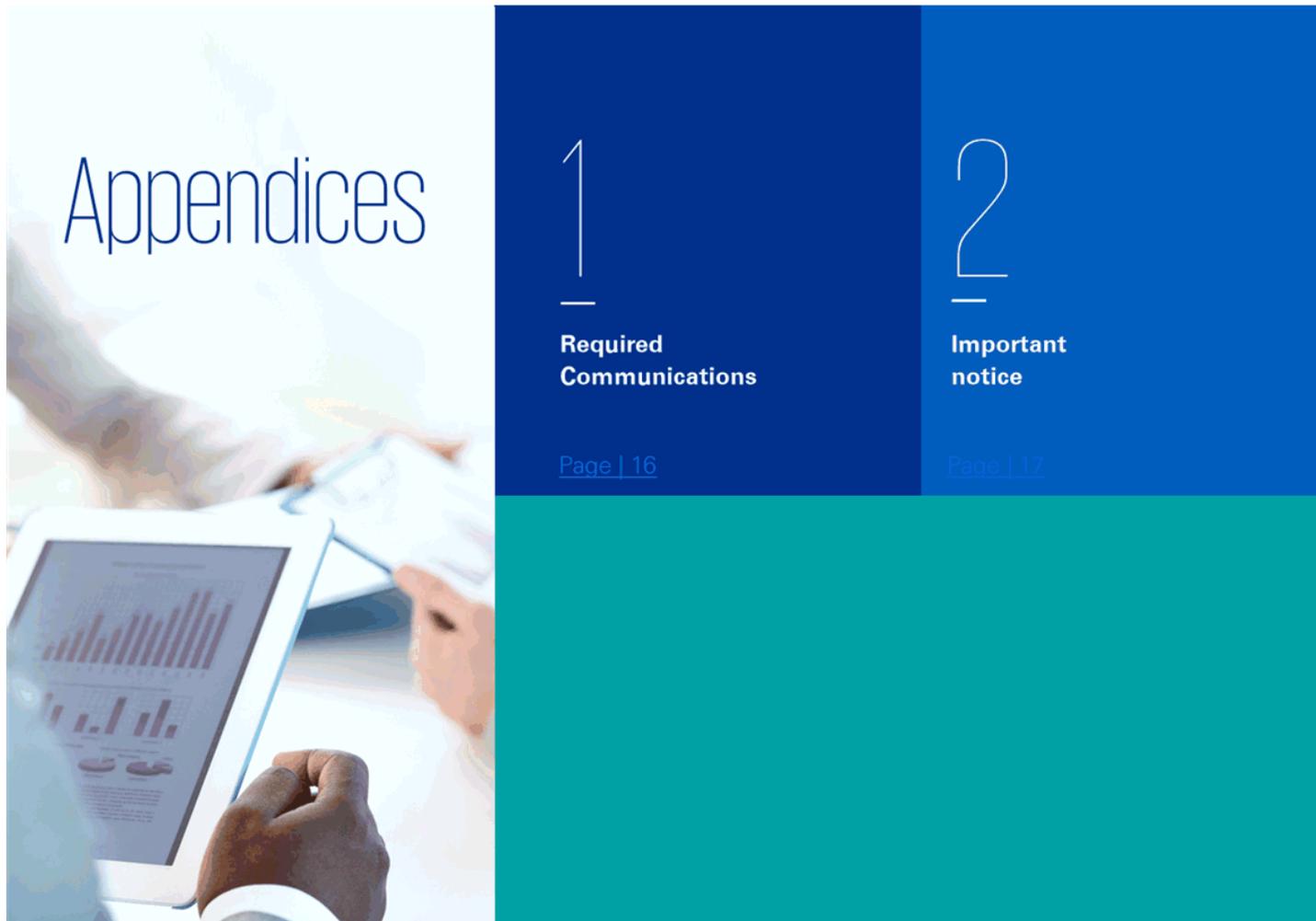
Conclusion

We confirm that, as at the date of this report, we have complied with the ethical requirements regarding independence.

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CITY OF COCKBURN | ASFC REPORT



Required communications with the Committee



Type	Response
Our draft management representation letter	We have not requested any specific representations in addition to those areas normally covered by our standard representation letter for the year ended 30 June 2020.
Related parties	There were no significant matters that arose during the audit in connection with the entity's related parties.
Other matters warranting attention by those charged with governance	There were no matters to report arising from the audit that, in our professional judgement, are significant to the oversight of the financial reporting process.
Control deficiencies	Refer to management letter issued for control deficiencies noted.
Modifications to auditor's report	None.
Actual or suspected fraud, non-compliance with laws or regulations or illegal acts	No actual or suspected fraud management, employees with significant roles in internal control, or where fraud results in a material misstatement in the financial statements was identified during the audit.

Type	Response
Significant difficulties	No significant difficulties were encountered during the audit.
Disagreements with management or scope limitations	The engagement team had no disagreements with management and no scope limitations were imposed by management during the audit.
Other information	This is to be completed once the preparation of the annual report is completed.
Breaches of independence	No matters to report. The engagement team and the firm have complied with relevant ethical requirements regarding independence.
Accounting practices	Over the course of our audit, we have evaluated the appropriateness of City of Cockburn's accounting policies, accounting estimates and financial statement disclosures. In general, we believe that these are appropriate.
Significant matters discussed or subject to correspondence with management	The significant matters arising from the audit were discussed with management and included within this Report.

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CITY OF COCKBURN | ASFC REPORT



Important notice

This report is presented under the terms of our audit engagement letter.

- Circulation of this report is restricted.
- The content of this report is based solely on the procedures necessary for our audit.

Purpose of this report

This Report has been prepared in connection of our audit of the financial statements of the City of Cockburn (the "City"), prepared in accordance with the Australian Accounting Standards ('AASBs') as at and for the year ended 30 June 2020. This report also covers the associated compliance related opinions and the financial ratios.

This Report has been prepared for those charged with governance, whom we consider to be the Audit & Strategic Finance Committee, in order to communicate matters of interest as required by ASAs (including ASA 260 Communication with Those Charged with Governance), and other matters coming to our attention during our audit work that we consider might be of interest, and for no other purpose. The Audit & Strategic Finance Committee should not assume that reports from us indicate that there are no additional matters they should be aware of in meeting their responsibilities.

This report summarizes the key issues identified during our audit but does not repeat matters previously communicated to you.

Limitations on work performed

This Report is separate from our audit report and does not provide an additional opinion on the City's financial statements, nor does it add to or extend or alter our duties and responsibilities as auditors.

We have not designed or performed procedures outside those required of us as auditors for the purpose of identifying or communicating any of the matters covered by this Report.

The matters reported are based on the knowledge gained as a result of being your auditors. We have not verified the accuracy or completeness of any such information other than in connection with and to the extent required for the purposes of our audit.

Restrictions on distribution

The report is provided on the basis that it is only for the information of those charged with governance of the City's; that it will not be quoted or referred to, in whole or in part, without our prior written consent; and that we accept no responsibility to any third party in relation to it.

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Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Councillors of the City of Cockburn

Report on the Audit of the Financial Report

Opinion

I have audited the annual financial report of the City of Cockburn which comprises the Statement of Financial Position as at 30 June 2020, the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity, Statement of Cash Flows and Rate Setting Statement for the year then ended, and notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by the Chief Executive Officer.

In my opinion the annual financial report of the City of Cockburn:

- (i) is based on proper accounts and records; and
- (ii) fairly represents, in all material respects, the results of the operations of the City for the year ended 30 June 2020 and its financial position at the end of that period in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the City in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the annual financial report. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matters – Basis of Accounting

I draw attention to the matters below. My opinion is not modified in respect of these matters:

I draw attention to Notes 1 and 11 to the annual financial report, which describes the basis for accounting. The annual financial report has been prepared for the purpose of fulfilling the City's financial reporting responsibilities under the Act. Regulation 17A of the Local Government (Financial Management) Regulations 1996 (Regulations), requires a local government to measure vested improvements at fair value and the associated vested land at zero cost. This is a departure from AASB 16 *Leases* which would have required the entity to measure the vested improvements also at zero cost.

I draw attention to Notes 1 and 11 to the annual financial report, which describes the basis of accounting. The annual financial report has been prepared for the purpose of fulfilling the City's financial reporting responsibilities under the Act. In respect of the comparatives for the previous year ended 30 June 2019, Regulation 16 of the Local Government (Financial Management) Regulations 1996 (Regulations), did not allow a local government to recognise some categories of land, including land under roads, as assets in the annual financial report.



Responsibilities of the Chief Executive Officer and Council for the Financial Report

The Chief Executive Officer (CEO) of the City is responsible for the preparation and fair presentation of the annual financial report in accordance with the requirements of the Act, the Regulations and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards. The CEO is also responsible for such internal control as the CEO determines is necessary to enable the preparation of the annual financial report that is free from material misstatement, whether due to fraud or error.

In preparing the annual financial report, the CEO is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Report

The objectives of my audit are to obtain reasonable assurance about whether the annual financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the annual financial report.

A further description of my responsibilities for the audit of the annual financial report is located on the Auditing and Assurance Standards Board website at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This includes the identification and assessment of the risk of material misstatement due to fraud arising from management override of controls. This description forms part of my auditor's report.

Report on Other Legal and Regulatory Requirements

In accordance with the Local Government (Audit) Regulations 1996 I report that:

- (i) In my opinion, the following material matters indicate significant adverse trends in the financial position of the City:
 - a. The asset sustainability ratio as reported in Note 38 of the annual financial report has been below the Department of Local Government, Sport and Cultural Industries' standard for the last three financial years.
- (ii) All required information and explanations were obtained by me.
- (iii) All audit procedures were satisfactorily completed.
- (iv) In my opinion, the Asset Consumption Ratio and the Asset Renewal Funding Ratio included in the annual financial report were supported by verifiable information and reasonable assumptions.

Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the annual financial report of the City of Cockburn for the year ended 30 June 2020 included on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the annual financial report described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this annual financial report. If users of the annual financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited annual financial report to confirm the information contained in this website version of the annual financial report.

CAROLINE SPENCER
AUDITOR GENERAL
FOR WESTERN AUSTRALIA
Perth, Western Australia
November 2020

DRAFT



SASFC 26/11/2020

11. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS OR OFFICERS

Nil

12. CONFIDENTIAL BUSINESS

Nil

13. CLOSURE OF MEETING

The Presiding Member closed the meeting at 6.12pm.



121 of 121

13.5 MINUTES OF THE DELEGATED AUTHORITIES AND POLICIES COMMITTEE MEETING - 26 NOVEMBER 2020

Author B Pinto

Attachments 1. Minutes of the Delegated Authorities and Policies Committee Meeting - 26 November 2020 [↓](#)

RECOMMENDATION

That Council receive the Minutes of the Delegated Authorities and Policies Committee Meeting held on 26 November 2020 and adopt the recommendations contained therein.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

Background

The Delegated Authorities and Policies Committee (DAP) conducted a meeting on 26 November 2020. The Minutes of the meeting are required to be presented.

Submission

N/A

Report

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

The primary focus of this meeting is to review the Delegated Authorities pursuant to the *Local Government Act 1995*. These delegations were presented to the May 2020 and 27 August DAP Committee Meeting respectively. These were deferred for further consideration.

The following Policies were also reviewed, updated or deleted:

1. Local Planning Policy LPP3.9 'Industrial Development'
2. Commercial Leasing of City of Cockburn Owned and Controlled Land
3. Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Not-for-Profit)
4. Geographical Naming
5. Pedestrian Access Way Closures
6. City of Cockburn Branding and Logos
7. Live Streaming at Council Meetings
8. Incoming Sponsorship
9. Library Services

10. Establishment of Markets on Land Owned and Controlled by the City of Cockburn
11. Social Media (deleted)
12. Completion of Firebreaks on Private Property
13. Usage and Management of Community and Sporting Facilities
14. Sports Hall of Fame
15. Prohibition of Exotic Animals in Circuses
16. City of Cockburn Art Collection
17. Records Management

The following two new documents were considered:

1. Requirement to Construct or Repair Crossing (Delegated Authority)
2. Payments to Employees in Addition to Contract or Award (Policy)

Strategic Plans/Policy Implications

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.
- Deliver value for money through sustainable financial management, planning and asset management.

Budget/Financial Implications

As contained in the Minutes.

Legal Implications

As contained in the Minutes.

Community Consultation

As contained in the Minutes.

Risk Management Implications

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

Advice to Proponent(s)/Submitters

N/A

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

Nil



City of Cockburn
Delegated Authorities and Policies
Committee
Minutes

For Thursday, 26 November 2020

These Minutes are subject to confirmation

Presiding Member's signature

Date: 25 February 2021

DAP 26/11/2020

CITY OF COCKBURN

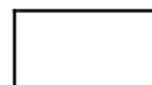
SUMMARY OF MINUTES OF THE DELEGATED AUTHORITIES & POLICIES COMMITTEE HELD ON THURSDAY, 26 NOVEMBER 2020 AT 6.00 PM

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DAP 26/11/2020

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DAP 26/11/2020

**CITY OF COCKBURN
MINUTES OF DELEGATED AUTHORITIES
AND POLICIES COMMITTEE MEETING
HELD THURSDAY, 26 NOVEMBER 2020**

PRESENT:**ELECTED MEMBERS**

Mr L Howlett	-	Mayor (Presiding Member)
Mr M Separovich	-	Councillor
Ms P Corke	-	Councillor

IN ATTENDANCE

Mr D Arndt	-	Acting Chief Executive Officer
Mr D Green	-	Director Governance and Community Services
Mr S Downing	-	Director Finance and Corporate Services
Mrs G Bowman	-	Executive Manager, Strategy and Civic Support
Mr A Lees	-	Acting Director, Engineering and Works
Ms R Pleasant	-	Acting Director, Planning and Development
Mrs B Pinto	-	Governance Officer (Moderator)
Mrs S D'Agnone	-	Council Minute Officer

1. DECLARATION OF MEETING

The Acting Chief Executive Officer declared the meeting open at 6.18pm.

2. APPOINTMENT OF PRESIDING MEMBER (IF REQUIRED)

After declaring Cr Stone an apology for the meeting, the Acting Chief Executive Officer called for nominations for Presiding Member.

Cr Separovich nominated Mayor Howlett, who accepted the nomination.

Mayor Howlett assumed the role of Presiding Member for the meeting.

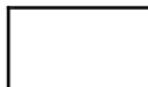
3. ACKNOWLEDGEMENT OF RECEIPT OF WRITTEN DECLARATIONS OF FINANCIAL INTERESTS AND CONFLICT OF INTEREST (BY PRESIDING MEMBER)

Nil

4. APOLOGIES AND LEAVE OF ABSENCE

Cr C Terblanche	-	Leave of Absence
Cr C Stone	-	Apology
Cr T Widenbar (Deputy)	-	Apology

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DAP 26/11/2020

5. CONFIRMATION OF MINUTES

5.1 (2020/MINUTE NO 0022) MINUTES OF THE DELEGATED AUTHORITIES AND POLICIES COMMITTEE MEETING - 27/08/2020

RECOMMENDATION

That Committee confirms the Minutes of the Delegated Authorities and Policies Committee Meeting held on Thursday, 27 August 2020 as a true and accurate record.

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED UNANIMOUSLY 3/0

6. BUSINESS LEFT OVER FROM PREVIOUS MEETING (IF ADJOURNED)

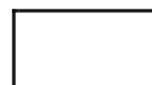
Nil

7. DECLARATION BY MEMBERS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS CONTAINED IN THE BUSINESS PAPER PRESENTED BEFORE THE MEETING

Cr Separovich declared that, due to computer difficulties, he had been unable to read the Agenda for this meeting.

At this point in the meeting, the time being 6.23pm pm the following items were carried by 'En Bloc' resolution of Council:

8.1	10.1	11.1	12.2	13.1
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5 of 251

DAP 26/11/2020

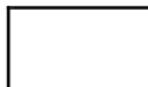
Item 8.1

8. COUNCIL MATTERS

8.1 (2020/MINUTE NO 0023) ANNUAL REVIEW OF DELEGATED AUTHORITIES MADE UNDER THE LOCAL GOVERNMENT ACT 1995

Author(s)	D Green
Attachments	<ol style="list-style-type: none"> 1. Correspondence - McLeods ↓ 2. Proposed Amendment - DA-LGACS2 - City of Cockburn Local Laws - Grants ↓ 3. Proposed Amendment - DA-LGACS7 Funding Assistance - Community Associations ↓ 4. Proposed Amendment - DA-LGACS11 - City of Cockburn Local Laws – Application to Keep More Than Two Dogs at a Residential Property ↓ 5. Proposed Amendment - DA-LGACS12 - Usage and Management of Community and Sporting Facilities ↓ 6. Proposed Amendment - DA-LGACS13 - Community Funding for Sport Clubs and Individuals ↓ 7. Proposed Amendment - DA-LGACS14 - Funding Assistance for Community Organisations and Individuals ↓ 8. Proposed Amendment - DA-LGAES2 - Appointment of Authorised Persons ↓ 9. Proposed Amendment - DA-LGAES3 - Calling of Tenders, Expressions of Interest or Panel of Pre-Qualified Suppliers ↓ 10. Proposed Amendment - DA-LGAES12 - 'Acquisition and Disposal of Property (Land) ↓ 11. Proposed Amendment - DA-LGAES13 - Legal Representation - Elected Members and Employees ↓ 12. Proposed Amendment - DA-LAGEW2 - Temporary Road Closures ↓ 13. Proposed Amendment - DA-LGAEW3 - Dangerous Trees on Private Land ↓ 14. Proposed Amendment - DA-LGAEW4 - Sand Drift ↓ 15. Proposed Amendment - DA-LGAEW5 - Obstruction of Streets ↓ 16. Proposed Amendment - DA-LGAFCS1 - Advertising Proposed Differential Rates ↓ 17. Proposed Amendment - DA-LGAFCS5 - Recovery of Rates and Service Charges - Leased Properties ↓ 18. Proposed Amendment - DA-LGAFCS10 - 'Objections to the Rate Record and Rateable

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- Status of Land [↓](#)
19. Proposed Amendment - DA-LGAFCS11 - Procurement Selection and Award [↓](#)
 20. Proposed Amendment - DA-LGAPD4 - Preparation of Business Plans for Disposal of Land [↓](#)
 21. LGAES4 - Contract Variations [↓](#)
 22. LGAFCS4 - Payment from Municipal and Trust Funds [↓](#)
 23. Debt Write Off, Concession or Waiver [↓](#)
 24. Proposed Deletion - DA-LGAES6 - Authority to Call Public Meetings [↓](#)
 25. Proposed Deletion - DA-LGAES5 - Legal Proceedings [↓](#)
 26. Proposed Deletion - DA-LGACS3 - City of Cockburn Local Laws - Notices [↓](#)
 27. Proposed Deletion - DA-LGACS4 - City of Cockburn Local Laws - Stallholders [↓](#)
 28. Proposed Deletion - DA-LGACS5 - City of Cockburn Local Laws - Use of Reserves [↓](#)
 29. Proposed Deletion - DA-LGAEW1 - City of Cockburn Local Laws - Parking Controls [↓](#)
 30. Proposed Deletion - DA-LGAPD1 - City of Cockburn Local Laws 2000 (as amended) - Signs, Hoardings and Bill Postings [↓](#)

RECOMMENDATION

That Council:

- (1) adopt proposed amendments to the Delegated Authorities made under the *Local Government Act 1995*, as attached to the Agenda;
- (2) adopt Delegated Authorities under the *Local Government Act 1995*, that have no changes as attached to the Agenda;
- (3) delete Delegated Authorities made under the *Local Government Act 1995*, that have been identified under Part 9 Division 2 of the *Local Government Act 1995*, as attached to the Agenda; and
- (4) update the Delegated Authority Register accordingly.

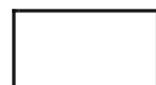
TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED UNANIMOUSLY 3/0



Background

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

The review of the Delegations made under the *Local Government Act 1995* is now complete. The Delegated Authorities and Policies (DAP) Committee is now required to consider and recommend adoption of the proposed amendments to Council.

Submission

N/A

Report

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

Section 5.46(2) of the Act requires a complete review of the Register of Delegations to be conducted at least once every financial year. A review was undertaken earlier in 2020 and a report presented to the May 2020 DAP Committee Meeting. The recommended amendments were deferred by a subsequent decision of Council for a more thorough review, which has now been undertaken and is now presented for adoption.

In consultation with the relevant officers and the City's legal advisors (refer Attachment 1), changes were made to delegations in some cases, as explained further below:

Listed in the tables below are the recommended:

- (a) delegations to be amended
- (b) delegations to be retained in their present form
- (c) delegations to be deleted

for Council's consideration

(a) Delegations to be Amended

Delegation	Proposed Amendment	Comments
DA – LGACS2 'City of Cockburn (<i>Local Government Act 1995 – Local Laws</i>) Minor Funding'	Title change 'Community Funding for Community Organisations and Individuals (Grants, Donations and Sponsorship) Conditions/Guidelines updated to include additional category	Title updated to reflect amended Policy adopted in March 2019. (Community Funding for Community Organisations and Individuals (Grants, Donations and Sponsorships). Additional category will provide financial assistance grants in



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Delegation	Proposed Amendment	Comments
		<p>relation to impacts of COVID-19.</p> <p>Condition (2) to be amended to provide for recording of exercise of delegated authority in ECM.</p>
<p>DA – LGACS7 “Funding Assistance – Community Associations”</p>	<p>Conditions/Guidelines Amended</p>	<p>Condition (2) to be amended to provide for recording of exercise of delegated authority in ECM.</p>
<p>DA – LGACS11 ‘City of Cockburn Local Laws – Application to Keep More Than Two Dogs at a Residential Property’</p>	<p>Conditions/Guidelines updated</p>	<p>Section of Local Law included regarding the distances of neighbour feedback.</p> <p>Condition 6 has been removed as it is not supported by the Local Law.</p> <p>Condition (10) to be amended to provide for recording of exercise of delegated authority in ECM.</p>
<p>DA – LGACS12 ‘Usage and Management of Community and Sporting Facilities’</p>	<p>Function Delegated updated</p>	<p>The additional text added for clarity as approval for usage is delegated to staff under terms and conditions approved by Manager Recreation and Community Safety.</p> <p>Condition (4) to be amended to provide for recording of exercise of delegated authority in ECM.</p>
<p>DA – LGACS13 ‘Community Funding for Sporting Clubs and Individuals’</p>	<p>Conditions/Guidelines updated</p>	<p>Minor amendment to include recently approved Sporting Club COVID-19 Financial Assistance Grants adopted by Council in April 2020.</p> <p>Condition (2) to be amended to provide for recording of exercise of delegated authority in ECM.</p>
<p>DA – LGACS14 “Funding Assistance for Community Organisations and</p>	<p>Conditions/Guidelines updated</p>	<p>Condition (3) to be amended to provide for recording of exercise of delegated authority in ECM.</p>

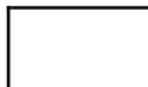


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Delegation	Proposed Amendment	Comments
Individuals"		
DA – LGAES2 "Appointment of Authorised Persons"	Conditions/Guidelines updated	Condition (3) to be amended to provide for recording of exercise of delegated authority in ECM.
DA – LGAES3 "Calling of Tenders, Expressions of Interest or Panel of Pre – Qualified Suppliers"	Conditions/Guidelines updated	Condition (3) to be amended to provide for recording of exercise of delegated authority in ECM.
DA – LGAES12 "Acquisition and Disposal of Property (Land)"	Conditions/Guidelines updated	Condition (3) to be amended to provide for recording of exercise of delegated authority in ECM.
DA – LGAES13 "Legal Representation – Elected Members and Employees"	Conditions/Guidelines updated	Condition (4) to be amended to provide for recording of exercise of delegated authority in ECM.
DA – LGAEW2 "Temporary Road Closures "	Conditions/Guidelines updated	Condition (3) to be amended to provide for recording of exercise of delegated authority in ECM.
DA – LGAEW3 "Dangerous Trees on Private Land"	Conditions/Guidelines updated	Condition (2) to be amended to provide for recording of exercise of delegated authority in ECM.
DA - LGAEW4 "Sand Drift"	Conditions/Guidelines updated	Condition (2) to be amended to provide for recording of exercise of delegated authority in ECM.
DA – LGAEW5 "Obstruction of Streets"	Delete reference to "Reg. 6" and insert "Reg. 7A" Conditions/Guidelines updated	Reg. 7A is the relevant provision for the serving of a Notice on owner Condition (4) to be amended to provide for recording of exercise of delegated authority in ECM.
DA – LGAFCS1 "Advertising Proposed Differential Rates"	Conditions/Guidelines updated	Condition (3) to be amended to provide for recording of exercise of delegated authority in ECM.
DA – LGAFCS5 "Recovery of Rates and Service Charges –	Conditions/Guidelines updated	Condition (2) to be amended to provide for recording of exercise of

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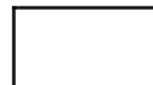
Delegation	Proposed Amendment	Comments
Leased Properties"		delegated authority in ECM.
DA - LGAFCS10 "Objections to the Rate Record and Rateable Status of Land"	Conditions/Guidelines updated	Condition (2) to be amended to provide for recording of exercise of delegated authority in ECM.
DA – LGAFCS11 "Procurement Selection and Award"	Conditions/Guidelines updated	Condition (6) to be amended to provide for recording of exercise of delegated authority in ECM.
DA – LGAPD4 "Preparation of Business Plans for Disposal of Land"	Conditions/Guidelines updated	Condition (3) to be amended to provide for recording of exercise of delegated authority in ECM.

The amendments proposed to the above delegations include an amendment to the manner in which an exercise of the respective Delegated Authority is recorded. This reflects the administrative burden otherwise required to maintain duplicate records of each decision made under Delegated Authority in both the City’s official electronic content management (ECM) system and also separately in the Delegated Decisions Register, which is now defunct. This is confirmed in the attached legal advice and is recommended as a reasonable position to be accepted by Council (refer Attachment 1).

Pursuant to section 5.46 (1) of the *Local Government Act 1995*, the CEO is required to keep a Register of Delegations, but is not required to keep a secondary standalone register of each decision performed under Delegated Authority. Section 5.46 (3) of the Act requires a person to whom a power or duty is delegated to keep records in relation to the exercise of the power or discharge of the duty. Regulation 19 of the *Local Government (Administration) Regulations 1996* requires a person to whom a power or duty has been delegated to keep a written record of how and when the person exercised or discharged the power or duty and the persons directly affected by the exercise of the power or discharge of the duty

The proposed amendment to the condition of delegation would require each exercise of a delegated authority to be recorded in the City’s ECM to clearly specify the following details:

- (b) how the person exercised the power or discharged the duty,
- (c) when the person exercised the power or discharged the duty,
- (d) the persons directly affected by the exercise of the power or discharge of the duty.



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(b) Delegations to be retained in their present form

The Instruments of Delegation listed below have been reviewed by staff and no changes are required, as they are considered appropriate for Council to adopt in their present form.

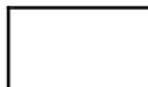
DA - LGAES4	<i>Local Government Act 1995 – Contract Variations</i>
DA – LGAFCS4	<i>Local Government Act 1995 – Payment from Municipal and Trust Funds</i>
New DA – Adopted September OCM	Debt Write Off, Concession or Waiver

(c) Delegations to be deleted

The Instruments of Delegation listed below have been reviewed by staff and are now recommended for deletion.

Delegation	Proposed Amendment	Comments
DA - LGAES6 ' <i>Local Government Act 1995 - Authority to Call Public Meetings</i> '	To be deleted	Delegation not required; Protocol established by Council Policy "Representation at Council Related Forum" (adopted June 2019).
DA – LGAES5 ' <i>Local Government Act 1995 – Legal Proceedings</i> '	To be deleted	Delegation not required; Authority to initiate legal proceedings and sign prosecution complaint forms provided under Section 9.24 of the Act and DA – LGAES2 'Appointment of Authorised Persons', pursuant to Part 9, Division 2 of the <i>Local Government Act 1995</i> .
DA – LGACS3 ' <i>City of Cockburn (Local Government Act 1995) Local Laws - Notices</i> '	To be deleted	Delegation not required; Authority to issue notices under clause 12.20 of the City's Consolidated Local Laws 2000 provided under DA – LGAES2 'Appointment of Authorised Persons', pursuant to Part 9, Division 2 of the <i>Local Government Act 1995</i> .
DA – LGACS4 ' <i>City of Cockburn (Local Government Act 1995) Local Laws – Stallholders</i> '	To be deleted	Delegation not required; Authority to grant, cancel, renew and transfer stallholder licence exercisable by an authorised person under Part VI of the City's Consolidated Local Laws 2000. Authorised persons appointed in accordance with DA – LGAES2 'Appointment of Authorised Persons' and pursuant to Part 9, Division 2 of the <i>Local</i>

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Delegation	Proposed Amendment	Comments
		<i>Government Act 1995.</i>
DA – LGACS5 ‘City of Cockburn (Local Government Act) Local Laws – Use of Reserves’	To be deleted	Delegation not required. Authority to grant use of reserves exercisable by an authorised person under Part III of the City’s Consolidated Local Laws 2000. Authorised persons appointed in accordance with DA – LGAES2 ‘Appointment of Authorised Persons’ and pursuant to Part 9, Division 2 of the <i>Local Government Act 1995</i> .
DA – LGAEW1 ‘City of Cockburn (<i>Local Government Act 1995</i>) Local Laws - Parking Controls’	To be deleted	Delegation not permissible under the provisions of Clause 8 of the City’s Parking and Parking Facilities Local Law 2007. Amendment to Local Law enabling this function to be delegated will proceed.
DA – LGAPD1 ‘City of Cockburn (<i>Local Government Act 1995</i>) Local Laws 2000 (as amended) – Signs, Hoardings and Bill Postings	To be deleted	Delegation not required; Authority provided under Part VIII of the City’s Consolidated Local Laws 2000 in relation to Signs, Hoardings, Bill Posting exercisable by an authorised person in accordance with DA LGAES2- ‘Appointment of Authorised Persons’ and pursuant to Part 9, Division 2 of the <i>Local Government Act 1995</i> .

Delegation LGAES6 (Authority to Call Public Meetings) does not delegate a specific legislative power or duty. Additionally, a protocol for conducting public meetings has been established within Council Policy “Representation at Council Related Forums”. The requirements of the Policy may be met by the local government “acting through” a member of the administration in accordance with section 5.42 (2) of the Act, which states:

- (2) *Nothing in this Division is to be read as preventing –*
 - (a) *a local government from performing any of its functions by acting through a person other than the CEO; or*
 - (b) *a CEO from performing any of his or her functions by acting through another person*

The “acting through” concept was outlined at a briefing of the Delegated Authority provisions presented to Elected Members on 21 July 2020.

Delegations LGAES5 (Legal Proceedings), LGACS3 (Local Laws – Notices), LGACS4 (Local Laws – Stallholders), LGACS5 (Local Laws – Use of Reserves), and LGAPD1 (Local Laws – Signs, Hoardings and



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Bill Postings), are proposed to be deleted as they relate to functions able to be undertaken by an authorised person appointed under section 9.10, which provides:

- (1) *The local government may , in writing, appoint persons, or classes of persons, to be authorised for the purposes of performing particular functions*
- (2) *The local government is to issue to each person so authorised a certificate stating that the person is so authorised and the person is to produce the certificate whenever required to do so by a person who has been or is about to be affected by any exercise of authority by the authorised person*

Where a person is appointed as an authorised person under section 9.10(1) for the purposes of a particular function (under either the Act or a Local Law), it is not necessary for authority to be delegated to that person. Rather, the authority is able to be directly exercised by an authorised person by virtue of:

- (a) *The provision of the Act or Local Law that states the relevant function is exercisable by an authorised person; and*
- (b) *The appointment of the relevant person as an authorised person under section 9.10 for that particular function.*

As a person may exercise powers by way of an authorised person in accordance with the terms of their appointment, it is not necessary for further authority to be delegated to them.

Strategic Plans/Policy Implications

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Listen to, communicate, consult and engage with our residents, businesses and community in a timely, open and collaborative manner.
- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

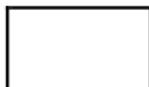
Legal Implications

Sec.5.46 of the *Local Government Act 1995* refers.

Community Consultation

N/A

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Risk Management Implications

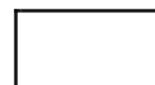
Failure to adopt the recommendation would result in a “Low” level of “Compliance” risk with the *Local Government Act 1995* requirement to complete a review of the Register of Delegated Authorities at least once every financial year.

Advice to Proponents/Submitters

N/A

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

Nil



Item 8.1 Attachment 1

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Our Ref DFN:COCKB:46645
Your Ref



Stirling Law Chambers
220 Stirling Highway
Claremont WA 6010
Tel (08) 9383 3133
Fax (08) 9383 4935
Email: mcleods@mcleods.com.au

3 November 2020

Mr Don Green
Director - Governance & Community Services
City of Cockburn
PO Box 1215
BIBRA LAKE WA 6965

By email: don@cockburn.wa.gov.au

Dear Don

Annual review of delegated authorities

Thank you for your email correspondence and instructions dated 16 October 2020.

1. Background

You have requested advice in relation to recent concerns raised by councillors pertaining to the City's annual review of delegated functions undertaken in August 2020. Some of the concerns expressed related to a recommendation of staff to delete a condition of delegation relating to the recording of all transactions in a "Delegated Decisions Register". I understand the recommendation was made as there is no specific legislative requirement to maintain a register for that purpose and on the basis that the Register was no longer administratively operable. Nonetheless a written record of each transaction (exercise of a delegated function) would be kept in the City's Electronic Content Management (**ECM**) system.

In light of councillor concerns in relation to the proposed changes, you have requested our review of a draft officer's report (**Report**) to the Delegated Authority and Policy Committee (**DAPC**), on the annual review of delegated authorities, which is proposed to be considered at the DAPC's meeting on 26 November 2020.

2. Advice

2.1 Statutory requirements

Prior to providing specific comment in relation to the Report, it is useful to briefly summarise the statutory requirements applicable to the recording of delegations and decisions made under delegated authority, which apply under the *Local Government Act 1995 (LG Act)* and its subsidiary regulations.

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Section 5.46(1) requires the CEO to keep a register of delegations made under Division 4 to the CEO (by Council under section 5.42) or to employees (by the CEO under section 5.44 to other employees). Delegations are required to be reviewed by the delegator (whether Council or the CEO) at least once every financial year (s. 5.46(2)). Section 5.46(3) requires a person to whom a power or duty is delegated to keep records in accordance with regulations in relation to the exercise of the power or the discharge of the duty.

Regulation 19 of the *Local Government (Administration) Regulations 1996 (LGA Regulations)* makes the following provision in relation to records required to be kept by delegates:

Where a power or duty has been delegated under the Act to the CEO or to any other local government employee, the person to whom the power or duty has been delegated is to keep a written record of —

- (a) how the person exercised the power or discharged the duty; and
- (b) when the person exercised the power or discharged the duty; and
- (c) the persons or classes of persons, other than council or committee members or employees of the local government, directly affected by the exercise of the power or the discharge of the duty.

2.2 Proposed deletion of requirement to record transactions in Delegated Decisions Register

One of the amendments to the conditions of existing delegations proposed by the Report is the deletion of a condition of delegation relating to the recording of all transactions (namely exercises of delegated authority) in a “Delegated Decisions Register”. As noted above, this reflected the previous practice of the City to keep a separate register in which the exercise of delegated authority by officers was recorded. I understand that this practice became administratively burdensome as a written record of each transaction would effectively be duplicated as it would be captured in both the City’s ECM system and then separately in the Delegated Decisions Register.

As a matter of law, section 5.46(1) of the LG Act requires the CEO to keep a register of delegations, but does not require a separate, stand-alone register of each delegated decision made to be kept. Section 5.46(3) requires a person to whom a power or duty is delegated to keep records in accordance with regulations in relation to the exercise of the power or the discharge of the duty. Regulation 19 of the LGA Regulations requires a person to whom a power or duty has been delegated to keep a written record of how and when the person exercised the power or discharged the duty and the persons directly affected by the exercise of the power or duty.

In my view, the recording of delegated decisions in the ECM would be sufficient to satisfy the legal requirements applicable under section 5.46(3) and regulation 19 provided that the form of the record made in the ECM addressed the matters set out in r. 19(a)-(c) by recording in each instance how and when the person exercised the power or discharged the duty and the

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persons or classes of persons, other than council or committee members or employees of the local government, directly affected by the exercise of the power or the discharge of the duty.

Neither section 5.46(3) or r. 19 requires that a separate, centralised delegated decisions register be kept. However, I would recommend that the recording of delegated decisions in the ECM is undertaken in a manner that enables the delegated decisions made in relation to any particular delegated authority to be readily retrieved from the ECM as this would more readily facilitate review of the exercise of any particular delegated authority over a specified period of time.

Additionally, the City should ensure that the relevant condition of delegation still requires the exercise of the delegated power or duty to be recorded in a manner consistent with regulation 19. To this end, I recommend that the relevant condition of delegation (relating to recording of the exercise of the delegated function) be amended to the following:

The person to whom this power or duty is delegated shall record in the City's Electronic Content Management system:

- (a) how the person exercised the power or discharged the duty;
- (b) when the person exercised the power or discharged the duty; and
- (c) the persons or classes of persons, other than council or committee members or employees of the local government, directly affected by the exercise of the power or the discharge of the duty.

2.3 Proposed deletion of delegated authorities exercisable by authorised persons

The Report also proposes the deletion of a number of delegated authorities where authority is already provided under section 9.24 of the LG Act and DA – LGAES2 'Appointment of Authorised Persons', pursuant to Part 9, Division 2 of the *Local Government Act 1995*.

In considering this issue, it is helpful to briefly review the provisions of the LG Act, which relevantly pertain to the appointment of authorised persons and the exercise of legal authority by such authorised persons. Under section 9.10(1) a local government may, in writing, appoint persons or classes of persons to be authorised for the purposes of performing particular functions. There are various legislative functions under the LG Act that may be exercised by an authorised person. These include demanding a person's name, place of residence and date of birth from a person suspected of having committed an offence against the Act (s. 9.11(1)), giving a notice of an alleged vehicle offence (s. 9.13(2)), giving an infringement notice (s. 9.16(1)) and commencing a prosecution (s. 9.24). Additionally, an authorised person may exercise specified functions under a local law, where the local law makes provision to this effect.

Where a legislative function, under either the LG Act or a local law, is exercisable by an authorised person it is not necessary for authority to be delegated either by Council or the CEO. Rather the authority is directly exercisable by the authorised person by virtue of:

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-
- (a) the provision in the LG Act or local law (as the case may be) stating that the relevant function is exercisable by an authorised person; and
 - (b) the appointment of the relevant person as an authorised person under section 9.10 for that particular function.

Accordingly, as a matter of law, delegated authorities that reference authority exercisable by an authorised person should be removed from the delegation register as the authority in question is not delegated, but rather exercised by the authorised person in accordance with the applicable statutory provision. However, the City should ensure that the person intended to exercise the relevant power or duty is appointed under section 9.10(1) as an authorised person for that particular function.

I have additionally enclosed an amended version of the draft officer's report to Council in which I have marked up my suggested amendments and comments.

Please contact me if you have any further queries in respect of this matter.

Yours sincerely



David Nicholson
Partner

Contact: David Nicholson
Direct line: 08 9424 6221
Email: dnicholson@mcleods.com.au

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Item 8.1 Attachment 2

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DA	LOCAL GOVERNMENT ACT, 1995 – FUNDING FOR COMMUNITY ORGANISATIONS & INDIVIDUALS MINOR FUNDING (SMALL GRANTS, DONATIONS & SPONSORSHIP SUBSIDIES)	LGACS2
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DELEGATED AUTHORITY CODE:	LGACS2
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Community Development & Services
SERVICE UNIT:	Grants & Research
RESPONSIBLE OFFICER:	Manager, Community Development
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	11

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	18 May 2017
	23 May 2013	24 August 2017
	22 May 2014	24 May 2018
	2 June 2015	28 February 2019
	26 May 2016	23 May 2019
	OCM:	9 June 2011
	14 June 2012	8 June 2017
	13 June 2013	14 September 2017
	12 June 2014	14 June 2018
	11 June 2015	

FUNCTION DELEGATED:

The authority to approve payment of minor grants, sponsorships, donations and subsidies available in the City's Grants and Donation budget

CONDITIONS/GUIDELINES:

- (1) Funding will be considered under the following sub-categories as provided for in Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships), Category G – Major and Minor Funding:
 - 1. Minor Donations
 - 2. Subsidies
 - 3. Minor Grants
 - 4. Youth Reward and Recognition
 - 5. Donations to Schools – Reimbursements
 - 6. Community Welfare Funding
 - 6.7. **COVID-19 Community Funding**

[1]



DA	LOCAL GOVERNMENT ACT, 1995 – FUNDING FOR COMMUNITY ORGANISATIONS & INDIVIDUALS MINOR FUNDING (SMALL GRANTS, DONATIONS & SPONSORSHIP SUBSIDIES)	LGACS2
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~~(2) All transactions utilising this delegation are to be recorded in the City's Record Keeping system (ECM) by the delegated Officer or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

~~(2)~~
AUTONOMY OF DISCRETION:

As provided in the Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)' and associated Guidelines. The authority to make minor donations of up to \$200 to individuals and groups, but only after consultation with the Mayor.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995, ~~s3.5~~, s5.42 and s5.44
Council Policy – Community Funding for Community Organisations and Individuals (Grants, Donations and Sponsorship)

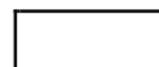
DELEGATE:

Chief Executive Officer
Note: The Chief Executive Officer will sub-delegate this authority to:-

DELEGATE/S AUTHORISED:

Manager, Community Development
~~Manager, Corporate Communications – (Item 1.4 only)~~
~~Art and Culture Coordinator – (Item 1.4 only)~~
~~Director, Governance & Community Service (Item 1.6 only)~~

[2]



DA	LOCAL GOVERNMENT ACT, 1995 —FUNDING ASSISTANCE – COMMUNITY ASSOCIATIONS	LGACS7
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DELEGATED AUTHORITY CODE:	LGACS7
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Community Development
SERVICE UNIT:	Family & Community Development
RESPONSIBLE OFFICER:	Manager, Community Development
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	10

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 August 2017
	2 June 2015	28 February 2019
OCM:	9 June 2011	23 May 2019
	14 June 2012	11 June 2015
	13 June 2013	9 June 2016
	12 June 2014	8 June 2017
		14 September 2017
		14 June 2018

FUNCTION DELEGATED:

The authority to approve payment of funding and donations available in Council's Municipal Budget for Community Associations.

CONDITIONS/GUIDELINES:

- (1) Funding for Community Associations will be considered under the following sub-categories as provided for in Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships), Category G – Major and Minor Funding
 - 1. Publication and Distribution of Newsletters
 - 2. Cockburn Community Insurance Program
 - 3. Hire of Council Community Centres and Halls
 - 4. Resident Association Support
- (2) ~~All transactions utilising this delegation are to be recorded in the City's Record Keeping system (ECM) by the delegated Officer or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

[1]



DAP 26/11/2020

Item 8.1 Attachment 3

DA	LOCAL GOVERNMENT ACT, 1995 —FUNDING ASSISTANCE – COMMUNITY ASSOCIATIONS	LGACS7
----	--	--------

AUTONOMY OF DISCRETION:

As provided in the Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)' and associated Guidelines.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995, Section 5.42 and 5.44.
 Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)'

DELEGATE:

Chief Executive Officer
 Note: The Chief Executive Officer will sub delegate this authority to:-

SUB-DELEGATE/S:

Manager, Community Development
 Community Development Co-ordinator

[2]



DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS – APPLICATIONS TO KEEP MORE THAN TWO(2) DOGS AT A RESIDENTIAL PROPERTY	LGACS11
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DELEGATED AUTHORITY CODE:	LGACS11
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Community Services
SERVICE UNIT:	Ranger & Community Safety Services
RESPONSIBLE OFFICER:	Manager, Ranger & Community Safety Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
OCM:	13 September 2007	11 June 2015
	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

The authority to approve / reject applications to keep more than two (2) dogs at a residential property.

CONDITIONS/GUIDELINES:

- (1) The premises complying in all respects with the provisions of the Act and this Local Law.
- (2) The occupier/Applicant of the premises notifying the Council/City of this intent in the prescribed form and pays the prescribed fee.
- (3) The Applicant provides approval for the City's Officers to request community feedback;
 1. In residential areas – within 50 metres of the applicants premises; and
 2. In rural areas – within 100 metres of the applicnats premises.Evidence that neighbours have been informed of the proposed use in accordance with the Local Law.

[1]



DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS – APPLICATIONS TO KEEP MORE THAN TWO(2) DOGS AT A RESIDENTIAL PROPERTY	LGACS11
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- (4) The City council has not received any objections to the notification within a period of twenty-one days of the notification having been given.
- (5) In the event that any objections are received, then an applicant may not keep more than two dogs without the specific approval of Council.
- (6) ~~Any approval issued will only entitle an occupier to keep the specified number of dogs up until the end of October next following the date of the notification unless Council determines otherwise.~~
- (7) Any approval issued is not transferable or assignable either to any other occupier of the premises or to any other premises within the District.
- (8) Any approval issued is subject to the relevant dog or dogs being registered.
- (9) The number of dogs is limited to six over the age of three months and the young of those dogs under that age.
- (10) ~~All transactions utilising this delegation are to be recorded in the City's Record Keeping system (ECM) by the delegated Officer or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the relevant register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As per Conditions.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Dog Act Section 26
City of Cockburn (Local Government Act) Local Laws - Sec. 2.9
Local Government Act, 1995, s3.5, s5.42 and s5.44

DELEGATE:

Chief Executive Officer

SUB-DELEGATE/S:

Ranger and Community Safety Services Manager

[2]



DA	USAGE & MANAGEMENT OF COMMUNITY & SPORTING FACILITIES	LGACS12
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DELEGATED AUTHORITY CODE:	LGACS12
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Recreation & Community Safety
SERVICE UNIT:	Recreation Services
RESPONSIBLE OFFICER:	Manager Recreation and Community Safety Recreation Services Co-ordinator
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
POLICY REF.:	Usage & Management of Community & Sporting Facilities
VERSION NO.	7

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	25 August 2016
	28 August 2014	28 February 2019
	26 May 2016	23 May 2019
OCM:	9 April 2009	9 June 2016
	14 June 2012	8 September 2016
	11 September 2014	14 June 2018

FUNCTION DELEGATED:

The authority to apply specific conditions for the casual hire use of Council controlled Community and Sporting Facilities, in accordance with the Terms and Conditions of hire, which may be amended from time to time.

CONDITIONS/GUIDELINES:

- (1) The following conditions can be approved under this delegation in conjunction with conditions listed in Council Policy "Usage and Management of Community and Sporting Facilities"
 1. Community Facilities
 2. Community Sporting Facilities
 3. Passive Reserves
- (2) Any reduction of fees may be applied a customer service measure.
- (3) Any payment extensions for unpaid usage fees that enable continued access.
- (4) All transactions utilising this delegation are to be recorded in the City's Record Keeping system (ECM) in the Recording of Delegated Decisions Register by the delegated Officer officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer directed by the delegated officer.

[1]



DA	USAGE & MANAGEMENT OF COMMUNITY & SPORTING FACILITIES	LGACS12
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AUTONOMY OF DISCRETION:

As provided in Council Policy
Usage and Management of Community and Sporting Facilities

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995 sec 5.42 and 5.44

Council Policy 'Usage and Management of Community and Sporting Facilities' refers.

DELEGATE:

Chief Executive Officer
Note: The Chief Executive Officer will sub-delegate this authority to:

DELEGATE/S AUTHORISED:

Manager Recreation and Community Safety
Co-ordinator Recreation Services

[2]



Item 8.1 Attachment 6

DAP 26/11/2020

DA	COMMUNITY FUNDING FOR SPORTING CLUBS AND INDIVIDUALS	LGACS13
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DELEGATED AUTHORITY CODE:	LGACS13
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Recreation & Community Safety
SERVICE UNIT:	Recreation Services
RESPONSIBLE OFFICER:	Co-ordinator Recreation Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	14 March 2019
DATE LAST REVIEWED:	
POLICY REF.:	Community Funding for Sporting Clubs & Individuals
VERSION NO.	1

Dates of Amendments / Reviews:	
DAPPS Meeting:	28 February 2019
OCM:	

FUNCTION DELEGATED:

The authority to evaluate funding submissions in accordance with grant programs listed under policy Community Funding for Sporting Clubs and Individuals and to manage and allocate funds to submissions compliant with this policy and respective guidelines.

CONDITIONS/GUIDELINES:

- (1) To approve applications for the following grant programs:
 1. Major Capital Works Grant
 2. Minor Capital Works Grant
 3. Healthy Canteens Incentive
 4. Sports Equipment Grant
 5. Junior Sports Travel Assistance
 6. [Sporting Club COVID-19 Financial Assistance Grants](#)
- (2) All transactions utilising this delegation are to be recorded in the City's Record Keeping (ECM) system in the Recording of Delegated Decisions Register by the delegated officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer directed by the delegated officer.

AUTONOMY OF DISCRETION:

As provided as in the conditions above.

[1]



DAP 26/11/2020

Item 8.1 Attachment 6

DA	COMMUNITY FUNDING FOR SPORTING CLUBS AND INDIVIDUALS	LGACS13
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LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995 sec 5.42 and 5.44
Council Policy "Community Funding for Sporting Clubs and Individual" refers.

DELEGATE:

Chief Executive Officer
Note: The Chief Executive Officer will sub-delegate this authority to:

DELEGATE/S AUTHORISED:

Director, Governance & Community Services
Manager, Recreation & Community Safety
Co-ordinator Recreation Services

[2]



Item 8.1 Attachment 7

DAP 26/11/2020

DA	LOCAL GOVERNMENT ACT, 1995 – FUNDING ASSISTANCE FOR COMMUNITY ORGANISATIONS AND INDIVIDUALS	LGACS14
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DELEGATED AUTHORITY CODE:	LGACS14
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Community Development
SERVICE UNIT:	Grants & Research
RESPONSIBLE OFFICER:	Manager, Community Development
FILE NO.:	162/003; 086/003
DATE FIRST ADOPTED:	14 March 2019
DATE LAST REVIEWED:	13 June 2019
POLICY REF.:	
VERSION NO.	2

Dates of Amendments / Reviews:	
DAPPS Meeting:	28 February 2019 23 May 2019
OCM:	

FUNCTION DELEGATED:

The authority to allocate funds to projects, events or activities that best meet the Community Innovation and Participatory Budgeting, Grants, Small Events or Individual Sponsorships Program Criteria.

CONDITIONS/GUIDELINES:

The following categories are to be used to prioritise the projects to be funded or considered for funding under the below Council funded programs:-

- (1) As provided for in Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)' for:
 1. Community Grants (Category A)
 2. Cultural Grants (Category B)
 3. Sustainability Grants (Category C)
 4. Small Events Sponsorship (Category D)
 5. Sponsorship Program (Individuals – Category F)
 6. Community Innovation and Participatory Budgeting (Category G)
- (2) Elected Members are to be informed of the outcome of applications.
- (3) All transactions utilising this delegation are to be recorded ~~in the Recording of Delegated Decisions Register in the City's record keeping system (ECM)~~ by the ~~delegated officer responsible for initiating the action taken~~, or by another officer ~~directed by the delegated officer under the direction of the initiating officer.~~

[1]



DAP 26/11/2020

Item 8.1 Attachment 7

DA	LOCAL GOVERNMENT ACT, 1995 – FUNDING ASSISTANCE FOR COMMUNITY ORGANISATIONS AND INDIVIDUALS	LGACS14
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AUTONOMY OF DISCRETION:

As provided in the Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)' and associated Guidelines.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995, s3.5, s5.42 and s5.44
Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)'

DELEGATE:

Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

DELEGATE/S AUTHORISED:

Manager, Community Development
Community Development Coordinator (Category D only)

[2]

Item 8.1 Attachment 8

DAP 26/11/2020

DA	LOCAL GOVERNMENT ACT, 1995 – APPOINTMENT OF AUTHORISED PERSONS	LGAES2
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DELEGATED AUTHORITY CODE:	LGAES2
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Governance
SERVICE UNIT:	Executive Services
RESPONSIBLE OFFICER:	Director, Governance & Community Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

The authority to appoint authorised persons pursuant to Section 9.10(1) of the Local Government Act, 1995.

CONDITIONS/GUIDELINES:

- (1) The area(s) of responsibility to which the authority applies is/are to be stipulated in the authorisation.
- (2) The required Certificate stating the authority granted for production as required, to be issued to each authorised person.
- (3) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As per conditions/guidelines and as contained within the relevant legislation.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

[1]



DA	LOCAL GOVERNMENT ACT, 1995 – APPOINTMENT OF AUTHORISED PERSONS	LGAES2
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Local Government Act, 1995 (Sec.9.10), City of Cockburn (Local Government Act) Local Laws, 2000.

DELEGATE:

CEO.

SUB-DELEGATE/S

Director, Governance & Community Services

[2]

Item 8.1 Attachment 9

DAP 26/11/2020

DA	LOCAL GOVERNMENT ACT, 1995 – CALLING OF TENDERS, EXPRESSIONS OF INTEREST OR PANEL OF PRE-QUALIFIED SUPPLIERS	LGAES3
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DELEGATED AUTHORITY CODE:	LGAES3
DIRECTORATE:	Executive Services Department
BUSINESS UNIT:	Executive Services
SERVICE UNIT:	Executive Services
RESPONSIBLE OFFICER:	All Directors
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

Authority to invite tenders (or equivalent), expressions of interests or a panel of pre-qualified suppliers for the provision of goods and services to Council and the disposal of property.

CONDITIONS/GUIDELINES:

- (1) Copies of all tender (or equivalent), expression of interest or panel of pre-qualified suppliers documents and advertisement to be retained on the relevant System.
- (2) Notification that tenders (or equivalent), expression of interests or a panel of pre-qualified suppliers has been called to be included in Elected Members Newsletter.
- (3) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As provided under Legislative requirements and conditions above.

[1]



DAP 26/11/2020

Item 8.1 Attachment 9

DA	LOCAL GOVERNMENT ACT, 1995 – CALLING OF TENDERS, EXPRESSIONS OF INTEREST OR PANEL OF PRE-QUALIFIED SUPPLIERS	LGAES3
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LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act 1995, Sections 3.57 and 3.58
 Local Government (Functions and General) Regulations 1996, Part 4
 Local Government (Functions and General) Regulations 1996, Part 6 - Disposition of Property

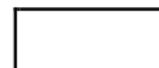
DELEGATE:

Chief Executive Officer
 Note: The Chief Executive Officer will sub-delegate this authority to:

SUB-DELEGATE/S:

Director, Finance & Corporate Services
 Director, Engineering & Works
 Director, Planning & Development
 Director, Governance and Community Services

[2]



DA	ACQUISITION AND DISPOSAL OF PROPERTY (LAND)	LGAES12
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DELEGATED AUTHORITY CODE:	LGAES12
DIRECTORATE:	Executive Support Department
BUSINESS UNIT:	Executive Services
SERVICE UNIT:	Executive Services
RESPONSIBLE OFFICER:	Chief Executive Officer
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

The authority to acquire and dispose of property.

CONDITIONS/GUIDELINES:

- (1) Value of transaction not to exceed \$750,000, in total.
- (2) Elected Members to be provided with notification in advance of the proposal and be able to request that it be determined by decision of Council.
- (3) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As provided under legislative requirements as above conditions.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995, Sec. 5.43 (d) refers.

[1]



DAP 26/11/2020

Item 8.1 Attachment 10

DA	ACQUISITION AND DISPOSAL OF PROPERTY (LAND)	LGAES12
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DELEGATE:

Chief Executive Officer

SUB-DELEGATE/S:

Nil.

[2]

Item 8.1 Attachment 11

DAP 26/11/2020

DA	LEGAL REPRESENTATION – ELECTED MEMBERS AND EMPLOYEES	LGAES13
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DELEGATED AUTHORITY CODE:	LGAES13
DIRECTORATE:	Executive Services
BUSINESS UNIT:	Executive Services
SERVICE UNIT:	Executive Services
RESPONSIBLE OFFICER:	Chief Executive Officer
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	5

Dates of Amendments / Reviews:	
DAPPS Meeting:	24 May 2012 25 February 2016 22 November 2018 23 May 2019
OCM:	9 April 2009 14 June 2012 10 March 2016 14 June 2018

FUNCTION DELEGATED:

The authority to approve the provision of financial assistance for legal representation to Elected Members or employees (past or present)

CONDITIONS/GUIDELINES:

- (1) The application cannot wait until a Meeting of Council is convened for it to be considered as part of Council's normal decision making process.
- (2) Approval of up to \$10,000 only is permitted by this Authority.
- (3) Approved applications to be informed to all Elected Members
- (4) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegations Decision Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

Local Government Act 1995
s6.7(2) Municipal Fund
s9.56 Certain persons protected from liability or wrongdoing



DA	LEGAL REPRESENTATION – ELECTED MEMBERS AND EMPLOYEES	LGAES13
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LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

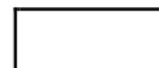
s5.42 Council may delegate some powers and duties to the CEO.

DELEGATE:

Chief Executive Officer.

DELEGATE/S AUTHORISED:

N/A



Item 8.1 Attachment 12

DAP 26/11/2020

DA	LOCAL GOVERNMENT ACT, 1995 – TEMPORARY ROAD CLOSURES	LGAEW2
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DELEGATED AUTHORITY CODE:	LGAEW2
DIRECTORATE:	Engineering & Works
BUSINESS UNIT:	Engineering
SERVICE UNIT:	Engineering Services
RESPONSIBLE OFFICER:	Manager, Engineering
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	2 June 2015
	23 May 2013	26 May 2016
	27 February 2014	18 May 2017
	22 May 2014	24 May 2018
		23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	9 June 2016
	13 March 2014	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

The authority to temporarily close public roads and/or paths for road works or events, pursuant to Section 3.50 of the Local Government Act, 1995.

CONDITIONS/GUIDELINES:

- (1) Priority consideration will be given to issues which could cause injury or harm to persons or property under these provisions.
- (2) Adequate consultation must take place with affected landowners prior to any closure being approved.
- (3) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As provided under Legislative requirements and conditions above.

[1]



DAP 26/11/2020

Item 8.1 Attachment 12

DA	LOCAL GOVERNMENT ACT, 1995 – TEMPORARY ROAD CLOSURES	LGAEW2
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LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995, s3.50, s5.42 and s5.44.
Policy AEW8 Temporary Road Closures

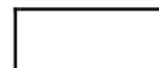
DELEGATE:

Chief Executive Officer
Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB-DELEGATE/S:

Director, Engineering & Works
Manager, Engineering
Transport Engineer

[2]



DA	LOCAL GOVERNMENT ACT, 1995 – DANGEROUS TREES ON PRIVATE LAND	LGAEW3
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DELEGATED AUTHORITY CODE:	LGAEW3
DIRECTORATE:	Engineering & Works
BUSINESS UNIT:	Parks & Environment
SERVICE UNIT:	Parks Services
RESPONSIBLE OFFICER:	Manager, Parks
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
	9 June 2011	11 June 2015
OCM:	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

The authority to issue a Notice on an owner or occupier of a property and initiate necessary proceedings to ensure a tree that endangers any person or thing or adjoining land is made safe, pursuant to Sec. 3.27(2) (Schedule 3.2(7)) of the Local Government Act, 1995.

CONDITIONS/GUIDELINES:

- 1) Assessment by person suitably qualified to provide guidance on such matters should be obtained, prior to issue of a Notice under these provisions if appropriate.
- (2) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As provided under Legislative requirements and conditions above

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995, s3.27(2) (Schedule 3.2(7)), s5.42 and s5.44.

[1]



DA	LOCAL GOVERNMENT ACT, 1995 – DANGEROUS TREES ON PRIVATE LAND	LGAEW3
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DELEGATE:

Chief Executive Officer

| Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB-DELEGATE/S:

Manager, Parks & Environment
Parks Manager

[2]

DA	LOCAL GOVERNMENT ACT, 1995 – SAND DRIFT	LGAEW4
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DELEGATED AUTHORITY CODE:	LGAEW4
DIRECTORATE:	Engineering & Works
BUSINESS UNIT:	Engineering
SERVICE UNIT:	Engineering
RESPONSIBLE OFFICER:	Manager, Engineering
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
	9 June 2011	11 June 2015
OCM:	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

The authority to issue a notice on the owner of land and initiate necessary proceedings to prevent sand drifts on the land adversely affecting other property under Sec 3.25(1) (Schedule 3) Division 1.6) of the Local Government Act, 1995.

CONDITIONS/GUIDELINES:

- (1) Assessment by a person suitably qualified to provide guidance on such matters should be obtained, if appropriate, prior to issue of a Notice under the provisions.
- (2) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As provided under Legislative requirements and conditions above.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995, s3.25(1) ((Schedule 3) Division 1.6), s5.42 and s5.44.

[1]



DA	LOCAL GOVERNMENT ACT, 1995 – SAND DRIFT	LGAEW4
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DELEGATE:

Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB-DELEGATE/S:

Director, Engineering & Works

Manager, Engineering

Senior Development Engineer

[2]



DA	LOCAL GOVERNMENT ACT (UNIFORM LOCAL PROVISIONS) REGULATIONS, 1996 – OBSTRUCTION OF STREETS	LGAEW5
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DELEGATED AUTHORITY CODE:	LGAEW5
DIRECTORATE:	Engineering & Works
BUSINESS UNIT:	Engineering
SERVICE UNIT:	Engineering
RESPONSIBLE OFFICER:	Manager, Engineering
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

Serving of Notice on owner of object obstructing or encroaching on Street or Road Reserve under Reg.6 and 7 of the Local Government (Uniform Local Provisions) Regulations, 1996.

CONDITIONS/GUIDELINES:

- (1) Priority consideration will be given to those issues which are likely to cause injury or harm to persons or property.
- (2) All reasonable attempts to resolve disputes in accordance with this delegation shall be pursued prior to the issuing of a Notice under these provisions.
- (3) If notification is not complied with, the obstruction is to be removed and costs recovered from the person upon whom the Notice was served.
- (4) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegations Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As provided by Legislative requirements and conditions (1) to (4) above.

[1]



DAP 26/11/2020

Item 8.1 Attachment 15

DA	LOCAL GOVERNMENT ACT (UNIFORM LOCAL PROVISIONS) REGULATIONS, 1996 – OBSTRUCTION OF STREETS	LGAEW5
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LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995, s5.42 and s5.44

DELEGATE:

Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB-DELEGATE/S:

Director, Engineering & Works
Manager, Engineering
Transport Engineer

[2]

Item 8.1 Attachment 16

DAP 26/11/2020

DA	LOCAL GOVERNMENT ACT, 1995 – ADVERTISING PROPOSED DIFFERENTIAL RATES	LGAFCS1
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DELEGATED AUTHORITY CODE:	LGAFCS1
DIRECTORATE:	Finance & Corporate Services
BUSINESS UNIT:	Financial Services
SERVICE UNIT:	Rates & Revenue Services
RESPONSIBLE OFFICER:	Director, Finance & Corporate Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	10

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	2 June 2015
	26 July 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
		23 May 2019
OCM:	9 June 2011	12 June 2014
	14 June 2012	11 June 2015
	9 August 2012	9 June 2016
	13 June 2013	8 June 2017
		14 June 2018

FUNCTION DELEGATED:

To act as Council in advertising proposed Differential Rates.

CONDITIONS/GUIDELINES:

- (1) Proposed Differential Rates to be advertised immediately in the following media after the presentation of the Budget Concept Forum for Elected Members covering Rates Modelling each year:
1. Display advert in the West Australian newspaper – Local Government Notices.
 2. Display advert in the Community newspaper – Cockburn Gazette.
 3. Display advert in the Cockburn Herald newspaper.
 4. City's Public Notice Board.
 5. City's Libraries – Spearwood, Coolbellup and Success.
 6. Front page of the City's web site.
 7. City's Social Media outlets.
 8. Copy sent to community and ratepayer groups.
 9. Copy sent to groups and organisations who have registered to receive the City's email newsletters.
- (2) Either delegate has the authority to deal with such matters as relevant to this declaration.

[1]



DAP 26/11/2020

Item 8.1 Attachment 16

DA	LOCAL GOVERNMENT ACT, 1995 – ADVERTISING PROPOSED DIFFERENTIAL RATES	LGAFC51
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- (3) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As provided under Legislative requirements and above conditions.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act 1995, Section 6.36

DELEGATE:

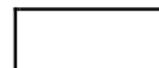
Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB-DELEGATE/S:

Director, Finance & Corporate Services
Manager, Financial Services

[2]



DA	LOCAL GOVERNMENT ACT, 1995 – RECOVERY OF RATES AND SERVICE CHARGES – LEASED PROPERTIES	LGAFC55
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DELEGATED AUTHORITY CODE:	LGAFC55
DIRECTORATE:	Finance & Corporate Services
BUSINESS UNIT:	Financial Services
SERVICE UNIT:	Rates & Revenue Services
RESPONSIBLE OFFICER:	Director, Finance & Corporate Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

The authority to recoup rates and service charges from lease property by the service of notice requiring the lessee to pay any rent, as it falls due, off the outstanding rates and service charges.

CONDITIONS/GUIDELINES:

- (1) Any delegate has the authority to deal with such matters relevant to this declaration.
- (2) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As provided under Legislative requirements and conditions.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act 1995, Sections 6.60 to 6.62

[1]



DAP 26/11/2020

Item 8.1 Attachment 17

DA	LOCAL GOVERNMENT ACT, 1995 – RECOVERY OF RATES AND SERVICE CHARGES – LEASED PROPERTIES	LGAFCS5
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DELEGATE:

Chief Executive Officer

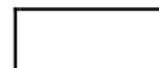
| Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB-DELEGATE/S:

Director, Finance & Corporate Services

Manager, Financial Services

[2]



Item 8.1 Attachment 18

DAP 26/11/2020

DA	OBJECTIONS TO THE RATE RECORD & RATEABLE STATUS OF LAND	LGAFCS10
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DELEGATED AUTHORITY CODE:	LGAFCS10
DIRECTORATE:	Finance & Corporate Services
BUSINESS UNIT:	Financial Services
SERVICE UNIT:	Rates & Revenue Services
RESPONSIBLE OFFICER:	Director, Finance & Corporate Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	13 December 2013
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	7

Dates of Amendments / Reviews:		
DAPPS Meeting:	28 November 2013	26 May 2016
	22 May 2014	18 May 2017
	2 June 2015	24 May 2018
		23 May 2019
OCM:	13 December 2013	9 June 2016
	12 June 2014	8 June 2017
	11 June 2015	14 June 2018

FUNCTIONS DELEGATED:

- (1) Authority to extend the time for a person to make an objection in relation to the rate record.
- (2) Authority to consider any objections to the rates record and allow/disallow the objection either wholly or in part.
- (3) After making a decision on the objection the delegated officer is to promptly serve upon the person by whom the objection was made, written notice of their decision on the objection and a statement of their reason for that decision.
- (4) In considering objections to the rate record, grant non-rateable status for Land used for purposes in accordance with the Local Government Act 1995 Section 6.26 (2).

CONDITIONS/GUIDELINES:

- (1) Objections allowed on the grounds of non-rateability of Land are limited to where general rates to be charged do not, or would not, exceed \$5,000.
- (2) All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer

[1]



DA	OBJECTIONS TO THE RATE RECORD & RATEABLE STATUS OF LAND	LGAFCS10
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~~responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As provided under Legislative requirements

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Section 6.26, 6.76, 5.42 and 5.44 of the *Local Government Act 1995*.

DELEGATE:

Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB/DELEGATE/S:

Director, Finance & Corporate Services
Manager, Financial Services

[2]

Item 8.1 Attachment 19

DAP 26/11/2020

DA	PROCUREMENT SELECTION & AWARD	LGAFCS11
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DELEGATED AUTHORITY CODE:	LGAFCS11
DIRECTORATE:	Finance & Corporate Services
BUSINESS UNIT:	Corporate Services
SERVICE UNIT:	Procurement Services
RESPONSIBLE OFFICER:	Director, Finance & Corporate Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	24 August 2009
DATE LAST REVIEWED:	11 June 2020
ATTACHMENTS:	N/A
VERSION NO.	8

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	22 November 2018
	31 January 2013	28 February 2019
	25 February 2016	23 May 2019
	24 November 2016	28 May 2020
OCM:	9 April 2009	8 December 2016
	14 June 2012	13 December 2018
	14 February 2013	14 March 2019
	10 March 2016	13 June 2019

FUNCTION DELEGATED

The authority to:

- (1) Determine the criteria for evaluating tenders (or equivalent), expression of interest and a panel of pre-qualified suppliers before inviting tenders (or equivalent), expressions of interest and a panel of pre-qualified suppliers;
- (2) Publicly invite tenders (or equivalent), expression of interest and panel of pre-qualified suppliers;
- (3) Accept or reject tenders (or equivalent), expression of interest and a panel of pre-qualified suppliers where the consideration under the contract is, or is expected to be less than \$1,000,000 (GST exclusive); and
- (4) Determine minor variations (in accordance with the Procurement Management Practice) before entering into a contract with the successful tenderer.

CONDITIONS/GUIDELINES

- (1) The Tender (or equivalent) relating to the provision of goods and services to Council being within Budget;

[1]



DA	PROCUREMENT SELECTION & AWARD	LGAFCS11
----	-------------------------------	----------

- (2) Record of Tender (or equivalent) received to be maintained in the Tender Register;
- (3) Details of all advertised Tenders (or equivalent) and all Tenders (or equivalent) accepted pursuant to this Authority will be notified via "Council Information" publication;
- (4) Any Tender (or equivalent) accepted for a value of \$500,000 or greater (GST exclusive) requires the authorisation of two Delegates;
- (5) Any requirements of the Local Government Act, 1995 (Functions and General) Regulations, 1996, must be complied with; and
- (6) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegations Decision Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION

- (1) Any Elected Member may request that acceptance of a Tender (or equivalent) be referred to Council.
- (2) Any Elected Member is entitled to a copy of submitted documentation, upon request in writing to the Chief Executive Officer.
- (3) As provided under Council Policy and conditions above.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY

Local Government Act s 3.57, 5.42(1) & 5.43(b) refers
 Local Government (Functions & General) Regulations 14(2a) refers
 Procurement Policy

DELEGATE

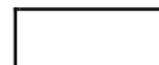
Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

DELEGATE/S AUTHORISED

Director, Finance & Corporate Services
 Director, Engineering & Works
 Director, Governance and Community Services

[2]



Item 8.1 Attachment 19

DAP 26/11/2020

DA	PROCUREMENT SELECTION & AWARD	LGAFCS11
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Director, Planning & Development

[3]



DA	LOCAL GOVERNMENT ACT, 1995 – PREPARATION OF BUSINESS PLANS FOR DISPOSAL OF LAND	LGAPD4
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DELEGATED AUTHORITY CODE:	LGAPD4
DIRECTORATE:	Planning & Development
BUSINESS UNIT:	Planning Services
SERVICE UNIT:	Strategic Planning Services
RESPONSIBLE OFFICER:	Manager, Strategic Planning
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	11

Dates of Amendments / Reviews:		
DAPPS Meeting:	26 July 2012	26 November 2015
	23 May 2013	26 May 2016
	22 August 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
	OCM:	9 June 2011
	9 August 2012	10 December 2015
	13 June 2013	9 June 2016
	12 September 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

The Authority to prepare a Business Plan and proceed with public notification of the Plan for the disposal of land owned by the City.

CONDITIONS/GUIDELINES:

- (1) Elected Members to be informed in writing of any circumstances where delegation used.
- (2) Council to make final determination of transaction following closure of public submission period, as required by Sec 3.59(5) of the Local Government Act, 1995.
- (3) ~~All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer. All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.~~

AUTONOMY OF DISCRETION:

As contained in the guidelines.

[1]



Item 8.1 Attachment 20

DAP 26/11/2020

DA	LOCAL GOVERNMENT ACT, 1995 – PREPARATION OF BUSINESS PLANS FOR DISPOSAL OF LAND	LGAPD4
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LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995 – Sec. 3.59(2)(b) and (c), (3) and (4) refers.

DELEGATE:

Chief Executive Officer

SUB-DELEGATE/S:

Director, Planning & Development
Manager, Strategic Planning
Property & Lands Officer

[2]



DA	LOCAL GOVERNMENT ACT, 1995 – CONTRACT VARIATIONS (TENDER OR EQUIVALENT)	LGAES4
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DELEGATED AUTHORITY CODE:	LGAES4
DIRECTORATE:	Executive Support Department
BUSINESS UNIT:	Executive Services
SERVICE UNIT:	Executive Services
RESPONSIBLE OFFICER:	All Directors
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
	9 June 2011	11 June 2015
OCM:	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

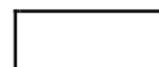
FUNCTION DELEGATED:

The authority to approve variations for a specific Contract executed from tenders (or equivalent), expressions of interests or a panel of pre-qualified suppliers for the provision of goods and services to Council.

CONDITIONS/GUIDELINES:

- (1) The overall amount being within the Budgeted allocation.
- (2) Details of any variations to be listed in the Contracts System.
- (3) Any delegate has the authority to deal with such matters as relevant to this declaration.
- (4) All transactions utilising this delegation are to be recorded in the Contracts System by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.
- (5) Any variation to a specific Contract that exceeds \$750,000 (Ex GST) must be approved by Council.

[1]



Item 8.1 Attachment 21

DAP 26/11/2020

DA	LOCAL GOVERNMENT ACT, 1995 – CONTRACT VARIATIONS (TENDER OR EQUIVALENT)	LGAES4
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AUTONOMY OF DISCRETION:

As provided under Legislative requirements and conditions (1) to (3) above.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act 1995, Sections 3.57 and 3.58
Local Government (Functions and General) Regulations 1996, Part 4.

DELEGATE:

Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB-DELEGATE/S:

- Director, Finance & Corporate Services
- Director, Engineering & Works
- Director, Planning & Development
- Director, Governance & Community Services

[2]



DA	LOCAL GOVERNMENT ACT, 1995 – PAYMENTS FROM MUNICIPAL AND TRUST FUNDS	LGAFCS4
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DELEGATED AUTHORITY CODE:	LGAFCS4
DIRECTORATE:	Finance & Corporate Services
BUSINESS UNIT:	Financial Services
SERVICE UNIT:	Accounting Services
RESPONSIBLE OFFICER:	Director, Finance & Corporate Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

The authority to make payments from the City's Municipal Fund and Trust Fund.

CONDITIONS/GUIDELINES:

- (1) All electronic bank file payments are to be authorised as follows:
 1. payment files under \$500,000 require one/authorised Delegate,
 2. payments files over \$500,000 require two Authorised Delegates
- (2) Each payment from the Municipal Fund or the Trust Fund is to be noted on a list compiled for each month showing:
 1. the payee's name;
 2. the amount of the payment;
 3. the date of the payment; and
 4. sufficient information to identify the transaction

This list is to be:

 1. presented to the Council at the next Ordinary Meeting of the Council following the preparation of the list; and
 2. recorded in the Minutes of the meeting at which it is presented.

[1]



Item 8.1 Attachment 22

DAP 26/11/2020

DA	LOCAL GOVERNMENT ACT, 1995 – PAYMENTS FROM MUNICIPAL AND TRUST FUNDS	LGAFCS4
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- (3) All decisions taken under this authority are to be recorded on the Payments-Listing as presented to Council, by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.

AUTONOMY OF DISCRETION:

As provided under Legislative requirements and conditions (1) to (3) above.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act 1995, Section 6.10
Local Government (Financial Management) Regulations 1996, Regulation 13

DELEGATE:

Chief Executive Officer
Note: The Chief Executive Officer will sub-delegate this authority to:

SUB-DELEGATE/S:

Director, Finance & Corporate Services
Director, Governance & Community Services
Manager, Financial Services
Accounting Services Manager

[2]



DA	DEBT WRITE OFF, CONCESSION OR WAIVER
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DIRECTORATE:	Finance & Corporate Services
BUSINESS UNIT:	Financial Services
SERVICE UNIT:	Rating & Revenue Services
RESPONSIBLE OFFICER:	Manager, Financial Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	9 August 2012
DATE LAST REVIEWED:	10 September 2020
ATTACHMENTS:	N/A
VERSION NO.	5

Dates of Amendments / Reviews:		
DAPPS Meeting:	26 July 2012 27 November 2014 26 May 2016	24 November 2016 27 August 2020
OCM:	9 August 2012 11 December 2014	9 June 2016 8 December 2016

FUNCTION DELEGATED:

The authority to write-off any amount of money, or to waive or grant a concession in relation to any amount of money owing to the City (other than rates & prescribed service charges)

CONDITIONS/GUIDELINES:

- (1) Authority only applies to amounts of money owing to a maximum value of \$5,000 per debtor or transaction.
- (2) Authority does not apply to amounts of money owing for rates or prescribed service charges.
- (3) All reasonable endeavours must be used to recover outstanding debts before any write off is made.
- (4) A summary of transactions utilising this delegation is to be reported to the Audit & Strategic Finance Committee on an annual basis.
- (5) All transactions utilising this delegation are to be recorded in the City's record keeping system (ECM) by the delegated officer, or by another officer directed by the delegated officer.

AUTONOMY OF DISCRETION:

As provided under legislative requirements and the above conditions/guidelines.

[1]



DA	DEBT WRITE OFF, CONCESSION OR WAIVER	
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LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

s6.12 (1) (b), s6.12 (1) (c) & 6.12 (2) of the Local Government Act 1995

DELEGATE:

CEO

DELEGATE/S AUTHORISED:

Director, Finance & Corporate Services

[2]



DA	LOCAL GOVERNMENT ACT, 1995 – AUTHORITY TO CALL PUBLIC MEETINGS	LGAES6
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DELEGATED AUTHORITY CODE:	LGAES6
DIRECTORATE:	Executive Support Department
BUSINESS UNIT:	Executive Services
SERVICE UNIT:	Executive Services
RESPONSIBLE OFFICER:	Chief Executive Officer
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	9 June 2016
	13 June 2013	6 June 2017
	12 June 2014	14 June 2018

To be deleted

FUNCTION DELEGATED:

The Authority to arrange and conduct Public Meetings on behalf of Council.

CONDITIONS/GUIDELINES:

- (1) The issue, which is the subject of the Meeting, must be of widespread interest or concern within the Cockburn community.
- (2) Details of the Meeting first being referred to and supported by the Mayor.
- (3) All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.

AUTONOMY OF DISCRETION:

As provided under Legislative Requirements and Conditions (1) to (3) above.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995 (Sec. 3)

DELEGATE:

Chief Executive Officer

[1]



Item 8.1 Attachment 24

DAP 26/11/2020

DA	LOCAL GOVERNMENT ACT, 1995 – AUTHORITY TO CALL PUBLIC MEETINGS	LGAES6
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SUB-DELEGATE/S:

Nil.

To be deleted

[2]



DA	LOCAL GOVERNMENT ACT, 1995 – LEGAL PROCEEDINGS	LGAES5
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DELEGATED AUTHORITY CODE:	LGAES5
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Executive Services
SERVICE UNIT:	Executive Services
RESPONSIBLE OFFICER:	Director, Governance & Community Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
	9 June 2011	11 June 2015
OCM:	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

To be deleted

FUNCTION DELEGATED:

The Authority to initiate legal proceedings and the signing of prosecution complaint forms in relation to breaches appurtenant to the Local Government Act, 1995, (Part 9 Division 2).

CONDITIONS/GUIDELINES:

- (1) Copy of duly completed Summons of Complaint form to be retained.
- (2) Any delegate has the authority to deal with such matters relevant to this declaration.
- (3) All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.

Delegate to be satisfied that:-

- (a) All other avenues to attain compliance that have been exhausted or;
- (b) The alleged offender has been convicted of the same or a similar offence in the past or;
- (c) The alleged offender has been formally warned on another occasion or;

[1]



Item 8.1 Attachment 25

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DA	LOCAL GOVERNMENT ACT, 1995 – LEGAL PROCEEDINGS	LGAES5
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(d) the nature of the offence is such so as to warrant immediate prosecution action

AUTONOMY OF DISCRETION:

As indicated in conditions (1) to (3) and (a) to (d) above.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995.

DELEGATE:

Chief Executive Officer

Note: The Chief Executive Officer will further sub-delegate this authority to:-

SUB-DELEGATE/S:

- Director, Governance & Community Services
- Director, Engineering & Works
- Director, Finance & Corporate Services
- Director, Planning & Development
- Manager, Building Services
- Manager, Environmental Health
- Manager, Statutory Planning
- Manager, Financial Services

To be deleted

[2]



DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS – NOTICES	LGACS3
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DELEGATED AUTHORITY CODE:	LGACS3
DIRECTORATE:	Executive Support Department
BUSINESS UNIT:	Executive Services
SERVICE UNIT:	Executive Services
RESPONSIBLE OFFICER:	Director, Governance & Community Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

FUNCTION DELEGATED:

The authority to issue Notices as prescribed by the City of Cockburn (Local Government Act) Local Laws. (Consolidated).

CONDITIONS/GUIDELINES:

- (1) Notices are to be drafted in the appropriate format by the responsible Departmental Officer.
- (2) Due cause must be given to issues which could have the effect of causing harm or injury to persons or property.
- (3) Where no evidence of potential harm or injury is indicated by the initial investigation of issues relevant to this delegation, all reasonable attempts to resolve any issues under this authority must be unsuccessfully pursued prior to the issuing of the prescribed Notice.
- (4) All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.

AUTONOMY OF DISCRETION:

As provided under Local Laws and conditions (1) to (4) above.

[1]

To be deleted



DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS – NOTICES	LGACS3
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LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Laws (consolidated).

DELEGATE:

Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB-DELEGATE/S:

Director, Governance and Community Services
Governance & Risk Management Co-ordinator

To be deleted

[2]



DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS – STALLHOLDERS	LGACS4
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DELEGATED AUTHORITY CODE:	LGACS4
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Community Services
SERVICE UNIT:	Ranger & Community Safety Services
RESPONSIBLE OFFICER:	Manager, Ranger & Community Safety Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	10

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	2 June 2015
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
		23 May 2019
OCM:	9 June 2011	12 June 2014
	14 June 2012	11 June 2015
	13 June 2013	8 June 2017
		14 June 2018

To be deleted

FUNCTION DELEGATED:

The express authority to issue, renew and transfer Stallholders Licences pursuant to the provisions of the City of Cockburn (Local Government Act) Local Laws. (Part IX).

CONDITIONS/GUIDELINES:

- (1) Consideration must be given to the location of proposed stalls and whether adequate coverage of the goods for sale is available, in any case, within the vicinity.
- (2) Council consideration will be given to any objections received on any proposed or current stallholders locations.
- (3) All transactions utilising this delegation are to be recorded in the Stallholders Licence File by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.

AUTONOMY OF DISCRETION:

As provided in Local Law and conditions (1) to (3) above

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

[1]



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DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS – STALLHOLDERS	LGACS4
----	--	--------

City of Cockburn Consolidated Local Law (Stall Holders)
Local Government Act, 1995, s3.5, s5.42 and s5.44

DELEGATE:

Chief Executive Officer

Note: The Chief Executive Officer will sub delegate this authority to:-

SUB-DELEGATE/S:

Manager, Ranger and Community Safety Services

CONDITIONS

- * Either delegate has the authority to deal with such matters relevant to this declaration .
- * All decisions taken under this authority which are to refuse to issue, renew or transfer a licence are to be advised to the applicant with an explanation of the objection and appeal rights of the applicant, pursuant to section 9.5 and section 9.7 of the Local Government Act, 1995, and Functions and General Regulations 33(1) and 34(1).

To be deleted

[2]



DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS – USE OF RESERVES	LGACS5
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DELEGATED AUTHORITY CODE:	LGACS5
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Recreation & Community Safety
SERVICE UNIT:	Recreation Services
RESPONSIBLE OFFICER:	Manager, Community Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
	9 June 2011	10 June 2015
OCM:	14 June 2012	9 June 2016
	13 June 2013	8 June 2017
	12 June 2014	14 June 2018

To be deleted

FUNCTION DELEGATED:

The authority to approve applications for Use of Reserves by individuals / organisations

CONDITIONS/GUIDELINES:

- (1) Events must be for not for profit activities.
- (2) Minimum bond of \$100.00 to be paid prior to approval being confirmed.
- (3) All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.

AUTONOMY OF DISCRETION:

In accordance with conditions (1) and (2) above.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

City of Cockburn (Local Government Act) Local Laws (Part IV)
Local Government Act, 1995, s3.5, s5.42 and s5.44

DELEGATE:

Chief Executive Officer
Note: The Chief Executive Officer will sub delegate this authority to:

[1]



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DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS – USE OF RESERVES	LGACS5
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SUB-DELEGATE/S:

Manager, Recreation & Community Safety
Co-ordinator, Recreation Services

To be deleted

[2]



DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS – PARKING CONTROLS	LGAEW1
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DELEGATED AUTHORITY CODE:	LGAEW1
DIRECTORATE:	Engineering & Works
BUSINESS UNIT:	Engineering Services
SERVICE UNIT:	Engineering Services
RESPONSIBLE OFFICER:	Manager, Engineering
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	10

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	27 August 2015
	23 May 2013	26 May 2016
	22 May 2014	18 May 2017
	2 June 2015	24 May 2018
		23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	10 September 2015
	13 June 2013	9 June 2016
	12 June 2014	8 June 2017
		14 June 2018

To be deleted

FUNCTION DELEGATED:

The authority to approve the installation or modification of parking controls for the management of vehicle parking on public roads, reserves or any City owned or managed facility pursuant to the Local Laws (Parking and Parking Facilities).

CONDITIONS/GUIDELINES:

- (1) A suitable level of information to support the proposal for the installation/modification of parking controls shall be provided to the Authorising Officer prior to any approval being issued.
- (2) Where the proposal is considered to have a low impact no community consultation is necessary prior to approval of the proposal being granted. However, informing the community about the change(s) to parking controls may be desirable at the time that the changes are implemented.

Low impact proposals are considered to be proposals that either will have no negative impact on adjacent properties or may affect only 1-2 properties.
- (3) Community consultation shall be undertaken with any occupier/landholder whose property has a direct frontage with vehicle access to the section of road(s) associated with the parking controls, where the proposal is considered to have a high impact.

[1]



DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS – PARKING CONTROLS	LGAEW1
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Examples of high impact proposals would include:

- The introduction of parking controls, where none existed previously, along a complete road section between two side streets;
- Variation of the time/days of existing parking controls along a road section; and
- Any parking controls that will affect the parking practices of a reasonable number of motorists.

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

AUTONOMY OF DISCRETION:

As provided under Legislative requirements and conditions (1) to (3) above.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act, 1995, s3.5, s5.42 and s5.44
City of Cockburn Parking and Parking Facilities Local Law, 2007, s8

DELEGATE:

Chief Executive officer (CEO)
Note: The CEO will sub-delegate this authority to:

SUB-DELEGATE/S:

Director, Engineering & Works
Manager, Engineering
Transport Engineer

To be deleted

[2]



DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS 2000 (AS AMENDED) – PART VIII SIGNS, HOARDINGS, BILL POSTING	LGAPD1
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DELEGATED AUTHORITY CODE:	LGAPD1
DIRECTORATE:	Planning & Development
BUSINESS UNIT:	Development Services
SERVICE UNIT:	Building Services
RESPONSIBLE OFFICER:	Manager, Building
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2019
ATTACHMENTS:	N/A
VERSION NO.	9

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012	26 May 2016
	23 May 2013	18 May 2017
	22 May 2014	24 May 2018
	2 June 2015	23 May 2019
OCM:	9 June 2011	11 June 2015
	14 June 2012	9 June 2016
	13 June 2013	14 June 2018
	12 June 2014	

To be deleted

FUNCTION DELEGATED:

The authority to undertake the functions of the Council in respect to the City of Cockburn (Local Government Act) Local Law 2000 relevant to Part VIII of the aforementioned Local Laws.

CONDITIONS/GUIDELINES:

- (1) The delegate shall become acquainted with the subsidiary legislation and Council's Town Planning Scheme No. 3.
- (2) All decisions taken under this authority which are to refuse the issue of Sign Licences are to be advised to the applicant, pursuant to s9.5 and s9.7 of the Local Government Act, 1995, and Local Government (Functions and General) Regulations r33(1) and r34(1).
- (3) All transactions utilising this delegation are to be recorded in the CI Sign Licence System by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.

AUTONOMY OF DISCRETION:

As provided under legislation.

[1]



DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS 2000 (AS AMENDED) – PART VIII SIGNS, HOARDINGS, BILL POSTING	LGAPD1
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LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act 1995, s3.5, s5.42 and s5.44
City of Cockburn (Local Government Act) Local Laws 2000 (Part VIII)

DELEGATE:

Chief Executive Officer
Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB-DELEGATE/S:

Manager, Building Services
Co-ordinator, Building Services
Senior Building Surveyors

To be deleted

[2]



Item 9.1

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9. PLANNING & DEVELOPMENT DIVISION ISSUES

9.1 (2020/MINUTE NO 0024) PROPOSED AMENDMENT TO LOCAL PLANNING POLICY LPP3.9 'INDUSTRIAL DEVELOPMENT'

Author(s) R Wallin
Attachments 1. Draft Amended Local Planning Policy 3.9 - Industrial Development [↓](#)
 2. Summary Table of Proposed Changes [↓](#)
Location City of Cockburn Industrial and Mixed Business Zones
Owner Various
Applicant City of Cockburn
Application N/A
Reference

RECOMMENDATION

That Council adopt the draft revised Local Planning Policy 3.9 – Industrial Development, as included in Attachment 1, for the purposes of community consultation in accordance with Clause 5 of the Deemed Provisions for Local Planning Schemes pursuant to the *Planning and Development (Local Planning Schemes) Regulations 2015* for a period of at least 21 days.

COMMITTEE RECOMMENDATION
 MOVED Cr M Separovich SECONDED Cr P Corke

That the recommendation be adopted subject to amending the numbering format in the Policy as shown in Attachment 1. .

CARRIED UNANIMOUSLY 3/0

Reason for Decision

To ensure consistency in formatting of the document.

Background

The City has a Local Planning Policy 3.9 - Industrial Development that provides guidance for development within the City’s Industry and Mixed Business zones.

The City is in the process of introducing a new zone – ‘Strategic Industry’ through Amendment No. 144 to Town Planning Scheme No. 3 (TPS 3) for land within the Australian Marine Complex (AMC) in Henderson.

It is proposed to review and amend Local Planning Policy 3.9 to expand the policy to:



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- include the new “Strategic Industry” zone and provide guidance on application of discretionary land uses within this new zone; and
- update and refine guidance on development.

Attachment 1 contains the proposed draft revised policy. Attachment 2 provides a summary table of proposed changes.

Scheme Amendment No. 144

Amendment 144 to TPS3 was recently granted Final Approval (subject to modifications) by the Minister for Planning. Amendment 144 proposes, among other things, to:

- Introduce a “Strategic Industry” Zone with the objective “to provide for Strategic Industrial areas of State or Regional significance”.
- rezone the AMC from “Special Use” to “Strategic Industry”;
- Amend the Zoning Table to widen the use class permissibility’s that presently exist in the AMC; and
- Remove the Development Areas and their respective provisions that guided some development standards.

History of AMC

The AMC is a leading marine industrial estate that has been planned and developed by the State Government’s land development agency, LandCorp (now Development WA). Since its inception, land use has been restricted to development of marine industry activities and land uses which support the marine industry.

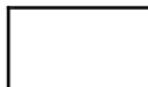
The original subdivision/development vision for the AMC is now sixteen years old and the AMC is almost fully developed.

In 2018, the City undertook workshops for “precincts of interest” to assist in preparing its new Local Planning Strategy. The AMC was identified as a “precinct of interest”. This process unearthed the following key points associated with the AMC:

- a) land use controls are overly restrictive and limit potential of effective and productive use/sale and leasing of land; and
- b) uncontrolled on-street/verge parking is impacting on streetscape appeal and safe and efficient vehicular movement.

In response, the City commenced a review of the planning controls for the AMC, starting with Amendment No. 144 to TPS3. To ensure appropriate planning controls guide land use (in particular how discretion will be applied) and development standards within the new ‘Strategic Industry’ zone, it is necessary to update and amend Local Planning Policy 3.9 – Industrial Development.

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Submission

N/A

Report

The purpose of this report is to consider adopting an amended Local Planning Policy 3.9 – Industrial Development for the purposes of community consultation.

Proposed changes to the draft policy are summarised in Attachment 2. The key changes include:

- introducing reference to the “Strategic Industry” zone;
- introducing precinct maps and clauses to guide assessment of discretionary land uses;
- updating development controls to reduce duplication, address implementation issues and improve clarity;
- identifying future desired character for the precinct(s) to guide the assessment of discretion.

The following provides commentary on the main changes.

Land use guidance for ‘Strategic Industry’ zone

A precinct map containing two precincts has been introduced as follows:

Precinct A – Core Strategic Marine and Defence

This precinct contains prime marine industry land parcels with many enjoying direct marine environment frontage. The precinct also contains the Common User Facility which is the largest in the southern hemisphere and also boasts four wharves.

The proposed objectives of this precinct are to:

- To ensure that all uses are directly associated with strategically important marine construction and maintenance industries, resources projects and defence activities;
- To protect the ongoing functioning and viability of key strategic infrastructure, such as the Common User Facility, that support the marine, resource and defence sectors;
- To ensure safe and convenient access and movement within the precinct is maintained; and
- To create a high quality, well designed, attractive and accessible precinct that attracts investment and provides amenity for employees and visitors.

Precinct B - Strategic Industry Frame

This precinct frames Precinct A and is generally located east of the coastal road network and is characterised by a predominance of smaller lots, ranging in size from 2400m² to 3.5ha. This precinct provides



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opportunities to widen the scope of discretionary land uses without eroding the overall effectiveness and importance of the AMC.

The proposed objectives of this precinct are to:

- To provide for specialist land uses that support the delivery of goods and services for the marine, resources and defence sector.
- To provide some flexibility for uses that are not associated directly with shipbuilding and marine focused resource projects where they demonstrate adaptability for those uses in the future; and where they do not compromise those uses in the surrounding area.
- To ensure safe and convenient access and movement within the AMC;
- To ensure land uses do not compromise the ongoing delivery and functioning of State and Nationally important land use activities within Precinct A;
- To create a high quality, well designed, attractive and accessible precinct that attracts investment and provides amenity for employees and visitors.

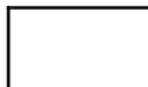
These precincts are supported by clauses that provide criteria to assess and support land use proposals.

Built Form Controls

It is proposed to undertake a number of minor modifications to existing development provisions. The key changes and reasons are explained below:

Subject	Proposed change	Justification
Car Parking	Increasing car parking bay requirements for multi-tenancy developments from four to five bays per unit.	To ensure there is a suitable supply of on-site parking to accommodate potential future land use changes to address issues with off-site parking generating traffic issues
Passive solar design	delete	To acknowledge that this matter is addressed in the Building Code of Australia
Signage	delete	To acknowledge that this matter is addressed in LPP 3.7 Signs and Advertising and represents an unnecessary duplication
Retaining walls	delete	To acknowledge that this matter is addressed in LPP 5.2 Retaining Walls and represents an unnecessary duplication
Landscaping	Modified to include	To clarify requirements for

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Subject	Proposed change	Justification
	additional clarification on street tree planting	street tree provision/location and define responsibilities for their on-going maintenance.
Waste management	Modified requirements for bin storage and the need for separate septic systems for wash down areas that cannot be connected to reticulated sewer	To ensure waste management is well located and appropriately designed to minimise impacts on the human health and the environment.
Vehicle Crossovers	delete	To acknowledge that this matter is addressed in City's crossover specifications.

Attachment 2 provides more details on the proposed changes.

Conclusion

In conjunction with Scheme Amendment 144 to TPS3, the proposed draft amended policy will ensure that there is:

- an appropriate level of land use and development control for the long term viability of the strategically important functions of the AMC,
- suitable development control within the City's Industrial and Business Zones.

Strategic Plans/Policy Implications

Local Economy

A sustainable and diverse local economy that attracts increased investment and provides local employment.

Plan for and facilitate opportunities for local business (including home business and sole traders), local activity centres and industry to thrive.

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

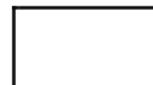
Listen to, communicate, consult and engage with our residents, businesses and community in a timely, open and collaborative manner.

Budget/Financial Implications

N/A

Legal Implications

N/A



Community Consultation

Should the policy be advertised as recommended, there will be opportunity for submissions to be made. Advertising will include letter drops to all impacted landowners/business operators within the AMC as well as relevant government agencies.

Clause 4 of Schedule 2 Part 2 of the Planning and Development (Local Planning Schemes) Regulations 2015 defines the advertising process and requirements for preparing a local planning policy.

A minimum advertising period of 21 days is required. It is noted that a longer time period will be provided to acknowledge the summer holiday period.

Risk Management Implications

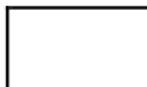
Not proceeding with revising the policy will result in an absence of control and guidance within the 'Strategic Industry' zone and may result in undesired development outcomes that are inconsistent with the strategic intent of the AMC.

Advice to Proponents/Submitters

N/A

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

Nil



Title	Industrial Development
Policy Number <small>(Governance Purpose)</small>	LPP 3.9



Policy Type

Local Planning Policy

Policy Purpose

The purpose of this policy is to:

- (1) Provide guidance for the development of land in the City of Cockburn’s industrial and mixed business zones in an endeavour to achieve coordinated, quality development outcomes; and
- (2) Protect the State and National significance of the Australian Marine Complex (AMC) as a shipbuilding hub by guiding land use decisions.

Policy Statement

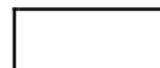
(1) Scope

- 1. This policy applies to all land within the following Town Planning Scheme No. 3 (TPS3) zones:
 - Strategic Industry;
 - Industry;
 - Light and Service Industry;
 - Mixed Business; and
 - development (where an approved Structure Plan indicates the use as Industry, Light and Service Industry, Mixed Business or similar).
- 2. This policy does not apply in the following instances:
 - Where a Local Development Plan (LDP) has been adopted to guide the built form and where provisions of the LDP conflict with this policy.
 - Where there is a conflict between this policy and the ‘Cockburn Commercial Park’ and ‘Phoenix Business Park’ Design Guidelines, those area specific design guidelines shall prevail over this policy. However, any provision of this policy that may not be included in the area specific design guidelines shall still apply (for example the Vehicle Access and Parking provisions).

(2) Strategic Industry zone - Australian Marine Complex (AMC)

The strategic intent of the AMC is to provide for the national and international expansion of Western Australia’s defence, marine and resource industry activities; and to facilitate and enhance economic and diversification opportunities created by the clustering of these activities. To facilitate this, application of discretionary uses

[1]



Item 9.1 Attachment 1

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Title	Industrial Development
Policy Number (Governance Purpose)	LPP 3.9



within the Strategic Industry zone shall be considered in accordance with the Precinct Map (Figure 1 - see below).

The Precinct Map contains two precincts: these are:

- Precinct A – Core Strategic Marine and Defence
- Precinct B – Strategic Industry Frame

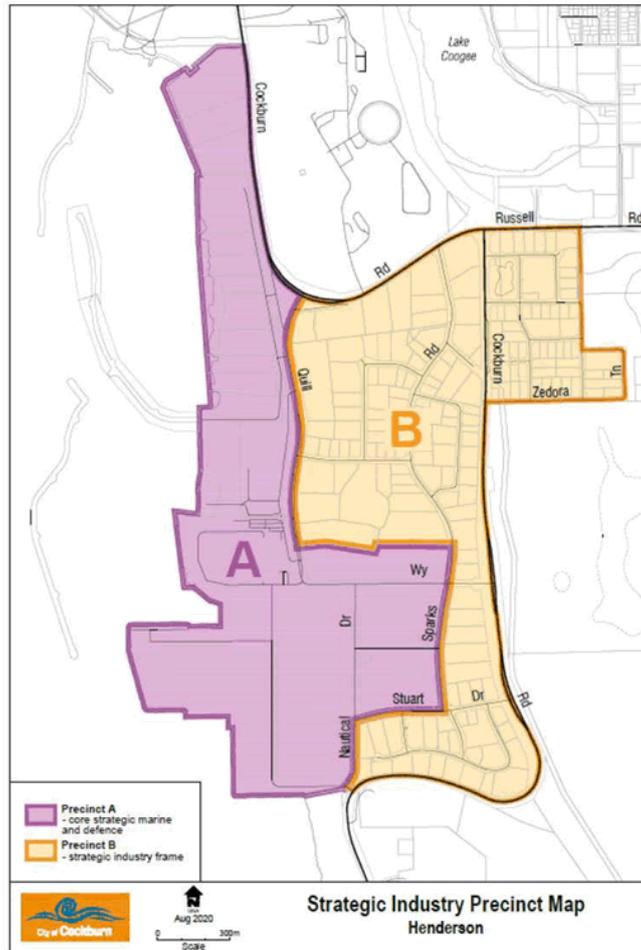


Figure 1 – Strategic Industry Precinct – AMC Map

[2]



Title	Industrial Development
Policy Number (Governance Purpose)	LPP 3.9



1. Precinct A – Core Strategic Marine and Defence

(a) Objectives

Precinct A is located adjacent to or within close proximity to the waterfront and includes common user infrastructure. It is therefore to be strongly protected for a clustering of uses directly associated with marine, defence and resources projects. In this regard, Precinct A objectives are:

- (i) To ensure that all uses are directly associated with strategically important marine construction and maintenance industries, resources projects and defence activities;
- (ii) To protect the ongoing functioning and viability of key strategic infrastructure, such as the Common User Facility, that support the marine, resource and defence sectors;
- (iii) To ensure safe and convenient access and movement within the precinct is maintained; and
- (iv) To create a high quality, well designed, attractive and accessible precinct that attracts investment and provides amenity for employees and visitors.

(b) Requirements

All discretionary land uses within Precinct A should demonstrate consistency with the objectives of the precinct, and should contribute positively to the intended future character as defined in Appendix A. The following requirements also apply:

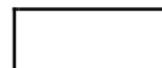
- (i) All proposals are to be directly associated with shipbuilding, marine focused resource projects and the defence sector to protect the strategic intent of the precinct.
- (ii) All proposals must demonstrate that they support key strategic infrastructure, such as the Common User Facility; and that they assist in the support of investment attractiveness of the AMC.
- (iii) Proposals should support safe and convenient pedestrian and vehicular access, and should not compromise existing movement networks and High Wide Loads (HWL) corridors.

(c) Supporting Information

The following information is to be provided in support of applications for development approval within Precinct A, as relevant:

- (i) All uses are to include details demonstrating a direct relationship with the marine, resource or defence sector.

[3]



Item 9.1 Attachment 1

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Title	Industrial Development
Policy Number (Governance Purpose)	LPP 3.9



- (ii) Educational Establishments shall include contracts to curriculum timetables linking it to the support or direct relation to the marine industry.
2. Precinct B – Strategic Industry Frame
- (a) Objectives
- Precinct B provides for land uses associated with, and/or supporting the delivery of goods and services for the marine, resources and defence sector. In recognition of market and demand changes that will occur over time, some flexibility is provided where the strategic intent of the AMC is not compromised. In this regard Precinct B objectives are:
- (i) To provide for specialist land uses that support the delivery of goods and services for the marine, resources and defence sector.
 - (ii) To provide some flexibility for uses that are not associated directly with shipbuilding and marine focused resource projects where they demonstrate adaptability for those uses in the future; and where they do not compromise those uses in the surrounding area.
 - (iii) To ensure safe and convenient access and movement within the AMC;
 - (iv) To ensure land uses do not compromise the ongoing delivery and functioning of State and Nationally important land use activities within Precinct A;
 - (v) To create a high quality, well designed, attractive and accessible precinct that attracts investment and provides amenity for employees and visitors.
- (b) Requirements
- All discretionary land uses within Precinct B should demonstrate consistency with the objectives of the precinct; and should contribute positively to the intended future character as defined in Appendix A. The following requirements also apply:
- (i) All proposals are to demonstrate that the land use proposed will not negatively impact on the strategic intent of Precinct A, or to constrain the ability of marine, resource or defence activities to function within the AMC generally.
 - (ii) Proposals must demonstrate a reasonable level of adaptability for future land uses aligned with the marine, resource or defence sector, including consideration of the built form and parking.

[4]



Title	Industrial Development
Policy Number (Governance Purpose)	LPP 3.9



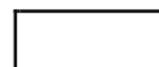
- (iii) All car parking requirements are to be accommodated on-site to future-proof the precinct for its strategic purpose; provide for the safe movement of traffic; protect HWL corridors; and allow for attractive and high amenity streetscapes.
- (iv) Proposals must not increase any existing short falls for on-site car parking for uses not directly associated with the marine, resource or defence sector.
- (v) To ensure future adaptability, 'Warehouse' land use proposals are to demonstrate there is sufficient space on-site to accommodate car parking spaces calculated at a rate of 'Industry General' as set out in the Scheme.
- (vi) Proposals must contribute positively to safe and convenient pedestrian and vehicular access and connectivity.
- (vii) In exercising discretion for uses that by their nature have limited adaptability potential for specific marine, defence and resources uses, such as 'Service Station', consideration will be given to the following:
 - Need and demand for the use within the precinct;
 - Impact on the movement network; and
 - Contribution it makes toward the provision of amenity for the AMC workforce/visitors over and above that provided by the use itself and in addition to incidental convenience store/fast food services.

(c) Supporting Information

The following information is to be provided in support of applications for development approval within Precinct B.

- (i) Educational Establishments shall include contracts to curriculum timetables linking it to the support or direct relation to the marine industry.
- (ii) Service Station and Fuel Depots shall include a risk assessment prepared by a suitably qualified professional demonstrating that the activity will not compromise the safety and continuity of operations and strategic infrastructure within Precinct A.
- (iii) Change of land use applications shall demonstrate that any increase in car parking requirements can be accommodated on-site.
- (iv) Transport related uses are to be supported by a traffic study to demonstrate that access and movement can be safely accommodated within the site and on the existing road network, including access to Precinct A and impact on the HWL network.
- (v) For uses not related to marine, defence and resources that do not demonstrate high levels of adaptability potential, such as 'Service

[5]



Item 9.1 Attachment 1

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Title	Industrial Development
Policy Number (Governance Purpose)	LPP 3.9



Station', information and site plans are to be provided depicting the provision of features for the benefit of the AMC workforce.

(3) General Provisions

1. Land Use

- (a) For developments proposing more than one use within the same building, the building shall be provided with clear physical separation of the uses which may be achieved through a wall or other barrier to the satisfaction of the City. Delineation of uses on plan only with no physical separation will generally not be supported.

2. Built Form

(a) Building Frontage and Entry

- (i) The main entrance to the building is on the front elevation or close to the front of the building and should be clearly visible, easily accessible and marked with signage.
- (ii) Entrances shall contain a covered portico, awning, canopy or verandah to further emphasise it and provide weather protection.
- (iii) Large expanses of unrelieved sections of wall or roof where seen from the primary street and (if applicable) secondary street, shall not be permitted.
- (iv) Street numbering to be clearly visible.

3. Roofs

- (a) An above roof awning, creating a visual top to the building facade is to be provided where flat, skillion or similar roofs are proposed.

4. Materials, Colours and Finishes

- (a) Broad facades are to be broken down into separate sections through different materials, colours and finishes to provide interest and enhance the streetscape.
- (b) External boundary walls that are visible from the street shall be treated appropriately. This may be achieved through colour, score lines or similar. Where an adjoining site is vacant, the treatment shall be for at least half the length of the wall, measured from the portion of wall closest to the street.

[6]



Title	Industrial Development
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- (c) Any development proposal with a construction value exceeding \$500,000 shall include a set of coloured perspectives with the application.
- (d) External fixtures and equipment such as roof ventilation, exhaust towers and plumbing pipes should be effectively screened from the primary street elevation using roof structures and architectural elements.

5. Setbacks

- (a) The minimum primary street setback shall be in accordance with the following table (Table 3).

Table 3 – Setback requirements

Primary Street Setback or dual road frontage (excluding secondary street)	Secondary Street	Side and rear boundary
15m (may be reduced where it can be clearly demonstrated that it is consistent with the existing streetscape for land zoned outside the Strategic Industry zone).	3m (unless it can be demonstrated that a reduced setback is consistent with the existing streetscape and/or that a reduction will not result in a detrimental impact on the streetscape).	As per the Building Code of Australia.

- (b) The primary and secondary street setback areas shall not be used for any purpose other than vehicle access, car parking, loading or unloading of vehicles and landscaping.
- (c) The main entry and access to the building is to be obtained from the primary street frontage.

6. Vehicle Access & Parking

- (a) Car Parking
 - (i) Car parking provision shall be in accordance with the minimum requirements of Tables 3 and 4 of TPS 3.
 - (ii) Notwithstanding 3.4.1.1 above, warehouse proposals shall be required to demonstrate how additional parking can be provided to accommodate more intensive future land uses calculated at 1 car parking bay per 50sqm gla.

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- (iii) Any industrial use class as contained in TPS 3, containing more than one tenancy or unit, shall provide a minimum of 5 car parking bays per unit (unless TPS 3 requires more than 5 car parking bays per unit and then TPS 3 requirements shall prevail). (For example a 300m² 'warehouse' shall provide 5 car parking bays).
- (b) All parking calculations shall be rounded up to the nearest number on a per unit/tenancy basis.
- (c) Cash Payment in Lieu of Providing Car Parking Spaces contained in Clause 4.9.6 TPS 3 shall not be applied for discretionary uses.
- (d) Joint use of car parking facilities in Clause 4.9.7 of TPS 3 shall not be applied for discretionary uses.
- (e) Tandem car parking bays shall generally not be supported unless they are in excess of the minimum parking bay requirements of TPS 3 and this policy.
- (f) Car parking inside an existing building will not be included in calculations for car parking provision. However, purpose-built undercover car parking will be considered.
- (g) Car parking areas shall be designed and constructed in accordance with the most recent version of Australian Standard AS2890.1 (as amended).
7. Bicycle Parking
- (a) In addition to the requirements of TPS 3, bicycle parking facilities shall provide weather protection via an awning or similar and shall consist of rails, stands, locker or any other type of equipment designed for this purpose in accordance with Australian Standard AS2890.3-2015.
8. Service, Loading & Delivery Areas
- (a) Delivery and/or loading bays may be considered inside a building adjacent to a suitable opening however this area shall be marked, signed, easily accessible and available in perpetuity for deliveries to the building or tenancy.
9. End of Trip Facilities
- (a) All developments that are required to provide 5 or more bicycle parking bays in accordance with the minimum provisions of TPS 3 are required to provide End of Trip Facilities, which are to be designed in accordance with the following criteria:

[8]



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- A minimum of one female shower and one male shower, located in separate change rooms or a minimum of two separate unisex shower and change rooms;
 - Additional shower facilities to be provided at a rate of one female shower and one male shower for every additional 10 bicycle parking bays, to a maximum of five female and five male showers per development;
 - The showers must dispense both hot and cold water;
 - The end of trip facilities shall include non-slip surfaces, hooks and/or benches for peoples belongings, adequate lighting and ventilation;
 - The end of trip facilities should be located as close as possible to the bicycle parking facilities;
 - Secure change rooms capable of being locked; and
 - A locker for every bicycle parking bay provided.
10. Fencing
- (a) The minimum standard of fencing shall be black PVC coated chain/link mesh with black support posts and a height of 1.8m. Additional security may be provided through the provision of a maximum "3-barb" wire on top of chain/link mesh fence equivalent. All gates, posts, and fittings shall be black galvanised steel.
 - (b) Fencing which exceeds the minimum standard shall complement the building and landscaping design.
11. Stormwater Management
- (a) Development shall be designed to contain all stormwater on site.
 - (b) Specific drainage requirements shall be in accordance with the Building Code of Australia.
 - (c) Stormwater drainage plans shall be lodged up front at the development application stage.
12. Landscaping
- (a) General
 - (i) A detailed landscape plan shall be submitted with a development application.
 - (ii) The area of landscaping to be provided shall be in accordance with the requirements of TPS 3.
 - (iii) Trees shall be a minimum of 2m in height (approx. 45 litre pot size at time of planting).

[9]



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Policy Number (Governance Purpose)	LPP 3.9



- (iv) Landscaping to be irrigated and maintained by landowner / occupier.
- (v) Landscaping proposals which seek a reduction in accordance with TPS 3 shall be required to include the verge landscaping in the landscape plan.

13. Verge Improvements

- (a) Verges are to be improved in accordance with the City of Cockburn 'Verge Improvement Guidelines'
- (b) Verge trees shall:
 - Be a minimum of 2m in height (approx. 45 litre pot size at time of planting);
 - Be planted on the correct utility alignment;
 - be positioned to allow space for bin presentation;
 - Consider tree height at maturity if under power lines; and
 - Provide a shade canopy.
- (c) The verge trees shall be irrigated by the landowner/occupier until established. As the verge trees become an asset of the City's verge, the City will be responsible for any pruning of the verge tree. The maintenance of all other forms of landscaping to the verge shall be the responsibility of the landowner /occupier.
- (d) The maintenance of shrub planting, turf or any improvement other than the trees shall be the responsibility of the landowner/occupier.
- (e) The verge shall not be used for car parking purposes unless approved by the City of Cockburn.

14. Waste Management

- (a) Every proposal shall include internal or external bin storage provisions for each tenancy or an appropriate shared bin storage area for unit developments may be permitted sized according to the waste generation rates of the on-site activities.
- (b) Internal bin storage shall be adequately sized to contain all waste bins and consist of a concrete wash-down pad of at least 2sqm graded to a 100mm diameter industrial floor waste with a hose cock, and connected to sewer.
- (c) External bin storage enclosures shall be adequately sized to contain all waste generated in one week and be a minimum of 1.8m high, fitted with a gate and graded to a 100mm diameter industrial floor waste with a hose cock, and connected to sewer.

[10]



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- (d) External bin storage enclosures shall be located behind the building alignment and be screened from view of the street and roofed when greater than 20sqm.
 - (e) A secondary treatment system will be required where reticulated sewerage cannot be reasonably be connected and any wash down bays required will be constructed and maintained to the satisfaction of the City.
15. Staged Development
- (a) Future stages of any development shall be considered and included on the site plan along with any necessary expansion to vehicle parking.
16. Future Road Networks
- (a) Proposals on land subject to a future road network shall ensure that provision of the future road network and vehicle access forms part of the proposal.
 - (b) Proposals on land which is required for a future road network shall ensure that road reserves are ceded as part of a development application or subdivision application, whichever comes first.
 - (c) Proposals incorporating road networks or as otherwise determined by the City, shall demonstrate integration with adjoining development.
17. Vehicle Crossovers
- (a) Crossovers are to be located, designed and constructed in accordance with the "City of Cockburn Vehicle Crossover Specification and Forms".

Strategic Link:	Town Planning Scheme No.3
Category	Planning – Town Planning and Development
Lead Business Unit:	Statutory Planning
Public Consultation: (Yes or No)	Yes
Adoption Date: (Governance Purpose Only)	12 December 2019
Next Review Due: (Governance Purpose Only)	
ECM Doc Set ID: (Governance Purpose Only)	4517879

[11]



Title	Industrial Development
Policy Number (Governance Purpose)	LPP 3.9



APPENDIX A: INTENDED FUTURE CHARACTER – AUSTRALIAN MARINE COMPLEX

PRECINCT A	
1.0 Streetscapes	1.1 The majority of the precinct is designed to maximise the functionality of the precinct for marine, defence and resources, however public road reserves are to include street trees and landscaping to enhance the appearance of the precinct and offer amenity for pedestrians and cyclists wherever possible.
2.0 Land use	2.1 A clustering of uses associated with marine, defence and resources adjacent to and within close proximity to the waterfront.
3.0 Built form	3.1 Where built form addresses a public street it contributes positively to an attractive streetscape.
4.0 Amenity	4.1 Development undertaken in a way that supports the amenity of the precinct and the needs of employees to the greatest extent possible.
5.0 Movement network	<p>5.1 A safe and efficient movement network that includes High Wide Load (HWL) routes that are permanent and protected from on street parking and inappropriate development.</p> <p>5.2 A safe and connected pedestrian network that:</p> <ul style="list-style-type: none"> • Enhances the amenity of the precinct. • Enhances the health and wellbeing of visitors and employees of the precinct. <p>5.3 Parking accommodated on site to the greatest extent possible, ensuring that safe traffic movement and verges are not compromised.</p>

PRECINCT B	
1.0 Streetscapes	1.1 Attractive streetscapes that include street trees and offer high levels of amenity for pedestrians and cyclists, and contribute to the City's tree canopy cover wherever possible.
2.0 Land use	2.1 Land uses that support the amenity of the precinct and the needs of employees without compromising the strategic intent of the AMC and the long term ability for the area to be used wholly for marine, defence and resources projects.
3.0 Built form	<p>3.1 Built form that contributes to attractive streetscapes.</p> <p>3.2 Built form that demonstrates adaptability to accommodate future marine, defence and resources uses</p>
4.0 Amenity	2.2 Land uses that by their nature have limited adaptability potential for specific marine, defence and resources include features/facilities that contribute positively to the amenity for the AMC workforce/visitors over and above that provided by the use itself.

[12]

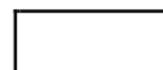


Title	Industrial Development
Policy Number (Governance Purpose)	LPP 3.9



PRECINCT B	
5.0 Movement network	<p>5.1 A safe and efficient road network that includes High Wide Load (HWL) routes that are permanent and protected from on street parking and inappropriate development.</p> <p>5.2 A safe and connected pedestrian network that:</p> <ul style="list-style-type: none"> Enhances the amenity of the precinct. Enhances the health and wellbeing of visitors and employees of the precinct. <p>5.3 Parking accommodated on site, ensuring that safe traffic movement and verges are not negatively impacted.</p>

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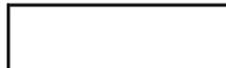


Item 9.1 Attachment 2

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Summary of Proposed Changes to LPP 3.9 Industrial Development

No.	Section	changes	Comment/reason
1	Policy Purpose	<ul style="list-style-type: none"> Inserted text relating to Strategic Industry zone Condensed existing wording 	To improve clarity and acknowledge that Amendment 144 has introduced a new zone – “Strategic Industry”
2	Policy Statement		
3	(1) Scope	Inserted “Strategic Industry” zone into list of zones that the policy applies	To acknowledge new “Strategic Industry” zone
4	Inserted new section	Inserted new section “Strategic Industry zone – Australian Marine Complex (AMC)” to guide application of discretionary land uses, which includes: <ul style="list-style-type: none"> Precinct maps Objectives Requirements Supporting information 	To guide assessment of discretionary land use proposals within the “Strategic Industry” zone
5	(2) Landuse	No change	
6	(3) Setbacks	Changed format to include as a table (requirements unchanged)	To improve clarity and use
7	(4) Vehicle Access & Parking	See below	
8	1. Car parking	Text changes <ul style="list-style-type: none"> Modify dot point 2 to increase minimum car parking bays per unit from 4 to 5 Modify dot point 5 to improve clarity of intent Insert a new clause to not support joint use car parking facilities for discretionary uses.	To address issues with car parking provision associated with speculative land uses.
9	2. Bicycle parking	No change	
10	3. Service, loading & delivery	No change	



	areas		
11	(5) End of Trip Facilities	No change	
12	(6) Fencing	No change	
13	(7) Stormwater Management	No change	
14	(8) Signage	Deleted	Addressed in LPP 3.7 Signs and Advertising
15	(9) Retaining walls	deleted	Addressed in LPP 5.2 Retaining Walls
16	(10) Built Form		
17	1. Building Frontage and Entry	Text changes to delete first dot	Requirement to address the street covered by other existing provisions.
18	2. Roofs	No change	
19	3. Materials, Colours and Finishers	Text change to insert a new clause relating to screening external fixtures such as roof ventilation, exhaust towers from the primary street frontage	To ensure external fixtures are not visible from the street.
20	4. Passive Solar Design	Deleted	Addressed through Building Code
21	(11) Landscaping	See below 1 and 2	
22	1. General	Text changes deleting reference to: <ul style="list-style-type: none"> Species being selected from Landscaping Species Lists Reduction in landscaping required to include the verge landscaping in the landscape plan. Inserting new clause requiring irrigation and maintenance by landowner/occupier	To acknowledge that there is no formal species list and to ensure that: <ul style="list-style-type: none"> Reductions to landscaping areas are not generally supported; Maintenance obligations are clear.
23	2. Verge Planting	Text changes Including new provisions to address: <ul style="list-style-type: none"> Provision of verge trees Location of utilities and power lines; Positioning to allow for bin presentation Clarifying maintenance responsibilities (street trees responsibility of City, all other elements the responsibility of landowner/occupier. 	To ensure: <ul style="list-style-type: none"> street trees are provided and appropriately located to minimise conflicts with infrastructure maintenance requirements are clear



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24	(12) Waste Management	<p>Text changes to existing clauses</p> <ul style="list-style-type: none"> • Modify clause 1. To include need to size bin storage to waste generation rates of land use; • Modify clause 2. To increase size of wash down bin pads from 1m² to 2m². <p>Insert new clauses to:</p> <ul style="list-style-type: none"> • Require a roof for external bin storage enclosures over 20m². • Require a secondary treatment system for wash down bays where reticulated sewerage cannot be reasonably provided. 	To ensure suitable space is available for waste storage and wash down areas do not generate environmental issues.
25	(13) Staged Development	No change	
26	(14) Future Road Networks	No change	
27	(15) Vehicle Crossovers	Text change to remove details and refer to City's Crossover specifications	To remove potential for inconsistency and unnecessary duplication
28	New section	<p>Insert Appendix A to describe intended future character, addressing:</p> <ul style="list-style-type: none"> • Streetscape • Land use • Built form • Amenity • Movement network 	To provide context and vision to assist decision making.



Item 9.2

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9.2 (2020/MINUTE NO 0025) REVIEW OF THE PLANNING (LAND ADMINISTRATION) POLICIES

- Author** C Catherwood
- Attachments**
1. Commercial Leasing of City of Cockburn Owned and Controlled Land - With Tracked Changes [↓](#)
 2. Commercial Leasing of City of Cockburn Owned and Controlled Land - Proposed Final Document [↓](#)
 3. Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Non-for-Profit) - With Tracked Changes [↓](#)
 4. Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Non-for-Profit) - Proposed Final Document [↓](#)
 5. Geographical Naming - With Tracked Changes [↓](#)
 6. Geographical Naming - Proposed Final Document [↓](#)
 7. Public Accessway Closures - With Tracked Changes [↓](#)
 8. Public Accessway Closures - Proposed Final Document [↓](#)

RECOMMENDATION
That Council:

(1) adopt the following proposed minor changes to the policies, as attached to the Agenda:

1. Commercial Leasing of City of Cockburn Owned and Controlled Land (including renaming to: *Commercial Leasing and Other Dispositions of City of Cockburn Owned or Controlled Property*);
2. Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Non-for-Profit);
3. Geographical Naming; and
4. Pedestrian Accessway Closures.

COMMITTEE RECOMMENDATION
MOVED Cr P Corke SECONDED Cr M Separovich

That the recommendation be adopted subject to amending the 'Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Not-for-Profits)' Policy as shown in attachment.

CARRIED UNANIMOUSLY 3/0



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Item 9.2

Reason for Decision

To improve formatting and clarify the maintenance issues related to the leasing of the City owned properties.

Background

The purpose of this report is to review the Planning (Land Administration) policies which are undertaken at least every two years. There are four policies subject to this report.

Submission

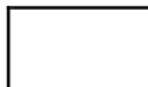
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Report

A brief summary of the review and modifications proposed to each policy are set out below. No changes are considered to warrant public consultation.

Policy	Proposed Amendment	Comments
Commercial Leasing of City of Cockburn Owned and Controlled Land	<p>The new title proposed is: <i>Commercial Leasing and Other Dispositions of City of Cockburn Owned or Controlled Property.</i></p> <p>The policy purpose has been reordered to give consistency to the Land Administration suite of policies.</p> <p>The policy statement has been limited to matters which need to set out in policy (in this case leasing, licensing or other forms of disposal) and not replicate guidance available to officers elsewhere.</p>	<p>The title of this policy is proposed to change to better reflect the matter it deals with.</p> <p>The new name is reflected in Attachments 1 and 2 and the recommendation specifically notes the renaming.</p> <p>No public consultation is considered necessary.</p>
Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Non-for-Profit)	<p>The policy purpose section has been reordered to give consistency to the Land Administration suite of policies.</p>	<p>Modification to this policy is primarily to remove a duplicated paragraph. No public consultation is considered necessary.</p>

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Policy	Proposed Amendment	Comments
Geographical Naming	<p>The policy purpose section has been reordered to give consistency to the Land Administration suite of policies.</p> <p>The policy statement has been significantly reduced to limit to matters which need to be set out in policy and not replicate guidance available to officers elsewhere.</p>	No public consultation is considered necessary.
Pedestrian Accessway Closures	The policy purpose section has been slightly reworded.	<p>The content of the policy has been reviewed and is considered current with no need for changes in this review cycle.</p> <p>No public consultation is considered necessary.</p>

Conclusion

Tracked changes are reflected in the four policies proposed for minor modifications (refer Attachments 1, 3, 5 and 7). Given the nature of the 'tracked changes' function, combined with most of the proposed changes being deletions, some policy changes may appear more substantial than they are. The proposed final version of these policies (without the 'tracked changes' function showing) can be seen in Attachments 2, 4, 6 and 8.

As set out above, none of the changes are considered more than minor in nature and effect. Given this, there is no value or additional input to these administrative processes which could be gained by public consultation. The officer recommendation should be supported.

Strategic Plans/Policy Implications

Local Economy

A sustainable and diverse local economy that attracts increased investment and provides local employment.

- Plan for and facilitate opportunities for local business (including home business and sole traders), local activity centres and industry to thrive.



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Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.
- Deliver value for money through sustainable financial management, planning and asset management.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

There is little to no risk to Council should the subject modifications to these policies not be adopted, as the changes themselves are minor (primarily removing guidance replicated in other documents or Acts). Most of the policies are still within their two year review period (the exception being the Geographic Naming policy, which has just fallen due).

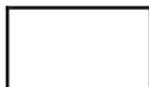
Advice to Proponents/Submitters

N/A

Implications of Section 3.18(3) Local Government Act 1995

Nil

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Title	Commercial Leasing and other Dispositions of City Of Cockburn Owned or Controlled PropertyLand
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

The aim of the policy is to set the framework for the disposal of and the determination of the rental or consideration when disposing of Property to commercial businesses.

City of Cockburn owned or controlled land and facilities (Property) may be leased, and licenced or disposed of to commercial businesses and retail operators at a commercially-valued rental rate, pursuant to in terms of applicable requirements, such as the requirements of:-

- the Local Government Act 1995 (WA) (the Act);
- Land Administration Act 1997 (WA);
- Commercial Tenancy (Retail Shops) Agreements Act 1985;
- Property Law Act 1969;
- Local Government (Uniform Local provisions) Regulations 1996; and
- Delegated authority LGAES12.

The aim of the policy is to:-

- Set the a consistent policy framework for the disposal of and the determination of the annual rental or consideration for the disposal when disposing of on land Property to commercial businesses.
- To obtain and apply contemporary valuations for the leasing and licensing of City of Cockburn owned or controlled property to commercial organisations

Policy Statement

Leases, licences and other disposals of Property to commercial businesses shall:-

- Comply with Section 3.58, and where applicable, Section 3.59 of the Act;
- (1) Be under authority of a Council resolution;
- (1) Under section 3.58 of the Local Government Act 1995 (WA), the City of Cockburn (City) is required to give local public notice of any proposed commercial lease for owned or controlled land. The public notice must outline the property concerned, name the parties concerned, the annual rent to be received by the City for the lease, the market annual rental, and it must invite submissions to be made to the City within 14 days.
- (2) Consider the legal financial and reputational interests of the City;
- (3)
- (4) Have the market value determined in accordance with Section 3.58 of the Act;

[1]

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Title	Commercial Leasing and other Dispositions of City Of Cockburn Owned or Controlled PropertyLand
Policy Number (Governance Purpose)	



- (2) ~~When determining the market annual rental, a sworn Valuer will be requested to value the land, and the GRV or Unimproved Value of the land will be used as the basis of determining the annual rental. Each case will be considered on its merits. Section 3.58 of the LGA requires the City to ensure contemporary valuations are undertaken, being no more than 6 months before the commencement of the lease, unless it is determined at a Council meeting on recommendation by the Council that the valuation is to be a true indication of the value at the time of the lease commencement.~~
- (3) ~~If the value of the lease transaction does not exceed less than \$750,000 (in total over the term of the lease), then the City is to provide Elected Members at least 14 days prior notice of an intent to enter into a commercial lease the transaction is to be dealt with in accordance with Delegated Authority LGAES12FCS9. If the value of the lease transaction is more than \$750,000 (in total over the term of the lease), then the City is to provide a report to Council to seek approval to lease.~~

Strategic Link:	Land Management Strategy
Category	Planning – Land Administration
Lead Business Unit:	Strategic Planning
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	14 March 2019
Next Review Due: (Governance Purpose Only)	March 2021
ECM Doc Set ID: (Governance Purpose Only)	4603461

[2]



Proposed final document

Title	Commercial Leasing and other Dispositions of City Of Cockburn Owned or Controlled Property
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

The aim of the policy is to set the framework for the disposal of and the determination of the rental or consideration when disposing of Property to commercial businesses.

City of Cockburn owned or controlled land and facilities (Property) may be leased, licenced or disposed of to commercial businesses in terms of applicable requirements, such as:-

- *Local Government Act 1995 (WA) (the Act);*
- *Land Administration Act 1997 (WA);*
- *Commercial Tenancy (Retail Shops) Agreements Act 1985;*
- *Property Law Act 1969;*
- *Local Government (Uniform Local provisions) Regulations 1996; and*
- *Delegated authority LGAES12.*

Policy Statement

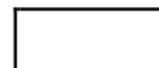
Leases, licences and other disposals of Property to commercial businesses shall:-

- (1) Comply with Section 3.58, and where applicable, Section 3.59 of the Act;
- (2) Be under authority of a Council resolution;
- (3) Consider the legal financial and reputational interests of the City;
- (4) Have the market value determined in accordance with Section 3.58 of the Act;

If the value of the transaction does not exceed \$750,000, then the transaction is to be dealt with in accordance with Delegated Authority LGAES12

Strategic Link:	Land Management Strategy
Category	Planning – Land Administration
Lead Business Unit:	Strategic Planning
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	14 March 2019
Next Review Due: (Governance Purpose Only)	March 2021
ECM Doc Set ID: (Governance Purpose Only)	4603461

[1]



Item 9.2 Attachment 3

DAP 26/11/2020

Title	Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Not-for-Profit)
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Policy Type

Council

Policy Purpose

The aim of the policy is to set a consistent policy framework for the leasing and licensing of City of Cockburn owned or controlled property to community, recreation and Government associations/organisations, and to also promote the shared optimal use arrangement of City of Cockburn facilities.

City of Cockburn owned or controlled land and facilities are leased and licenced to various associations/organisations, including not-for-profit groups and Government organisations providing recreational, education, community and health services. These arrangements are broadly considered non-commercial type relationships with the City, and are dealt with generally under the banner of recreational or community purpose type leases.

~~The aim of the policy is to set a consistent policy framework for the leasing and licensing of City of Cockburn owned or controlled property to community, recreation and Government associations/organisations, and to also promote the shared optimal use arrangement of City of Cockburn facilities.~~

This policy does not relate to commercial type leasing arrangements, ~~which are dealt with under the auspices of the Local Government Act 1995.~~

Policy Statement

- (1) Not-for-Profit Associations/organisations leasing land or a facility will generally be charged a peppercorn rent on the proviso that the lessee will be responsible for the facility's outgoings and internal (non-structural) maintenance as per the following:

- ~~1. 1. Water;~~
- ~~2. 2. Electricity;~~
- ~~3. 3. Gas;~~
- ~~4. 4. Emergency Services Levy;~~
- ~~5. 5. Security;~~
- ~~6. 6. Rubbish charges;~~
- ~~7. 7. Cleaning;~~
- ~~8. 8. Tagging and Testing of electricals;~~
- ~~9. 9. Costs of maintaining and replacing fixtures and fittings, regardless of 'fair wear and tear', up to an amount of \$1,000 per single item verified by a City of Cockburn sourced quotation [i.e. no cumulative addition of items to exceed this threshold whatsoever – see (5) below];~~
- ~~10. 10. Internal painting;~~

[1]



Title	Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Not-for-Profit)
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~~11.11.~~—Damage caused by the negligence of the lessee’s invitees, guests, members or persons associated with the use and/or hiring of the facility by the tenant (and associated security costs).

Where there are common areas within a shared facility, associations / organisations which exist within the facility will equally contribute to the costs of these common areas per the schedule of items ~~(a)1~~ to ~~(k)11~~.

- (2) Any Government association/organisation are generally expected to pay a market rent. However, subject to a Council decision, there is discretion to consider circumstances where it may be appropriate to reduce or remove the requirement to pay rent. Such circumstances may include:
 - ~~1. 1.~~—Where there is a facility objective to create a community hub with allied support services;
 - ~~2. 2.~~—Where there is a demonstrable community need to attract and retain the allied support service to the area, such as Child Health Clinics.
- (3) Certain forms of not-for-profit associations / organisations, which are deemed to have the capacity to pay rent by virtue of their funding model and/or income stream, may also be required to pay a form of rent and/or rates. Any discussions in respect of charging rent, rates etc. may occur at the commencement of a new lease, or at the subsequent renewal of the lease agreement, at the discretion of the City of Cockburn.
- (4) All leases and licences will be subject to annual rent reviews based on CPI increases and/or market rent reviews. Note this is primarily relevant to those under (2) and (3) above.
- (5) Except for associations/organisations which are paying rent- ~~(i.e. those falling under provisions (2) and (3) above]~~, the City of Cockburn will generally be responsible for the following maintenance:
 - ~~1. 1.~~—Structural maintenance e.g. cracks in walls, leaks in roofs, ceilings;
 - ~~2. 2.~~—Costs of maintaining and replacing fixtures and fittings over the value of \$1,000 per single item;
 - ~~3. 3.~~—Fire equipment & emergency exit services;
 - ~~4. 4.~~—Tree removal and major tree pruning;
 - ~~5. 5.~~—External obligations e.g. car parks, roads, footpaths;
 - ~~6. 6.~~—Other ~~duties-maintenance undertakings~~ as may be determined, ~~depending on community group specific needs, however these terms will be outlined in the report for the Elected Members Newsletter, or Ordinary Council if required~~ Elected Members will be given the opportunity to comment on these undertakings and the opportunity to report to Council if requested.
- (6) New tenants may receive a total term of up to 5 years, including any options to renew (i.e. 2 year + 3 years). Renewing tenants may receive a total length of term of up to 10 years, based upon their performance as a tenant. A tenant will only be given a longer term lease (ie. 10 years + 10 years) if they are able to

[2]

Item 9.2 Attachment 3

DAP 26/11/2020

Title	Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Not-for-Profit)
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demonstrate a genuine reason for their request, subject to a Council decision. Reasoning may include:

- 1. ~~1.~~ If they are contributing large sums of money to upgrade/renovate the facility; or
- 2. ~~2.~~ If they are applying for a grant or funding which requires longer tenure

(7) All tenants will be required to arrange:

- 1. ~~1.~~ public liability insurance to a minimum value of \$20,000,000.00,
- 2. ~~2.~~ contents insurance of assets owned by them; and
- 3. ~~3.~~ workers compensation insurance

Generally, the City will take out and maintain building insurance, however the City retains the discretion to pass on the costs of building insurance to the tenant.

(8) All tenants will be required annually to provide information to the Leasing & Licensing Officer to assist with accurate records of office holder contact details, financial data, occupancy statics, copy of insurance certificate and receipt for tagging & testing. They will also be subject to annual facility inspections to ensure maintenance obligations are being met.

(9) All community facilities undertaken by the City of Cockburn are generally to be based upon a shared-use model. This will require careful thought about areas within facilities which are common areas (such as toilets, kitchens, parking and lobby areas) versus areas which will be exclusive to the associations / organisations at the facility.

~~All community facilities undertaken by the City of Cockburn are generally to be based upon a shared use model. This will require careful thought about areas within facilities which are common areas (such as toilets, kitchens, parking and lobby areas) versus areas which will be exclusive to the associations / organisations at the facility.~~

Strategic Link:	Public Open Space Strategy, Land Management Strategy, Community, Sport & Recreation Facilities Plan & Community Development Strategy
Category	Planning – Land Administration
Lead Business Unit:	Strategic Planning
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	14 March 2019
Next Review Due: (Governance Purpose Only)	March 2021
ECM Doc Set ID: (Governance Purpose Only)	5488722

[3]



DAP 26/11/2020

Item 9.2 Attachment 4

Title	Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Not-for-Profit)
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Policy Type

Council

Policy Purpose

The aim of the policy is to set a consistent policy framework for the leasing and licensing of City of Cockburn owned or controlled property to community, recreation and Government associations/organisations, and to also promote the shared optimal use arrangement of City of Cockburn facilities.

City of Cockburn owned or controlled land and facilities are leased and licenced to various associations/organisations, including not-for-profit groups and Government organisations providing recreational, education, community and health services. These arrangements are broadly considered non-commercial type relationships with the City, and are dealt with generally under the banner of recreational or community purpose type leases.

This policy does not relate to commercial type leasing arrangements.

Policy Statement

- (1) Not-for-Profit Associations/organisations leasing land or a facility will generally be charged a peppercorn rent on the proviso that the lessee will be responsible for the facility's outgoings and internal (non-structural) maintenance as per the following:
1. Water;
 2. Electricity;
 3. Gas;
 4. Emergency Services Levy;
 5. Security;
 6. Rubbish charges;
 7. Cleaning;
 8. Tagging and Testing of electricals;
 9. Costs of maintaining and replacing fixtures and fittings, regardless of 'fair wear and tear', up to an amount of \$1,000 per single item verified by a City of Cockburn sourced quotation [i.e. no cumulative addition of items to exceed this threshold whatsoever – see (5) below];
 10. Internal painting;
 11. Damage caused by the negligence of the lessee's invitees, guests, members or persons associated with the use and/or hiring of the facility by the tenant (and associated security costs).

Where there are common areas within a shared facility, associations / organisations which exist within the facility will equally contribute to the costs of these common areas per the schedule of items (a) to (k).

[1]

Item 9.2 Attachment 4

DAP 26/11/2020

Title	Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Not-for-Profit)
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- (2) Any Government association/organisation are generally expected to pay a market rent. However, subject to a Council decision, there is discretion to consider circumstances where it may be appropriate to reduce or remove the requirement to pay rent. Such circumstances may include:
1. Where there is a facility objective to create a community hub with allied support services;
 2. Where there is a demonstrable community need to attract and retain the allied support service to the area, such as Child Health Clinics.
- (3) Certain forms of not-for-profit associations / organisations, which are deemed to have the capacity to pay rent by virtue of their funding model and/or income stream, may also be required to pay a form of rent and/or rates. Any discussions in respect of charging rent, rates etc. may occur at the commencement of a new lease, or at the subsequent renewal of the lease agreement, at the discretion of the City of Cockburn.
- (4) All leases and licences will be subject to annual rent reviews based on CPI increases and/or market rent reviews. Note this is primarily relevant to those under (2) and (3) above.
- (5) Except for associations/organisations which are paying rent [those falling under provisions (2) and (3) above], the City of Cockburn will generally be responsible for the following maintenance:
1. Structural maintenance e.g. cracks in walls, leaks in roofs, ceilings;
 2. Costs of maintaining and replacing fixtures and fittings over the value of \$1,000 per single item;
 3. Fire equipment & emergency exit services;
 4. Tree removal and major tree pruning;
 5. External obligations e.g. car parks, roads, footpaths;
 6. Other maintenance undertakings as may be determined, depending on community group specific needs. Elected Members will be given the opportunity to comment on these undertakings and the opportunity to report to Council if requested.
- (6) New tenants may receive a total term of up to 5 years, including any options to renew (i.e. 2 year + 3 years). Renewing tenants may receive a total length of term of up to 10 years, based upon their performance as a tenant. A tenant will only be given a longer term lease (ie. 10 years + 10 years) if they are able to demonstrate a genuine reason for their request, subject to a Council decision. Reasoning may include:
1. If they are contributing large sums of money to upgrade/renovate the facility; or
 2. If they are applying for a grant or funding which requires longer tenure

[2]



Title	Leasing of City of Cockburn Property for Community and/or Recreational Purposes (including Not-for-Profit)
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- (7) All tenants will be required to arrange:
1. public liability insurance to a minimum value of \$20,000,000.00,
 2. contents insurance of assets owned by them; and
 3. workers compensation insurance

Generally, the City will take out and maintain building insurance, however the City retains the discretion to pass on the costs of building insurance to the tenant.

- (8) All tenants will be required annually to provide information to the Leasing & Licensing Officer to assist with accurate records of office holder contact details, financial data, occupancy statics, copy of insurance certificate and receipt for tagging & testing. They will also be subject to annual facility inspections to ensure maintenance obligations are being met.
- (9) All community facilities undertaken by the City of Cockburn are generally to be based upon a shared-use model. This will require careful thought about areas within facilities which are common areas (such as toilets, kitchens, parking and lobby areas) versus areas which will be exclusive to the associations / organisations at the facility.

Strategic Link:	Public Open Space Strategy, Land Management Strategy, Community, Sport & Recreation Facilities Plan & Community Development Strategy
Category	Planning – Land Administration
Lead Business Unit:	Strategic Planning
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	14 March 2019
Next Review Due: (Governance Purpose Only)	March 2021
ECM Doc Set ID: (Governance Purpose Only)	5488722

[3]

Item 9.2 Attachment 5

DAP 26/11/2020

Title	Geographical Naming
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

The aim/objective of this policy is to detail the City's set framework for criteria in relation to the naming of roads, Public Open Space (POS), and minor infrastructure within the City of Cockburn prior to assessment by Geographic Names – Landgate.

Upon land being subdivided, it is common for developers to present a 'theme' for road and reserve names to be applied within the subdivision.

The Geographic Names Committee (GNC) at Landgate is the authority responsible for managing the naming of geographical features, administrative boundaries, localities and roads and for the maintenance of the State's Gazetteer, GEONOMA and nomenclature database. Proposals are also required to be endorsed by the City, prior to being recommended to the GNC.

Prior to applications being forwarded to Geographic Names – Landgate, the City will notify all Elected Members providing the opportunity for comment. If one or more Elected Member disagrees with the proposal then the matter is to be placed before Council (no response from Elected Members will indicate acceptance). As a result no timeframe can be given for the processing of such applications.

This Position Statement references the GNC Principles, Policies, Guidelines and Procedures - Standards for Geographical Naming in Western Australia document, as well as Part 2 (Naming of Parks and Reserves) of the Land Administration Act 1997. It provides guidelines for the naming of roads and reserves (including ovals, pavilions, playgrounds etc) which exist throughout the City.

This Policy is to be read in conjunction with all relevant legislation and State Policy, should any inconsistencies arise any legislation and State Policy will prevail as the authority lies with the Minister.

Policy Statement

The key objective is to provide a consistency to the road network and Public Open Space (POS) within the City of Cockburn.

The objective of this policy is to detail the City's process in relation to the naming of roads and reserves.

(12) The names applied to roads and reserves within the City shall be in accordance with the *Geographic Names Committee*. Geographic Names – Landgate's *Policies and Standards for Geographical Naming in Western Australia*.

[1]



Title	Geographical Naming
Policy Number (Governance Purpose)	



- (24) Developers of new subdivisions shall advise the City of their preference on names for new roads and reserves within the subdivisions.
- (3) Approved Geographic Names are intended to be enduring, therefore the City does not support the renaming of roads or reserves in absence of exceptional circumstances.
prior to lodgement of clearance of subdivision.
- ~~(2) The names applied to roads and reserves within the City shall be in accordance with the Geographic Names Committee Policies and Standards for Geographical Naming in Western Australia.~~
- (34) Priority Preference will be given to the naming of reserves after an adjacent road or feature in order to maximise the identification of that reserve with an area.
- (5) Proposals to name reserves other than after an adjacent road or feature, should be based upon themes suggested in Geographic Names – Landgate’s Policies and Standards for Geographical Naming in Western Australia
- (6) Guidelines for the naming after personal names are provided in Geographic Names – Landgate’s Policies and Standards for Geographical Naming in Western Australia.
 - 1. Names that commemorate, or may be construed to commemorate, living persons will not be considered for road or reserve naming.
 - 2. Where indigenous names are proposed, the City will consult with City of Cockburn’s Aboriginal Reference Group and will provide feedback to the applicant.

The road type is not to be included as part of the name.
- ~~(4) Reserves comprising several different pieces of land, but in effect functioning as a single entity, will be given a single name as deemed appropriate.~~
- ~~(5) Names that commemorate, or may be construed to commemorate, living persons will not be considered for road or reserve naming. (14) Where indigenous names are proposed, the City will consult with City of Cockburn’s Aboriginal Reference Group and will provide feedback to the applicant.~~
- ~~(6) Proposals to name reserves other than after an adjacent road or feature, should be based upon the following themes:~~
 - ~~a) Names from Aboriginal languages;~~
 - ~~b) Names of pioneers who were relevant to the area;~~
 - ~~c) Names of persons who died during war service; and~~
 - ~~a) Names associated with historical events connected with the immediate area.~~
- ~~(7) All reserve names must fulfil the prerequisite tests provided in the GNC guidelines and this position statement, and include evidence of community support. Community support may be ascertained through the following measures:~~
 - ~~b) Advertising proposals in local papers, inviting comments;~~

[2]

Item 9.2 Attachment 5

DAP 26/11/2020

Title	Geographical Naming
Policy Number (Governance Purpose)	



- ~~c) Advertising proposals in local libraries;~~
- ~~d) Erecting signs on the reserve, advising of the proposed name;~~
- ~~e) Advising residents in the area surrounding the reserve of the proposed name; and~~
- ~~f) Advising local resident associations of proposed names and requesting their comments.~~

- ~~(8) For the naming of reserves after personal names, the person being honoured by the naming should have either had a direct long-term association within the area, or have made a significant contribution to the area of the proposed reserve, or the State generally gained from. Association or contribution can include:

 - ~~a) Direct and long-term association with the location of the reserve and made a significant contribution to the area;~~
 - ~~b) An individual with an outstanding national or international reputation which has a direct association with the area in which the reserve is located;~~
 - ~~c) Voluntary service to a community group or organisation;~~
 - ~~d) Given names may be included as part of the naming proposal, and given and surname combinations are acceptable; and~~
 - ~~e) Death and former ownership of land are not acceptable reasons for proposing a name, and as such must fulfil the prerequisite tests provided in this policy.~~~~

- ~~(9) The following are not required to be named:

 - ~~a) Drainage sumps;~~
 - ~~b) Access ways; and~~
 - ~~c) Parking areas.~~~~

- ~~(10) Future Unnamed Reserves

 - ~~a) Upon creation of a reserve, the City will submit a proposed name for any reserve in accordance with (3) above; and~~
 - ~~b) If a proposed name is received prior to receipt of the above advice, the City will assess the name in accordance with the requirements of this position statement.~~~~

- ~~(11) Naming of structures on the City's reserves

 - ~~a) Components of reserves (e.g. pavilions, ovals, gardens, etc) may be named in honour of living or deceased community members who have contributed towards the establishment of the particular feature or towards the community in general;~~
 - ~~b) The City may call for nominations from the community for such naming. These nominations will be reported to Council for consideration;~~
 - ~~c) Nominations should be considered in conjunction with the following selection criteria:

 - ~~i. length of active service within Council or the community;~~
 - ~~ii. association with the facility or the reserve on which the facility is located;~~
 - ~~iii. association with the location, or suburb, in which the reserve is located;~~
 - ~~iv. significance of the facility is duly recognised in proportion to service given.~~~~
 - ~~d) The approval of the Minister is not required for such names when the overall reserve has already been named. Landgate will be informed of the name if it is to be included on maps.~~~~

[3]



Title	Geographical Naming
Policy Number (Governance Purpose)	



~~(742) In exceptional circumstances reserves may be renamed. This is detailed in Geographic Names – Landgate’s Policies and Standards for Geographical Naming in Western Australia.~~

~~Renaming of Reserves~~

~~a) Names chosen for reserves are expected to be permanent, and renaming is discouraged. If renaming is proposed because of some exceptional circumstance, this position statement still applies;~~

~~1. b) Evidence of substantial community support for a change of name must be provided by the applicant; and~~

~~2. e) Proposals to rename a reserve normally requires the support of the City, however the Minister is the final authority on all such matters.~~

~~(843) As required detailed in Geographic Names – Landgate’s Policies and Standards for Geographical Naming in Western Australia by the GNC policies and standards, road names should be appropriate to the physical, historical or cultural character of the area. Preference will be given to the surrounding theme of the area. The City promotes the use of names that reference:~~

~~a) Flora or fauna native to the area – example:~~

~~— Trees and birds of the area are frequently used to establish a theme for a neighbourhood – the streets of Yangebup immediately west of North Lake Road are named after a species of local birds (Osprey, Lapwing, Curlew and so on).~~

~~b) Indigenous names – feature or descriptive – example:~~

~~— Walliabup is the original name for Bibra Lake, Yorga Mar means off shore breeze, and Beeliar meaning river.~~

~~c) Historical events connected with the area – example:~~

~~— Emplacement Crescent is named for the large gun emplacements that once dominated the skyline there. Newmarket, Sandown and Flemington are names that figure in historical maps of North Coogee and refer to the sport of horse racing that was so popular along this beach in the late 19th to mid-20th century.~~

~~d) Early explorers or pioneers – example:~~

~~— Manning Park is named for the Manning family, Wellard Street named for Manning’s business associate who helped him pioneer the local cattle import industry in the area where these place names persist.~~

~~e) Serving members who died during war service~~

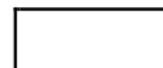
~~(14) Where indigenous names are proposed, the City will consult with City of Cockburn’s Aboriginal Reference Group and will provide feedback to the applicant.~~

~~(9) As detailed in Geographic Names – Landgate’s Policies and Standards for Geographical Naming in Western Australia minor structures in reserves may be named in honour of living or deceased community members where a tangible contribution to the reserve or the community in general can be established.~~

~~(15) The origin of each name should be clearly stated within applications and subsequently the City will record these details for future reference.~~

~~(160) Where the road has been named after a local person or family who:~~

[4]



Item 9.2 Attachment 5

DAP 26/11/2020

Title	Geographical Naming
Policy Number (Governance Purpose)	



- ~~is~~ served in the Armed Forces in a war or peace keeping activity; -or
- ~~is~~ in a commemorative event.

Application can be made to :
~~Upon approval by GNC~~ Geographic Names - Landgate, for the City to add a poppy symbol ~~is to be added by the City~~ to road fingerboard signs within the district

~~where the roads have been named after a local person, family or other related war or n or family who served in the Armed Forces in a war or peace keeping activity or in a commemorative event~~

Strategic Link:	Public Open Space Strategy, Land Management Strategy, Community and Recreation Sports Plan
Category	Planning – Land Administration
Lead Business Unit:	Strategic Planning
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	13 September 2018
Next Review Due: (Governance Purpose Only)	September 2020
ECM Doc Set ID: (Governance Purpose Only)	7995492

[5]



Proposed final document

Title	Geographical Naming
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

The aim of this policy is to set the framework for the naming of roads, Public Open Space (POS), and minor infrastructure within the City of Cockburn prior to assessment by Geographic Names – Landgate.

When land is subdivided, it is common for a ‘theme’ for road and reserve names to be applied within the subdivision. Geographic Names - Landgate is the authority responsible for managing the naming of geographical features, administrative boundaries, localities and roads and for the maintenance of the State’s Gazetteer, GEONOMA and nomenclature database.

Prior to applications being forwarded to Geographic Names – Landgate, the City will notify all Elected Members providing the opportunity for comment. If one or more Elected Member disagrees with the proposal then the matter is to be placed before Council (no response from Elected Members will indicate acceptance). As a result no timeframe can be given for the processing of such applications.

This Policy is to be read in conjunction with all relevant legislation and State Policy, should any inconsistencies arise any legislation and State Policy will prevail as the authority lies with the Minister.

Policy Statement

The key objective is to provide a consistency to the road network and Public Open Space (POS) within the City of Cockburn.

- (1) The names applied to roads and reserves within the City shall be in accordance with the Geographic Names – Landgate’s *Policies and Standards for Geographical Naming in Western Australia*.
- (2) Developers of new subdivisions shall advise the City of their preference on names for new roads and reserves within the subdivision.
- (3) Approved Geographic Names are intended to be enduring, therefore the City does not support the renaming of roads or reserves in absence of exceptional circumstances.
- (4) Preference will be given to the naming of reserves after an adjacent road or feature in order to maximise the identification of that reserve with an area.
- (5) Proposals to name reserves other than after an adjacent road or feature, should be based upon themes suggested in Geographic Names – Landgate’s *Policies and Standards for Geographical Naming in Western Australia*

[1]



Item 9.2 Attachment 6

DAP 26/11/2020

Title	Geographical Naming
Policy Number (Governance Purpose)	



- (6) Guidelines for the naming after personal names are provided in Geographic Names – Landgate’s *Policies and Standards for Geographical Naming in Western Australia*.
 - 1. Names that commemorate, or may be construed to commemorate, living persons will not be considered for road or reserve naming.
 - 2. Where indigenous names are proposed, the City will consult with City of Cockburn’s Aboriginal Reference Group and will provide feedback to the applicant.
- (7) In exceptional circumstances reserves may be renamed. This is detailed in Geographic Names – Landgate’s *Policies and Standards for Geographical Naming in Western Australia*.
 - 1. Evidence of substantial community support for a change of name must be provided by the applicant; and
 - 2. The Minister is the final authority on all such matters.
- (8) As detailed in Geographic Names – Landgate’s *Policies and Standards for Geographical Naming in Western Australia*, road names should be appropriate to the physical, historical or cultural character of the area.
- (9) As detailed in Geographic Names – Landgate’s *Policies and Standards for Geographical Naming in Western Australia* minor structures in reserves may be named in honour of living or deceased community members where a tangible contribution to the reserve or the community in general can be established.
- (10) Where the road has been named after a local person or family who:
 - served in the Armed Forces in a war or peace keeping activity; or
 - in a commemorative event,

Application can be made to Geographic Names - Landgate, for the City to add a poppy symbol to road fingerboard signs within the district

Strategic Link:	Public Open Space Strategy, Land Management Strategy, Community and Recreation Sports Plan
Category	Planning – Land Administration
Lead Business Unit:	Strategic Planning

[2]



DAP 26/11/2020

Item 9.2 Attachment 6

Proposed final document

Title	Geographical Naming
Policy Number (Governance Purpose)	



Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	13 September 2018
Next Review Due: (Governance Purpose Only)	September 2020
ECM Doc Set ID: (Governance Purpose Only)	7995492

[3]



Item 9.2 Attachment 7

DAP 26/11/2020

Title	Pedestrian Accessway Closures
Policy Number (Governance Purpose)	

**Policy Type**

Council

Policy Purpose

The purpose of this Policy is ~~to provide understanding to Council~~ ~~set the framework on the for~~ matters that the City's Officers will take into consideration when evaluating a proposal to close a Pedestrian Access Way (PAW).

Policy Statement

- (1) Pedestrian access ways (PAW's) are a feature of many past residential subdivisions in the City of Cockburn (the City). PAW's have an important role in providing access to community facilities and services and form an integral part of the pedestrian and cyclist movement system within residential areas.
- (2) It is acknowledged however that in some cases PAW's are perceived to have facilitated crime and antisocial behaviour. This often results in requests being made by residents living near or adjacent to a PAW for the PAW to be closed. Most, if not all, PAW's are used legitimately by the public, so requests to close PAW's create difficult evaluation considerations between these two issues.
- (3) Recent State Government initiatives, such as the Metropolitan Transport Strategy, Perth Bicycle Network Plan and Metropolitan Pedestrian Strategy, aim to reduce the use of the private car and promote the alternatives of public transport, cycling and walking. In terms of the structure of an urban area, Liveable Neighbourhoods Edition 4 also recognises that a walkable neighbourhood with a convenient and accessible movement network is essential if objectives of environmental sustainability are to be met. In view of the greater emphasis on walking and cycling in State Government policy, the City should ensure that efficient and effective pedestrian/cyclist movement systems will not be adversely affected by closing a PAW.
- (4) Accordingly, in considering requests to close a PAW, the City must balance the concerns of residents living near a PAW against the wider community need for the PAW to provide safe pedestrian movement – especially for children and the elderly.
- (5) For this reason PAW closures should always be considered as an absolute last resort, and only where security upgrades (lighting, landscaping, and fencing) have been proven to be ineffective and where the PAW has been judged as a non-critical element of the pedestrian and cyclist movement network should a recommendation for closure proceed.
- (6) Subject to an initial assessment indicating that it is possible to progress to a full investigation and the payment of the administration fee, the City's Officers will undertake the process as detailed in the Procedure "Pedestrian Access Way

[1]



Title	Pedestrian Accessway Closures
Policy Number <small>(Governance Purpose)</small>	

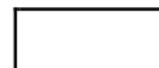


Closures". At the conclusion of the investigation a report will be presented to Council for their consideration. The results of the assessment of the request to close the PAW undertaken will include but not be limited to the following:

1. The comments from servicing authorities, including the cost of moving services, if necessary, from the PAW;
2. The costs of works to provide a viable alternative access route or other remedies to ensure walkability is not adversely effected (e.g. relocation of a bus stop);
3. The number and details of submissions for and against the closure;
4. The recommendations of the Department of Planning, Lands & Heritage from both a land and statutory planning perspective
5. Alternative strategies including the possible review of the R-Coding of lots adjacent to a PAW to allow development of the rear portion of these lots with access from the PAW to increase usage and surveillance; and
6. Any alternative to closure being re-vestment of PAW to public utilities reserve with barriers and gates in situations where infrastructure prevents permanent closure or situations where the demographic profile of the surrounding area is expected to change allowing a future review of the closure.

Strategic Link:	Land Management Strategy
Category	Planning – Land Administration
Lead Business Unit:	Strategic Planning
Public Consultation: <small>(Yes or No)</small>	No
Adoption Date: <small>(Governance Purpose Only)</small>	14 March 2019
Next Review Due: <small>(Governance Purpose Only)</small>	March 2021
ECM Doc Set ID: <small>(Governance Purpose Only)</small>	4132883

[2]



Item 9.2 Attachment 8

DAP 26/11/2020

Title	Pedestrian Accessway Closures
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

The purpose of this Policy is set the framework for matters that the City's Officers will take into consideration when evaluating a proposal to close a Pedestrian Access Way (PAW).

Policy Statement

- (1) Pedestrian access ways (PAW's) are a feature of many past residential subdivisions in the City of Cockburn (the City). PAW's have an important role in providing access to community facilities and services and form an integral part of the pedestrian and cyclist movement system within residential areas.
- (2) It is acknowledged however that in some cases PAW's are perceived to have facilitated crime and antisocial behaviour. This often results in requests being made by residents living near or adjacent to a PAW for the PAW to be closed. Most, if not all, PAW's are used legitimately by the public, so requests to close PAW's create difficult evaluation considerations between these two issues.
- (3) Recent State Government initiatives, such as the Metropolitan Transport Strategy, Perth Bicycle Network Plan and Metropolitan Pedestrian Strategy, aim to reduce the use of the private car and promote the alternatives of public transport, cycling and walking. In terms of the structure of an urban area, Liveable Neighbourhoods Edition 4 also recognises that a walkable neighbourhood with a convenient and accessible movement network is essential if objectives of environmental sustainability are to be met. In view of the greater emphasis on walking and cycling in State Government policy, the City should ensure that efficient and effective pedestrian/cyclist movement systems will not be adversely affected by closing a PAW.
- (4) Accordingly, in considering requests to close a PAW, the City must balance the concerns of residents living near a PAW against the wider community need for the PAW to provide safe pedestrian movement – especially for children and the elderly.
- (5) For this reason PAW closures should always be considered as an absolute last resort, and only where security upgrades (lighting, landscaping, and fencing) have been proven to be ineffective and where the PAW has been judged as a non-critical element of the pedestrian and cyclist movement network should a recommendation for closure proceed.
- (6) Subject to an initial assessment indicating that it is possible to progress to a full investigation and the payment of the administration fee, the City's Officers will undertake the process as detailed in the Procedure "Pedestrian Access Way Closures". At the conclusion of the investigation a report will be presented to

[1]



Title	Pedestrian Accessway Closures
Policy Number (Governance Purpose)	

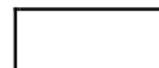


Council for their consideration. The results of the assessment of the request to close the PAW undertaken will include but not be limited to the following:

1. The comments from servicing authorities, including the cost of moving services, if necessary, from the PAW;
2. The costs of works to provide a viable alternative access route or other remedies to ensure walkability is not adversely effected (e.g. relocation of a bus stop);
3. The number and details of submissions for and against the closure;
4. The recommendations of the Department of Planning, Lands & Heritage from both a land and statutory planning perspective
5. Alternative strategies including the possible review of the R-Coding of lots adjacent to a PAW to allow development of the rear portion of these lots with access from the PAW to increase usage and surveillance; and
6. Any alternative to closure being re-vestment of PAW to public utilities reserve with barriers and gates in situations where infrastructure prevents permanent closure or situations where the demographic profile of the surrounding area is expected to change allowing a future review of the closure.

Strategic Link:	Land Management Strategy
Category	Planning – Land Administration
Lead Business Unit:	Strategic Planning
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	14 March 2019
Next Review Due: (Governance Purpose Only)	March 2021
ECM Doc Set ID: (Governance Purpose Only)	4132883

[2]



DAP 26/11/2020

Item 10.1

10. FINANCE AND CORPORATE SERVICES DIVISION ISSUES

10.1 (2020/MINUTE NO 0026) PROPOSED AMENDMENT TO RECORDS MANAGEMENT POLICY

Author E Machura
Attachments 1. Amended Records Management Policy [↓](#)
 2. Data and Information Audit (DIA) (Privacy Impact Assessment) [↓](#)

RECOMMENDATION

That Council adopt the proposed amended Records Management Policy, as attached to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED UNANIMOUSLY 3/0

Background

The City of Cockburn's Records Management Policy provides guidance and direction on the creation and management of records and clarifies responsibilities for recordkeeping within the City of Cockburn.

The policy is required to be reviewed every two years to ensure it is kept up to date and remains consistent with any legislative and best practice requirements.

Submission

N/A

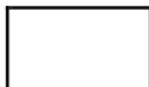
Report

While the intent of the policy remains unchanged, additional information has been included in the policy around the destruction of records and in particular to ensure:

- Staff and Elected Members are aware that they must not personally undertake destruction of records,
- Information is not compromised through inappropriate destruction or disposal processes.

Whilst these matters were already part of the policy, they have now been made clearer to address a recommendation contained in the Data and Information Audit (DIA) (Privacy Impact Assessment) undertaken for the City by ES2 in February/March 2020.

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Item 10.1

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The DIA was presented to the 16 July 2020 Audit and Strategic Finance Committee, and subsequently adopted by Council at the 13 August 2020 Ordinary Council Meeting (refer Attachment 2).

The audit examined how the City handles personally identifiable information (PII) and included a number of recommendations to improve the protection of PII.

A definition of PII has also been added to the amended Records Management Policy (refer Attachment 1).

Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

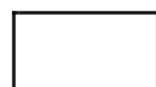
Including greater clarity within the policy in regard to the destruction of records will reduce the risk of inappropriate destruction or disposal, and ensure that City held information is not compromised.

Advice to Proponents/Submitters

N/A

Implications of Section 3.18(3) Local Government Act 1995

Nil



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Item 10.1 Attachment 1

DAP 26/11/2020

Title	Records Management
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

The purpose of this policy is to provide guidance and direction on the creation and management of records and to clarify responsibilities for recordkeeping within the City of Cockburn.

This policy and related recordkeeping procedures/guidelines are the framework for ensuring records are created and retained appropriately to meet accountability requirements, legislative compliance and adherence to best practice standards.

Policy Statement

Records are recognised as an important information resource within the City of Cockburn, and it is accepted that sound records management practices will contribute to the overall efficiency and effectiveness of the organisation.

The effective management of records will also:

- Protect the interests of the City of Cockburn and the rights of its employees, customers and stakeholders
- Support informed decision making
- Provide evidence of achievements
- Increase efficiency in administration and service delivery across the organisation

(1) Ownership

All records created or received during the course of business belong to the City of Cockburn not to the individuals who created them.

All contractual arrangements will ensure the City's ownership of records.

(2) Creation of Records

All employees, contractors and elected members will ensure that full and accurate records are created to provide evidence of business transactions and decisions and that these records will be registered in the City of Cockburn's recordkeeping system.

(3) Capture and Control of Records

All records created and received in the course of City business will be captured at the point of creation (wherever possible), regardless of format, with required metadata into the recordkeeping system or appropriate business system.

[1]



Title	Records Management
Policy Number (Governance Purpose)	



Records created when using social media applications will also be captured in the City of Cockburn's recordkeeping system.

Records will not be maintained in email folders, shared drives, personal drives, external storage media or personal cloud services (such as Dropbox, OneDrive, Box, Google Drive), as these lack the necessary functionality to protect business information and records over time.

(4) Security and Protection of Records

Records will be maintained in a safe and secure environment ensuring their usability, reliability, authenticity and preservation for as long as they are needed.

Records will not be removed from the City's sites unless in accordance with the approved retention and disposal schedule, they are being transferred to the City's archive storage provider, or they are in the custody of an officer performing official business. It is preferred that wherever possible only copies of records are removed by those officers performing official business.

(5) Access to Records

Access to the City's records by staff and contractors will be in accordance with designated access and security classifications and in accordance with the requirements of their role.

Access to the City's records by the general public will be in accordance with the Local Government Act 1995 and the Freedom of Information Act 1992.

Access to the City's records by Elected Members will be via the Chief Executive Officer in accordance with the Local Government Act 1995.

(6) Appraisal, Retention and Disposal of Records

All records kept by the City of Cockburn will be disposed of in accordance with the General Disposal Authority for Local Government Records, published by the State Records Commission of Western Australia.

[Staff and Elected Members must not personally undertake destruction of any records.](#)

Records identified for destruction will be subject to review and approval by the Records Manager or Senior Records Officer, the Manager of the business unit [that](#) the records relate to, and the Chief Executive Officer.

[Copies/duplicates may be disposed of after use by staff and Elected Members ensuring any such records that contain personally identifiable information or information that is not publicly available are placed into confidential destruction bins or given to Records Services to dispose of.](#)

(7) Roles and Responsibilities

1. *Elected Members*

[2]



Item 10.1 Attachment 1

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Title	Records Management
Policy Number (Governance Purpose)	



Elected Members will create and keep records of communications or transactions which convey information relating to the City's business or functions. These records will be forwarded to the Elected Members Personal Assistant for capture into the City's recordkeeping system. Refer to the Elected Members Recordkeeping Guidelines for detailed procedures.

2. *Chief Executive Officer*

The Chief Executive Officer will ensure there is a system for the capture and management of records that is compliant with the State Records Act 2000 and best practice standards.

3. *Executive and Managers*

Executive and managers will ensure that all staff (and contractors) under their supervision comply with this policy, associated records management procedures/guidelines and the City of Cockburn's Recordkeeping Plan.

4. *All Staff*

All staff (including contractors) will create and receive records relating to the business activities they perform and are required to:

- (a) Make records to document and support business activities.
- (b) Ensure that records are captured and registered into the recordkeeping system or appropriate business system
- (c) Ensure that records are secure at all times.

Refer to the Employees Recordkeeping Guidelines for detailed procedures.

(8) **Legislation and Standards**

Legislation and standards applicable to recordkeeping in Western Australian Local Government organisations include:

- 1. State Records Act 2000
- 2. Corruption and Crime Commission Act 2003
- 3. Criminal Code [Act](#) Compilation Act 1913
- 4. Electronic Transactions Act 2011
- 5. Evidence Act 1906
- 6. Freedom of Information Act 1992
- 7. Interpretation Act 1984
- 8. Local Government Act 1995
- 9. State Records Commission: Principles and Standards
- 10. Australian Standard on Records Management: AS ISO 15489

(9) **Definitions**

- 1. *Record*

[3]



Title	Records Management
Policy Number (Governance Purpose)	



A record is information recorded in any form that is created, received and maintained by an organisation in the course of conducting its business activities and kept as evidence of such activity.

A record may have any or all of the following attributes:

- (a) Information which is of evidentiary or historical value and is not recorded elsewhere;
- (b) Formal communications and/or transactions between officers or between an officer and another party; or
- (c) It may document the rationale behind organisational policy, decisions or directives.

2. *Ephemeral Records*

Ephemeral records are duplicated records and/or those that have only short-term value to the City of Cockburn, with little or no ongoing administrative, legal, fiscal, evidential or historical value. They may include insignificant drafts and rough notes, or records of routine enquiries.

3. *Recordkeeping Plan*

The Recordkeeping Plan ensures that records are created, managed and maintained over time and disposed in accordance with legislation. It is the primary means of providing evidence of compliance with the State Records Act 2000. All government organisations must have a Recordkeeping Plan that is approved by the State Records Commission.

4. *General Disposal Authority (GDA)*

The General Disposal Authority for Local Government records (the schedule) is designed to provide consistency throughout Local Government in disposal activities and decisions. It is a continuing authority for the disposal and archival of records which document a Local Government's operations.

5. *Personally Identifiable Information (PII)*

PII refers to information, or an opinion, that can be used to distinguish or trace an individual's identity, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual, whether the information or opinion is true or not; and whether the information or opinion is recorded in a material form or not.

Strategic Link:	City of Cockburn Recordkeeping Plan
Category	Governance
Lead Business Unit:	Records Services
Public Consultation: (Yes or No)	No

[4]

Item 10.1 Attachment 1

DAP 26/11/2020

Title	Records Management
Policy Number (Governance Purpose)	



Adoption Date: (Governance Purpose Only)	13 December 2018
Next Review Due: (Governance Purpose Only)	December 2020
ECM Doc Set ID: (Governance Purpose Only)	4521606

[5]





Report

City of Cockburn
Data and Information Audit
(Privacy Impact Assessment)



■ **Published:** 04/05/2020
 ■ **Ref:** 20-WA-COC-SE-10



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Data and Information Audit (Privacy Impact Assessment)

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Author/Custodianship

Author:	Steve Simpson
Custodian:	ES2
Type:	Report

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1.1	24/04/2020	Steve Simpson	Revised at client request
2.0	28/04/2020	Christie Wright	Reviewed for Release
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3.0	05/05/2020	Christie Wright	Reviewed for Release

Project Information

Client:	City of Cockburn	ES2 PM:	Christie Wright
Project Name:	Data & Information Audit (Privacy Impact Assessment)	ES2 Stream:	Security
Client Contact:	Joseph Fiori	Prepared By:	Steve Simpson
ES2 Ref	20-WA-COC-SE-10	Date Produced:	05/04/2020

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Data and Information Audit (Privacy Impact Assessment)

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Data and Information Audit (Privacy Impact Assessment)

1. Executive Summary

ES2 were engaged by the City of Cockburn (the City) to conduct an audit of Privacy Data and Information owned by or entrusted to the City. This audit process is known as a Privacy Impact Assessment (PIA) and examines how the City's departments and employees handle Personally Identifiable Information (PII), how this relates to current legislation and how it may be affected by future legislation.

This engagement has been carried out over a number of weeks through February and March 2020 and has encompassed two presentations and nine workshops. A total of 52 members of City staff were interviewed, covering 37 departments and functions, and providing valuable input into this engagement. The main points of contact within the City were Risk & Governance Advisor and Governance & Risk Officer who organised all interviewees, workshops and presentations. Their assistance has gone a long way to aiding in the accuracy and success of this engagement.

Whilst this engagement concentrates mainly on the areas where improvement to the protection of Personally Identifiable Information has been identified, there are many areas of the City's operations that are following good practices and are putting considerable effort into protecting the reputation of the City.

This report has identified a total of 25 recommendations, many of which need to be applied across the City's enterprise. Each recommendation was assessed as to the risk it was remediating. A summary of all recommendations made within this report has been included at Appendix D. Risk levels were determined by the assessor using the City's risk matrix. The following graph represents the quantities of recommendations per risk level:

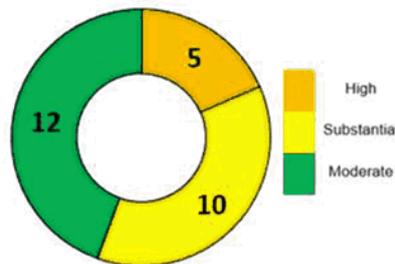


Figure 1 - Recommendations by Risk

In conclusion, the City has been entrusted with a significant amount of PII by its customers and there are a number of areas of the City where improvements can be made to the way that PII is stored, processed and transmitted. The majority of these can be implemented fairly simply with changes to procedures being the main area covered in recommendations.

Whilst not within the scope of this engagement the assessor identified a number of areas where the City is at risk of being non-compliant with the Payment Card Industries (PCI) requirements to protect credit card information. This is a topic that ES2 recommends that the City addresses to further reduce risk.



Data and Information Audit (Privacy Impact Assessment)

2. Introduction

2.1. Background

As the result of proactive security measures identified in the *City of Cockburn Strategic Internal Audit Plan 2019 – 2022*, ES2 were engaged by the City of Cockburn to conduct a Privacy of Data and Information Impact Assessment (PIA). The high-level aim of the PIA is to gain a detailed understanding of the receipt, handling, governance and disposal of information that would be considered to be Personally Identifiable Information (PII) under the auspices of the Australian Privacy Act 1988.

2.2. Scope and Approach

The approach used by ES2 consisted of conducting a large number of stakeholder workshops and interviews. In addition, some documentation that was provided by interviewees was analysed in order to get the greatest understanding of the organisations use of Personally Identifiable Information (PII). At a high level the below process was followed through this engagement:

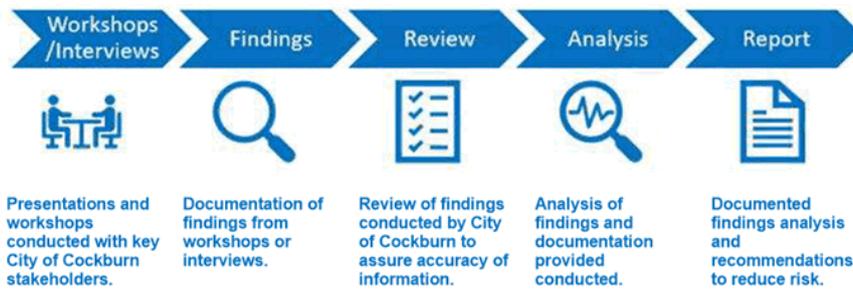


Figure 2 – ES2 PIA Approach

The overall aim of this engagement was - to establish and document the information flows of the project, process or procedure that privacy information is collected for; identify what PII is used for, who it is obtained from and disclosed to, who will have access; and any other necessary information:

- Identify what PII is being collected.
- Identify how PII is being collected.
- Identify what PII is necessary for City of Cockburn requirements.
- Review *City of Cockburn Privacy Statement*
- Identify the stakeholders relevant to PII use.
- Understanding of PII data flows:
 - PII content;
 - Data use;
 - Departments and personnel involved; and

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Data and Information Audit (Privacy Impact Assessment)

- Security of the information (Access, treatment, transfer, retention, destruction and Disclosure).

This audit will consider how the City collects information and in what format, through various media to include but not be limited to:

- Personal information of the City's citizens/electorate as collected through automated or manual means.
- Employees' personal and confidential information collected through the processes and conditions of employment.
- Telephone recorded messages advising the user about monitoring the call for the purpose of 'customer service training' including monitoring employees' responding to customer enquiries.
- Collection or communication of data via third party services such as *mailchimp; google analytics, lucky orange, DocuSign, Kentico* etc.
- Privacy requirements concerning CCTV surveillance cameras installed for recording various activities throughout the City.
- Social media monitoring which may include personal information, sensitive information and what may at first appear as innocuous information, but when combined or correlated with other sources, the information disclosed is private.
- Smart mobile devices which may collect location data (for marketing purposes) and hardware identifiers (for installation of City approved apps).
- Community surveys involving the collection of personal and sensitive data.
- Use of data collected via websites to personalise information presented via the website.

2.3. Risk Levels

Recommendations within this report have been allocated a preliminary risk level based on the City's Risk Matrix provided for this purpose.

Each recommendation within this report has been numbered for ease of reference and the preliminary risk level has been included within this numbering sequence. The following are examples of recommendation identification to demonstrate their meaning:

- **[R1-L]** – identifies that the Recommendation number is one (1) and that the recommendation is addressing a risk estimated as being Low.
- **[R2-M]** – identifies that the recommendation number is two (2) and that the recommendation is addressing a risk estimated as being Moderate.
- **[R3-S]** – identifies that the recommendation number is three (3) and that the recommendation is addressing a risk estimated as being Substantial.
- **[R4-H]** – identifies that the recommendation number is four (4) and that the recommendation is addressing a risk estimated as being High.
- **[R5-E]** – identifies that the recommendation number is five (5) and that the recommendation is addressing a risk estimated as being Extreme.

Risk is a subjective topic, the risk estimates within this report is the opinion of the assessor. The City of Cockburn with its vast local knowledge on the topic is likely to have differing opinions with some

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Data and Information Audit (Privacy Impact Assessment)

risks. Where differences occur, City officers are recommended to act on their own knowledgeable assessment.

The working sheets for the ES2 risk calculations have been included at Appendix B to this report to aid in the City's understanding of the levels of risk associated with recommendations.

2.4. Workshops and Interviews

During the length of this engagement the following City officers were interviewed and provided valuable input into this report:

Table 1 - Interviewees

No.	Name	Role
1	Brett Fellows	Manager Information Services
2	Elliot Tempest	Cyber Security Officer
3	Sam Seymour-Eyles	Manager Corporate Communications
4	Leezelle Cornejo	Digital Communications Officer
5	Bernie Pinto	Governance & Risk Officer
6	Joseph Fiori	Risk and Governance Advisor
7	Anton Lees	Manager Parks & Environment
8	Mike Haynes	Recovery Park Coordinator
9	Lyall Davieson	Waste Manager
10	Lisa Mainwaring	Rates Coordinator
11	Chantelle D'Ascenzo	Rates and Revenue Manager
12	Tony Natale	Strategic Procurement Manager
13	Linda Seymour	Manager Libraries
14	Alex Green	Volunteer Development Services Officer
15	Melissa Bolland	Grants and Research Coordinator
16	Sam Standish	Marina Manager
17	Caroline Lindsay	Marketing and Communications Coordinator
18	Brett McEwin	Cockburn Aquatic and Recreation Centre Manager
19	Michal Callister	Customer Success Coordinator
20	Travis Moore	Manager Recreation & Community Safety
21	Chetan Poutula	Community Safety Project & Innovation Officer

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No.	Name	Role
22	Mike Emery	Ranger & Community Safety Services Manager
23	Tamara Bold	Senior Customer Services Officer
24	John West	Manager Building Services
25	Stephanie Walding	Club Development Officer
27	Ashlin Gardner	Community Engagement Advisor
28	Dean Burton	Coordinator Recreation Services
29	Bree D'Sa	Property & Lands Officer
30	Colleen Miller	Customer Service Coordinator
31	Kayley Bazely	Accounts Payable Officer
32	Olivia Milevski	Accounts Payable Coordinator
33	Emma Machura	Records Manager
34	Yawley Yukich	Library Technology Coordinator
35	Michelle Champion	Youth Services Manager
36	Chris McEniery	GIS System Analyst
37	Paul Hogan	Cockburn Community Care Manager
38	Colleen Crowley	Financial Counselling Coordinator
39	Sandra Taylor	Child Care Services Manager
40	Rena Greenway	HR Business Partner
41	Vanda Bacich	Civic Support Officer
42	Adrienne Vasile	PA to Mayor and Elected Members
43	Phil Oorjitham	Environmental Health Coordinator
44	Colin Macmillan	Engineering Works Manager
45	Julie McDonald	Senior Centre Coordinator
46	Sandra Galati	Civic Administration Officer
47	Simone Sieber	Community Development Coordinator
48	Joan de Castro	Children's Development Officer

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No.	Name	Role
49	Sinta Ng	Accounting Services Manager
50	Natalie Turner	Disability Access & Inclusion Officer
51	Marlee Kickett	Aboriginal Community Development Officer
52	Celina da Costa	Statutory Planning Coordinator

2.5. Terms and Abbreviations

The following terms and abbreviations have been used within this document:

Table 2 - Terms and Abbreviations

Term/Abbreviation	Definition
APP's	The Australian Privacy Principles
ARC	Aquatic and Recreation Centre
CCTV	Closed Circuit Television
CRM	Customer Relationship Management System
CSA	Child Support Agency
Customer	For the purposes of this document refers to the ratepayers and electorate members under the jurisdiction of the City of Cockburn.
ECM	Enterprise Content Management System
ECR	Enterprise Cash Receipting System (<i>Technology One</i>)
EFT	Electronic File Transfer
FOI	<i>Freedom of Information act Act 1992</i>
GDA	General Disposal Authority
GIS	Graphic Information Services/Systems
HR	Human Resources
LGIS	Local Government Insurance Scheme
NDA	Non-Disclosure Agreement
OAIC	Office of the Australian Information Commissioner

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PA	Personal Assistant
PCI	Payment Card Industry
PCI DSS	PCI Data Security Standard
PIA	Privacy of Data and information Impact Assessment
PII	Personally, Identifiable Information
Subject	The term 'subject' is used to describe the person who PII refers to.
The Act	For the purposes of this document refers to the Australian <i>Privacy Act 1988</i> (Cth)
The City	For the purposes of this document refers to the City of Cockburn
WALGA	Western Australian Local Government Association

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3. Privacy Requirements

3.1. What is Personal Information?

The Office of the Australian Information Commissioner (OAIC) website defines personal information in the following high-level statement:

Personal information includes a broad range of information, or an opinion, that could identify an individual. What is personal information will vary, depending on whether a person can be identified or is reasonably identifiable in the circumstances.

3.2. Global Privacy Law Features

Australia is one of 37 countries that are members of the Organisation for Economic Co-operation and Development (OECD). The Council of the OECD has recommended that member countries take into account in their domestic legislation the privacy principles set out in the 1980 OECD 'Guidelines Governing the Protection of Privacy and Transborder Flows of Personal Data'. Australia has expressed its intention to participate in the recommendation. These principles are implemented through the Australian Privacy Principles (APPs). ES2 feel that it is unlikely that WA would implement a state privacy law that did not include these basic principles.

There are eight OECD Privacy Principles:

1. Collection limitation principle
 - a. There should be limits to the collection of personal data and any such data should be obtained by lawful and fair means and, where appropriate, with the knowledge or consent of the data subject.
2. Data quality principle
 - a. Personal data should be relevant to the purposes for which they are to be used, and, to the extent necessary for those purposes, should be accurate, complete and kept up to date.
3. Purpose specification principle
 - a. The purposes for which personal data are collected should be specified no later than at the time of data collection and the subsequent use limited to the fulfilment of those purposes or such others as are not incompatible with those purposes and as are specified on each occasion of change of purpose.
4. Use limitation principle
 - a. Personal data should not be disclosed, made available or otherwise used for purposes other than those specified in accordance with Paragraph 3 except:
 - i) with the consent of the data subject; or
 - ii) by the authority of law.
5. Security safeguards principle
 - a. Personal data should be protected by reasonable security safeguards against such risks as loss or unauthorised access, destruction, use, modification or disclosure of data.

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6. Openness principle
 - a. There should be a general policy of openness about developments, practices and policies with respect to personal data. Means should be readily available of establishing the existence and nature of personal data, and the main purposes of their use, as well as the identity and usual residence of the data controller.
7. Individual participation principle
 - a. An individual should have the right:
 - i) to obtain from a data controller, or otherwise, confirmation of whether the data controller has data relating to him;
 - ii) to have communicated to him, data relating to him
 1. within a reasonable time;
 2. at a charge, if any, that is not excessive;
 3. in a reasonable manner; and
 4. in a form that is readily intelligible to him;
 - b. to be given reasons if a request made under subparagraphs (a) and (b) is denied, and to be able to challenge such denial; and
 - c. to challenge data relating to him and, if the challenge is successful to have the data erased, rectified, completed or amended.
8. Accountability principle
 - a. A data controller should be accountable for complying with measures which give effect to the principles stated above.

3.3. Australian Privacy Principles

The Australian Government's *Privacy Act 1988* (Cth) was amended in 2014 to include the 13 Australian Privacy Principles (APPs):

1. Open and transparent management of personal information
2. Anonymity and pseudonymity
3. Collection of solicited personal information
4. Dealing with unsolicited personal information
5. Notification of the collection of personal information
6. Use or disclosure of personal information
7. Direct marketing
8. Cross-border disclosure of personal information
9. Adoption, use or disclosure of government related identifiers
10. Quality of personal information
11. Security of personal information
12. Access to personal information
13. Correction of personal information

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The OAIC and the APP's define the following information as being considered to be PII:

Information or an opinion about an identified individual, or an individual who is reasonably identifiable; whether the information or opinion is true or not; and whether the information or opinion is recorded in a material form or not.

The term 'personal information' encompasses a broad range of information.

A number of different types of information are explicitly recognised as constituting personal information under the *Privacy Act 1988* (Cth). For example, the following are all types of personal information:

- 'sensitive information' (includes information or opinion about an individual's racial or ethnic origin, political opinion, religious beliefs, sexual orientation or criminal record, provided the information or opinion otherwise meets the definition of personal information);
- 'health information' (which is also 'sensitive information');
- 'credit information';
- 'employee record' information (subject to exemptions); and
- 'tax file number information'.

Although not explicitly recognised as personal information under the *Privacy Act 1988* (Cth), information may be explicitly recognised as personal information under other legislation. For example, under the *Telecommunications (Interception and Access) Act 1979* (Cth), certain telecommunications data (sometimes referred to as 'metadata') is taken to be personal information for the purposes of the *Privacy Act 1988* (Cth).

However, information does not have to be explicitly recognised as personal information to constitute personal information under the *Privacy Act 1988* (Cth). The types of information that are personal information are unlimited and can vary widely.

Further, the definition of personal information is not limited to information about an individual's private or family life but extends to any information or opinion that is about the individual, from which they are reasonably identifiable. This can include information about an individual's business or work activities.

Personal information can range from sensitive and confidential information to information that is publicly available. The definition also makes clear that information will be personal information even if it is incorrect.

Common examples of personal information include information about a person's private or family life including:

- A person's name, signature, home address, email address, telephone number, date of birth, medical records, bank account details and employment details.
- Information about a person's working habits and practices:
- A person's employment details, such as work address and contact details, salary, job title and work practices
- Certain business information – for example, information about a loan taken out by a sole trader to purchase tools for their business, or information about utility usage.

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Commentary or opinion about a person:

- In certain circumstances, a referee's comments about a job applicant's career, performance, attitudes and aptitude constitutes personal information. Similarly, a trustee's opinion about a bankrupt's affairs and conduct can be personal information about both parties.
- An opinion about an individual's attributes that is based on other information about them such as an opinion formed about an individual's gender and ethnicity based on information such as their name or their appearance.
- Information or opinion inferred about an individual from their activities, such as their tastes and preferences from online purchases by credit card or their web browsing history.

3.4. WA Privacy Law

The Western Australian government have opted not to align to the Australian government's *Privacy Act 1988* (Cth). As such the *Privacy Act (1988)* (Cth) is not enforceable to WA Government State or Local Government Agencies or Departments. The WA Government's Department of Premier and Cabinet (DPC) have published the following privacy position statement (published on the WA Government website at - <https://www.wa.gov.au/government/announcements/interim-privacy-position>):

Until such time as more substantial guidance and/or legislative measures are available, the interim privacy position for the Western Australian public sector is that agencies should ensure their actions are consistent with applicable Australian Privacy Principles, set out in Schedule 1 to the Privacy Act 1988 (Cth) with primary emphasis upon Principle 6 - "use or disclosure of personal information".

Where agencies are operating under statutes that contain specific provisions about the use or sharing of data, they should continue to comply with these.

This position applies to personal information, as defined in the Privacy Act 1988 (Cth):

"personal information means information or an opinion about an identified individual, or an individual who is reasonably identifiable:

- a. *whether the information or opinion is true or not; and*
- b. *whether the information or opinion is recorded in a material form or not."*

This statement is updated from time to time, the current version is dated May 2018. A key component of this statement is that 'agencies should ensure their actions are consistent'. As such there is no mandatory position enforcing the protection of PII across state or local government departments and agencies.

This statement also states, 'Until such time as more substantial guidance and/or legislative measures are available,' this implies that there is a plan in place to develop WA specific privacy legislation and it is believed that this has been on the DPC agenda for some time. However, within the experience of ES2, there has not been much movement towards such a development. As such, ES2 encourages through its security engagements that all WA Government agencies and departments align as close as possible to the Federal legislation, the *Privacy Act 1988* (Cth), as being 'best practice' for the protection of PII. It is also worth noting that this Federal legislation deals with employee records differently between public and private sector organisations. The APPs require that public sector

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organisations protect the PII of their employees the same as they would a customer or third party. ES2 encourages all organisations to incorporate the same security controls over employee PII as is placed on third party PII.

However, the lack of mandated compliance for WA government agencies and departments with legislation does not prevent or in any way mitigate the reputational damage that would ensue should an agency or department suffer a breach of PII. Reputational damage to local government could be considerable and could through association impact other or all local government establishments.

[R1-S] Risk Documentation Recommendation - ES2 recommends that the potential damage to the reputation of the City of Cockburn that would result from a breach of Personally Identifiable Information be documented as a risk to the City of Cockburn and should be treated, regardless of the requirement under legislation.

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4. Findings

The following tables outline the information that was gathered during the Privacy of Data and Information Impact Assessment conducted at the City. Tables include comments from the assessor regarding each of the business units included, an assessment of the potential risk to the City and recommendations suggested to reduce the risk and increase the overall security posture of the City:

4.1. Corporate Communications

	Findings
Types of Information:	<ul style="list-style-type: none"> Customer contact details. City of Cockburn employee contact details. Photographs.
How Received:	<ul style="list-style-type: none"> Received through official internal channels / requests for inclusion in official communications. Some information will be received via the human live chat function that will be available on the City of Cockburn website in future may include Artificial Intelligence (AI). Photographs.
Where Stored:	<ul style="list-style-type: none"> ECM is used to store official records. Corporate Communications store some photographs in <i>TechnologyOne</i> with others stored on the S drive. <i>TechnologyOne</i> is also used by many departments.
Shared with:	<ul style="list-style-type: none"> Shares customer contact information with external parties including, <i>Survey Monkey</i>, <i>Engagement HQ</i> and <i>Mail Chimp</i>, both used as a means of reaching customer. <i>Lucky Orange</i> used as a means of visually confirming the actions of a user on the website. Used for conflict resolution. Consultants for research purposes.
Notified Issues:	<ul style="list-style-type: none"> Tries to maintain and track of all the City's databases and information sources. There is currently no single view of the customer. Unsure if Non-Disclosure Agreement (NDA) exists with <i>Survey Monkey</i>, <i>Mail Chimp</i> and <i>Lucky Orange</i>. <i>Lucky Orange</i>.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> Responsible for the City's internal and external communications. Corporate communications manage the City's websites. Permission slips are obtained and used whenever possible before a photograph is used. Disparity between databases has in the past resulted in issues where communication has been sent to a deceased customer. <i>Lucky Orange</i> is a US (foreign) based organisation.
Assessor's Comments	<ul style="list-style-type: none"> Following the review, there remain questions regarding the use of direct marketing to customers as there is no means for the customer to opt out of

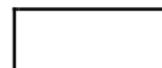
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	<p>surveys or other communications from the corporate communications team.</p> <ul style="list-style-type: none"> ■ NDA's need to be in place with any agency or third party before PII is shared with them. Through this the City performs its due diligence in ensuring that the third party is aware of the sensitivity and the is to protect City of Cockburn ■ The <i>Lucky Orange</i> cloud service is an area of concern, no demonstration was able to be provided to assure that the application was not accessing any form of PII. Of further concern is that the City's Information Services business unit was not aware of the City's use of this tool.
--	--

[R2-M] Opt-Out Recommendation - To comply with the Australian government's *Privacy Act 1988* (Cth), persons must be permitted to opt out of receiving direct marketing. This is most often achieved by including an 'unsubscribe' link in an email or a process whereby a person can reply to an email or SMS message with 'Unsubscribe' or 'Stop'.

[R3-M] NDA Recommendation - Ensure that no PII is shared outside of the City of Cockburn (outside of the sphere of the proposed policy) needs to be subject to an NDA to assure that the information is handled and protected in the manner assured through the policy that it was collected.

[R4-M] Lucky Orange Recommendation - Recommend that the City's Cyber Security Officer reviews the *Lucky Orange* service in order to make an informed assessment on the potential risk to the City of Cockburn through its use. Particular emphasis needs to be placed on the applications coverage of privacy information and financial information.

[R5-H] Supplier Security Recommendation - Whilst not entirely related to privacy. ES2 recommends that City of Cockburn develops and implements a supplier security policy document which includes due diligence requirements for cloud services in order to assure the use of cloud services does not compromise the position of the City with regard to the protection of privacy information entrusted to the organisation.

4.2. Risk and Governance

	Finding
Types of Information:	<ul style="list-style-type: none"> ■ Personal Information (in various forms).
How Received:	<ul style="list-style-type: none"> ■ Requests received via email or in person. ■ Personal Information received through official, internal channels.
Where Stored:	<ul style="list-style-type: none"> ■ Requests stored in ECM.

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Shared with:	<ul style="list-style-type: none"> The Governance & Risk Officer does on occasion have to deal with third parties to gain permission for the release of information or to provide grounds under which a request is being refused.
Notified Issues:	<ul style="list-style-type: none"> There is currently no policy or instruction to document or govern the control of the release of information under the <i>Freedom of Information Act 1992</i>. There is no organisational level privacy policy. The privacy statement only covers information that is received via the website and email. Council meetings are currently recorded (audio) however there are plans to record using audio and visual and make these recordings available for public viewing. Council meetings often contain the PII of persons making requests. In accordance with the requirements of the <i>Local Government Act 1995</i>, the City will be conducting Council eMeetings using 'BeingThere' as the platform. The Governance team is aware that public (free) versions of <i>Dropbox</i> are sometimes used by departments for the sharing of information.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information. Redaction achieved using <i>Adobe Acrobat Professional</i> where necessary.
Departmental Comments:	<ul style="list-style-type: none"> Deals with all requests for information under the <i>Freedom of Information Act 1982</i> (FOI). An average of 30 – 35 requests per year.
Assessor's Comments	<ul style="list-style-type: none"> Whilst responses to FOI requests are well managed, there is a need for a policy or other working instruction to be created to govern responses to requests for information that takes into consideration the legal aspects of content that may include PII. There is a lack of corporate privacy policy to govern the receipt, handling, sharing, storage and eventual destruction of PII. The current privacy statement that is published in the City's website only covers information that is collected via the City's internet facing web sites. Council meetings need to have conditions applied to ensure that PII is not revealed without having prior consent of the subject. <i>Dropbox</i> poses a general information security concern to the City, not just to PII and should be subjected to Information Security Governance controls.

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[R6-S] FOI Recommendation - ES2 recommends that the processes surrounding the response to Freedom of Information requests be subject to governance. In order to protect the City, there needs to be policy and process documented surrounding the City's response to requests for the release of information subject to the FOI (all PII is redacted in accordance with the FOI Act 1992. So is there need for a policy to capture this?). This instruction needs to ensure that PII is identified prior to any information release.

[R7-S] Privacy Policy Recommendation - ES2 recommends that the City of Cockburn develops, publishes and communicates a Privacy policy to cover all of the City's dealings with Personally Identifiable Information. Regardless of the requirement for compliance, this is a requirement to reduce the potential risk to the City's reputation should such information be inadvertently compromised. Additionally, the Policy would provide a much-needed consistency in the way that the City's departments handle and store PII.

[R8-S] Video Recording Recommendation - ES2 recommends that procedures be developed to assure that PII is either blocked from video and audio recordings unless the PII subjects have provided written approval for their information to be published along with the audio and vision of Council meetings. This can be achieved through prior notification of the recording and publishing of the recording being provided to all meeting participants or by requiring all meeting participants to sign to agree that any information spoken during the meeting will be published on the Internet.

[R9-S] Dropbox Recommendation - ES2 recommends that the use of *Dropbox* be discouraged across the City's operations in favour of using the more secure option of *OneDrive*. In particular it needs to be prohibited to be used for the storage or transfer of PII.

4.3. Parks and Environment

Finding	
Types of Information:	<ul style="list-style-type: none"> ■ PII associated with sustainability grants. ■ PII associated with new suppliers. ■ PII associated with full time employees, casual labour and consultants used. ■ PII associated with property developers and community groups. ■ Maintains a school contact list with contact details for headmaster/Principal. ■ Details of persons that have left a bond when taking a facility key.
How Received:	<ul style="list-style-type: none"> ■ Requests received via email or in person. ■ Recruitment information received via email or in person.

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	<ul style="list-style-type: none"> Personal Information received through official, internal channels.
Where Stored:	<ul style="list-style-type: none"> Information generally stored in ECM or <i>TechnologyOne</i> with some information put into the S Drive. Schools contact list is stored on the S Drive.
Shared with:	<ul style="list-style-type: none"> PII is not shared with any external organisation or party.
Notified Issues:	<ul style="list-style-type: none"> Consultants often transfer information via <i>Dropbox</i>.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> Deals with up to 5,000 customer requests per year, each has associated PII. Deals with community events.
Assessor's Comments	<ul style="list-style-type: none"> The use of <i>Dropbox</i> needs to be discouraged. Use of the S Drive to store PII needs to be discouraged in favour of storing information in ECM or <i>TechnologyOne</i>.

[R9-S] *Dropbox* recommendation (please see page 20 above)

[R10-M] **S Drive Recommendation** - ES2 recommends that the City of Cockburn conduct a campaign of information storage awareness training. This training should concentrate on what information is or is not suitable for storage on the S Drive and how information should be managed. The minimum recommended content for training would be:

- What information needs to be stored on the ECM or in *TechnologyOne*
 - Housekeeping of information within the ECM
- What information must not be stored even temporarily on the S Drive
- What information may be stored on the S Drive
- Users' responsibilities with regards to the retention of information.
- Users' responsibilities with regards to the destruction of hard copy information.

Training should apply to all staff and management of the City of Cockburn.

4.4. Recovery Park Operations

	Finding
Types of Information:	<ul style="list-style-type: none"> PII associated with procurement processes. PII associated with the recruitment of casual or flexi-time staff. Vehicle number plates and weights.
How Received:	<ul style="list-style-type: none"> Procurement processes received through official, internal channels

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	<ul style="list-style-type: none"> Recruitment information received through internal channels or email direct from subject. Registration numbers are manually typed in to <i>TechnologyOne</i> and associated with other PII (names etc.). In paper form (as part of trailer passes etc.).
Where Stored:	<ul style="list-style-type: none"> <i>TechnologyOne</i>, with some information temporarily stored on the S Drive.
Shared with:	<ul style="list-style-type: none"> Information is not shared with third parties.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Photos destroyed/deleted after being associated with <i>TechnologyOne</i> files. Hard copy documents destroyed after being scanned, destruction is achieved in the City's landfill.
Departmental Comments:	<ul style="list-style-type: none"> There is the ability to take photos however this is not used. Photos may on occasion be taken by a phone if there is an absolute necessity (for compliance reasons). Once taken photos are appended to notes and then deleted.
Assessor's Comments:	<ul style="list-style-type: none"> There is considerable risk of compromise through the current means of destruction of documents that may contain PII, all data destruction must be conducted following a pre-defined and approved procedure. The S Drive is being used to store information including PII.

[R11-H] Secure Destruction recommendation – ES2 recommends that a secure destruction policy or procedure be developed, approved and implemented by the City of Cockburn. This document needs to define the acceptable means of destruction based on the classification or sensitivity of the document or media in question. This instruction needs to ensure that information cannot be compromised through inappropriate destruction or disposal processes.

[R10-M] S Drive recommendation (*please see page 21 above*)

4.5. Waste Management

	Finding
Types of Information:	<ul style="list-style-type: none"> Names and addresses of where to deliver new bins or training on new bins.
How Received:	<ul style="list-style-type: none"> Via internal channels, usually following a request for a new bin or as part of a programmed roll out.
Where Stored:	<ul style="list-style-type: none"> S Drive.

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Shared with:	<ul style="list-style-type: none"> This information is not shared.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> No other comments noted.
Assessor's Comments:	<ul style="list-style-type: none"> PII should not be stored on the S Drive. ECM needs to be the default information storage location.

[R10-M] S Drive recommendation (please see page 21 above)

4.6. Rates & Revenue

	Finding
Types of Information:	<ul style="list-style-type: none"> Electoral Roll contains all personal details. Banking Details. Investigation work may contain sensitive information. Pensioners' details. Local election information. Animal data. Infringement data (including number plate).
How Received:	<ul style="list-style-type: none"> Completed forms Via email from other local governments or government departments
Where Stored:	<ul style="list-style-type: none"> Electoral Roll stored on S Drive (locked down to access by the rates department only) and on <i>TechnologyOne</i>. The Electronic Cash Receipting system (ECR) receipting system (part of <i>TechnologyOne</i>). The majority of information is stored in ECM. Physical paper records are boxed up and sent to Grace Removals for archive and eventual destruction.
Shared with:	<ul style="list-style-type: none"> Information is passed to a 3rd party debt collection agency (WALGA approved supplier). Information including phone, email, name and address. <ul style="list-style-type: none"> Information is extracted from <i>TechnologyOne</i> via a set process. Information can also be shared using a shared internet portal. Information shared with printing service suppliers. <ul style="list-style-type: none"> Printers are given information regarding how they are to handle information on completion of print work. Information is passed to the print contractor via a shared portal

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	<ul style="list-style-type: none"> ■ The same print company is used to print the electronic rates forms that are emailed to customers this email is transferred in <i>pdf</i> as an email attachment. ■ Some information is shared with KPMG such as PII that relates to deferred rates. ■ Some information is shared with <i>Lucky Orange</i>. ■ PII of customers is often shared between local governments and other government departments (i.e. Rates and Revenue team may contact Water Corp for information on a person). That information is then provided to the City in an email. ■ Developers may request information which may be provided upon production of a Statutory Declaration.
Notified Issues:	<ul style="list-style-type: none"> ■ Unclear what information is shared with <i>Lucky Orange</i>. ■ The Rates and Revenue team sometimes handles customer credit card information.
When/How Destroyed:	<ul style="list-style-type: none"> ■ Destroyed as per the <i>State Records Act 2000</i>
Departmental Comments:	<ul style="list-style-type: none"> ■ The Rates and Revenue team also deals with invoices for City owned infrastructure such as pavilions. ■ There is a plan in place to set stricter debt recovery because customers are providing these contractors with their current financial information. ■ Rates are normally paid online using <i>Securepay</i>.
Assessor's Comments	<ul style="list-style-type: none"> ■ S Drive is not an appropriate location for the storage of PII, especially not such large quantities. ■ <i>Lucky Orange</i> poses an uncalculated risk to the City of Cockburn as this has not been subject to assessment and approval by the City's Cyber Security Officer. ■ NDA's need to be in place for <u>every</u> situation where PII is shared with a person or party external to the City of Cockburn this must include sharing with auditors (such as KPMG) and with other local government authorities many of whom will not have their own Privacy Policy or have a policy that differs from that of City of Cockburn. The NDA needs to ensure that the third party understands the limitations for the use of PII that was collected under the auspices of the City of Cockburn Privacy Policy (once defined).

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[R10-M] S Drive Recommendation (please see page 21 above)

[R4-M] Lucky Orange Recommendation (please see page 18 above)

[R3-M] NDA Recommendation (please see page 18 above)

4.7. Procurement

	Finding
Types of Information:	<ul style="list-style-type: none"> ■ Maintains a database of suppliers which may include their corporate banking details and the PII of the organisations points of contact. ■ Some sensitive information including details of inclusion of indigenous people working within that company. ■ Information regarding supplier referees.
How Received:	<ul style="list-style-type: none"> ■ Supplier information received either directly from the supplier or via WALGA.
Where Stored:	<ul style="list-style-type: none"> ■ Mostly using the CRM database. ■ Pay Database is used for claims reimbursement for employees, contractors and councillors. ■ Some information is stored in ECM. ■ Temporary information such as that generated when investigations are carried out is stored on the S drive (which is restricted to access only by members of the procurement team). ■ There is substantial information still stored on the F Drive.
Shared with:	<ul style="list-style-type: none"> ■ Where disputes are concerned, some information may be shared with users.
Notified Issues:	<ul style="list-style-type: none"> ■ No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> ■ Records are maintained for two years then deleted.
Departmental Comments:	<ul style="list-style-type: none"> ■ Information stored is limited to that information that is necessary in order to make an assessment of the supplier organisations allowing an assessment of their suitability to provide their services to the City. ■ Information regarding indigenous persons is a requirement as part of the Reconciliation Action Plan (RAP). ■ The CRM database is weeded out regularly to ensure that only necessary information is retained.
Assessor's Comments	<ul style="list-style-type: none"> ■ An NDA needs to be in place whenever PII is shared externally to the City of Cockburn.

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- Whilst there is not a great deal of S drive use here this should be further controlled with user education.
- Information on the F Drive needs to be reviewed and any PII must be transferred to ECM or deleted if no longer needed.
- There is an unanswered question regarding how dispute information is shared with users. The response to this needs to be assessed to establish if the information is being appropriately protected throughout this process.

[R3-M] NDA Recommendation (please see page 18 above)

[R10-M] S Drive Recommendation (please see page 21 above)

[R12-M] F Drive Recommendation – ES2 recommends that the F drive be reviewed to establish if there is any PII stored on the drive. If there is, then this needs to be migrated to ECM as a priority.

4.8. Library Services

	Finding
Types of Information:	<ul style="list-style-type: none"> ■ Names addresses and contact details of library members. ■ Infringement information.
How Received:	<ul style="list-style-type: none"> ■ Online membership applications. ■ In person paper-based membership applications.
Where Stored:	<ul style="list-style-type: none"> ■ A membership database is used which is a third-party application that is hosted in Melbourne. The Library management system is called 'Spydus' whose global presence is called 'Civica'. ■ There is a database of events which is accessible via the Internet.
Shared with:	<ul style="list-style-type: none"> ■ 3rd party recovery agency. ■ Sharing achieved through the Spydus application. ■ Only the name and contact details are passed on (never details of the asset that is on loan). ■ On occasion, the police may request information and provide a <i>Notice to Produce</i> to the library. ■ Non personal information is shared using social media interactions such as blogs on Instagram ■ Some PII is passed to City staff so that customer surveys can be sent out.
Notified Issues:	<ul style="list-style-type: none"> ■ Recovery agency is US based.
When/How Destroyed:	<ul style="list-style-type: none"> ■ Spydus archives after two years of inactivity for an account (unless money is owing). After these two years member details are deleted.

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Departmental Comments:	<ul style="list-style-type: none"> Infringement lists are kept within <i>Spydus</i>, when these are 2 months overdue or when a person owes more than \$40 then a recovery agency is used. This is a specialist library recovery agency which interfaces with the library system and who focus on the recovery of the asset. The events database allows customers to register their interest in an event.
Assessor's Comments:	<ul style="list-style-type: none"> There is an open question regarding infringement information that is stored on the <i>Spydus</i> database being visible via the internet. The database appears to have good security however the question of what is visible remains unanswered. The US (foreign based) collection agency must be required to sign a Non-Disclosure Agreement with the City of Cockburn. There is the potential for PII to be published inadvertently onto the Internet through official social media posts. When the police require information from the library through the use of a <i>Notice to Produce</i> then they should be required to sign for the information. The form signed should include a Non-Disclosure statement to ensure that they understand that the information is being entrusted to them under condition that further dissemination is not to occur without notification to the subject.

[R13-M] Infringement Collection Recommendation – ES2 recommends that since City of Cockburn utilises an offshore collection agency for the recovery of library assets that users of the library service should be informed of this. When a customer signs up for library services they need to be informed that in the event of an infringement their personal information will be passed to a US (foreign) based asset recovery agency. Customers must agree to this prior to membership.

[R3-M] NDA Recommendation (*please see page 18 above*)

[R14-M] Social Media Recommendation – ES2 recommends that a 'two person rule' process be implemented to ensure that all information published to Social Media in the name of City of Cockburn be reviewed and approved prior to publication/posting.

4.9. Volunteer Resource Centre

Finding	
Types of Information:	<ul style="list-style-type: none"> Contact and other personal information pertaining to volunteers doing work within the City of Cockburn controlled areas. Volunteer information includes racial groupings, languages spoken, criminal record checks and if low income.
How Received:	<ul style="list-style-type: none"> Online forms may be used by members of the public to volunteer. When the form is complete the website emails it to the Resource Centre.

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Where Stored:	<ul style="list-style-type: none"> Database called <i>VIKTOR</i> (run by Volunteering WA) is used. <i>VIRA</i> is a component of <i>VIKTOR</i>.
Shared with:	<ul style="list-style-type: none"> Volunteers may be introduced to Not for Profit (NFP) organisations that require volunteers. Volunteers can access <i>VIKTOR</i> on-line to view their own information and can request changes or can make changes. With consent, information may be sent to a specific volunteer group in order to let the person consider joining.
Notified Issues:	<ul style="list-style-type: none"> Volunteers do not specifically authorise the sharing of information with NFP's.
When/How Destroyed:	<ul style="list-style-type: none"> Inactive volunteer personal accounts are removed periodically.
Departmental Comments:	<ul style="list-style-type: none"> Volunteers often do not inform the Resource Centre when they leave or are no longer a volunteer. If they do inform then their information can be set to inactive.
Assessor's Comments:	<ul style="list-style-type: none"> The online form should require that potential volunteers authorise the sharing of their information with appropriate third parties relating to volunteer activities. Volunteer organisations receiving PII from the City of Cockburn should be subject to an NDA.

[R15-M] Volunteer Recommendation – ES2 recommends that online forms be adjusted to include a permission to share information component. This would then act as the authority from the subject to distribute their personal information to relevant volunteer organisations. Volunteer organisations receiving information must be subject to an NDA in order to assure that they are aware of the potential damage that could be caused if this information was subject to a security breach.

[R3-M] NDA Recommendation (*please see page 18 above*)

4.10. Grants and Research

Finding	
Types of Information:	<ul style="list-style-type: none"> Personal information pertaining to persons that are requesting grants.
How Received:	<ul style="list-style-type: none"> Information provided by use of an online form. <ul style="list-style-type: none"> Form has a link to the privacy statement.
Where Stored:	<ul style="list-style-type: none"> Information is stored within ECM and on the S Drive.
Shared with:	<ul style="list-style-type: none"> No information under the control of Grants and Research is passed to any third party.

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Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Information can be archived within the <i>Smarty Grants</i> application when no longer needed. Information is left in archive and not deleted.
Departmental Comments:	<ul style="list-style-type: none"> Managing the Cockburn community fund with an online funding system (<i>Smarty Grants</i> subscription service over east) only a few people within City can access this and they can only access information regarding the grants that they manage.
Assessor's Comments	<ul style="list-style-type: none"> Information stored on the S drive needs to be reviewed to ensure that no PII is stored there. Any identified needs to be transferred to appropriate parts of the ECM.

[R10-M] S Drive Recommendation (*please see page 21 above*)

4.11. Port Coogee Marina

Finding	
Types of Information:	<ul style="list-style-type: none"> Details of boat owners. Boat registration details. Boat insurance details. Sometimes hold bank details and may need to make payment refunds. CCTV imagery.
How Received:	<ul style="list-style-type: none"> Information provided in person. Information provided in email.
Where Stored:	<ul style="list-style-type: none"> Marina specific software called <i>Marina Focus</i> is used to contain all information pertaining to the business unit. Some information is stored on the S Drive.
Shared with:	<ul style="list-style-type: none"> Information is not shared with third parties.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> CCTV (just over 40 cameras) maintain 30 days online archive.
Assessor's Comments:	<ul style="list-style-type: none"> There is an unanswered question regarding PII being handled by the Port Coogee Marina regarding how information is deleted when it is no longer needed. Information stored within the S drive needs to be reviewed to ensure that there is no PII located there.

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[R10-M] S Drive Recommendation (please see page 21 above)

4.12. Cockburn ARC

	Finding
Types of Information:	<ul style="list-style-type: none"> Individual and family membership. Swim school details and membership.
How Received:	<ul style="list-style-type: none"> Information received in person or through online portal.
Where Stored:	<ul style="list-style-type: none"> Leisure Management software used <i>LINKS</i>. Some data is exported from <i>LINKS</i> for internal (City) use. <i>My Wellness Technogym.com</i> application is for members to monitor their ongoing fitness and engagement with gym equipment. <i>Kentico</i>, website content management system, is used for ARC website. ECM is also used to store personal information. The <i>Aconex</i> system is used as a platform to coordinate with builders and contractors. On completion this information is downloaded and put on to ECM.
Shared with:	<ul style="list-style-type: none"> Credit card information is shared directly to a bank. Information shared with <i>Mailchimp</i> as a means of mass communication to members. Information shared internally within the City as required.
Notified Issues:	<ul style="list-style-type: none"> The individual computers at the ARC have generic logins, however each system accessed requires an individual login.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> Credit card information is taken via an EFTPOS machine and a PCI certified solution that uses tokenisation to send information to the bank. Information can be removed from <i>LINKS</i> on request by the PII subject.
Assessor's Comments	<ul style="list-style-type: none"> The fact that individual systems access is achieved by individual login is good, however the generic logins to the devices that host the individual systems pose a threat as they can provide the platform to launch an attack against the individual systems. Systems used to handle PII need to have been subject to a due diligence supplier security process to assure the system is going to handle PII securely.

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[R5-H] Supplier Security Recommendation (please see page 18 above)

[R16-M] Access Security Recommendation - Access to computers that then provide access to systems which contain PII needs to be achieved using a unique set of login credentials for each person accessing the computer. This ensures that all actions performed by a computer user are accountable and traceable to a specific person.

4.13. Community Safety & Innovation

Finding	
Types of Information:	<ul style="list-style-type: none"> ■ CCTV imagery (video not audio), this includes body cameras. ■ Facial recognition (being rolled out). ■ Some medical information. ■ Some bank statements. ■ Holds information regarding when a property will be empty, such as when an owner is going on holiday. ■ Details of contractors.
How Received:	<ul style="list-style-type: none"> ■ Received direct from camera equipment. ■ Received via email. ■ Received in person.
Where Stored:	<ul style="list-style-type: none"> ■ Information is stored on hard disk drives with a separate dedicated storage area for this (separate to the City's IT network). ■ The Service Unit has a dedicated part of ECM where information can be stored with additional privacy.
Shared with:	<ul style="list-style-type: none"> ■ On occasion video footage needs to be passed on to legal entities. ■ Information passing to police is often shared via email.
Notified Issues:	<ul style="list-style-type: none"> ■ New technology such as facial recognition needs governance.
When/How Destroyed:	<ul style="list-style-type: none"> ■ Images are retained based on the type and location of camera.
Departmental Comments:	<ul style="list-style-type: none"> ■ Responsible for all CCTV cameras, including parking cameras and body cameras. ■ Audio capability of CCTV cameras has been disabled. ■ Facial recognition being implemented going forward, this is currently under trial. The process tokenises a person's ID for reference without associating directly to a person. ■ The video footage from body cameras is stored in an encrypted form. ■ Some of the Service Unit team have been granted access to policy systems (online portals). Access for these is authenticated over the phone. ■ Notice to Produce may be received from WA Police.

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	<ul style="list-style-type: none"> Some of the information held would be considered to be very sensitive. Video is retained according to a defined policy which aligns to the requirements of the State Records Act 2000.
Assessor's Comments:	<ul style="list-style-type: none"> City of Cockburn needs to ensure that whenever video footage is passed to a third party that the third-party signs for the media and acknowledges the City's privacy requirements (NDA).

[R3-M] NDA Recommendation (please see page 18 above)

4.14. Ranger Services

	Finding
Types of Information:	<ul style="list-style-type: none"> Customer information. Credit Card details. Animal (and owner) details. Driver infringement details (nomination of alternate driver etc.)
How Received:	<ul style="list-style-type: none"> Majority is received via email from members of the public including credit card. Department of Transport vehicle checks are received via email. Credit card information is sometimes received via email.
Where Stored:	<ul style="list-style-type: none"> Information is manually stored in ECM. No information is stored on the S Drive.
Shared with:	<ul style="list-style-type: none"> On occasion, information is requested by and shared with other local governments. In such cases information is normally shared via email.
Notified Issues:	<ul style="list-style-type: none"> Credit card information often received via email.
When/How Destroyed:	<ul style="list-style-type: none"> Emails received with credit card information are deleted as soon as the payment has been dealt with.
Departmental Comments:	<ul style="list-style-type: none"> Infringements are paid by credit card or online transaction. The Ranger Service has an EFTPOS machine that is used for payment of animal licenses etc.
Assessor's Comments	<ul style="list-style-type: none"> This department is receiving and handling credit card information independently. This function is best kept central, the most likely best location for this function is with the Rates and Revenue team. Whilst outside the scope of a PIA, it was identified that credit card information is often received via email. This puts the City's entire email system within the scope of a Payment Card Industry (PCI) assessment. An assessment against the PCI Data Security Standard (PCI-DSS) would identify areas across the City of Cockburn enterprise that store, process and transmit credit card information.





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[R17-S] Credit Card Recommendation – ES2 recommends that all credit card transactions be centrally organised and conducted by a single City of Cockburn Department.

[R18-S] PCI Recommendation – ES2 recommends that the City of Cockburn undertake a PCI assessment to establish the level of compliance with the PCI-DSS. This assessment should include the use of the Card Recon scanning software (<https://www.groundlabs.com/card-recon/>) which will scan the entire network to identify all locations where Credit Card information exists. This will go a long way to identifying the levels of risk posed to the City should credit card information be breached and made public.

4.15. Building Services

Finding	
Types of Information:	<ul style="list-style-type: none"> Personal details.
How Received:	<ul style="list-style-type: none"> Information gained from the rates database.
Where Stored:	<ul style="list-style-type: none"> All stored in ECM or Trapeze system.
Shared with:	<ul style="list-style-type: none"> Reporting is statistical based with no PII. May issue copies of plans on request (proof of ownership is required). Freedom of Information requests sent internally to Governance Services.
Notified Issues:	<ul style="list-style-type: none"> No issues notified. May be some (minimal) credit card information received via email.
When/How Destroyed:	<ul style="list-style-type: none"> Some information is retained indefinitely. Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> Responsible for the stature side of buildings including occupancy permits, strata certificates, demolition permits, property audits, pool inspections and general compliance requirements Payment is achieved via the payment gateway.
Assessor's Comments:	<ul style="list-style-type: none"> This department is receiving and handling credit card information independently. This function is best kept central, the most likely best location for this function is with the Rates and Revenue department. Whilst outside the scope of a Privacy Impact Assessment, it was identified that credit card information is occasionally received via email. This puts the City's entire email system within the scope of a Payment Card Industry (PCI) assessment. An assessment against the PCI Data Security Standard (DSS) would identify areas across the City of Cockburn enterprise that store, process and transmit credit card information.

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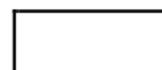
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[R17-S] Credit Card Recommendation (please see page 33 above)

[R18-S] PCI Recommendation (please see page 33 above)

4.16. Recreation Services

	Finding
Types of Information:	<ul style="list-style-type: none"> ■ Details regarding sporting and recreation clubs including personal details of the contacts for such organisation (this information is generally available from the club's website). ■ Bank account details. ■ Details pertaining to sports and recreation related grants.
How Received:	<ul style="list-style-type: none"> ■ Information in pdf form is sent or received via email. ■ Information captured via website.
Where Stored:	<ul style="list-style-type: none"> ■ Residual information in S Drive. ■ Information in the process of being transferred to ECM. ■ <i>Intellileisure</i> used for books. ■ <i>TechnologyOne</i> (property and rating) used for invoicing. ■ New online booking system (<i>Optimo</i>) is to be introduced.
Shared with:	<ul style="list-style-type: none"> ■ Information shared with <i>Mailchimp</i> as an opt-in opt-out communication service.
Notified Issues:	<ul style="list-style-type: none"> ■ No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> ■ At the end of its lifecycle, information is either archived as a record or is placed in the secure disposal bins.
Departmental Comments:	<ul style="list-style-type: none"> ■ Individuals or groups may submit booking forms in PDF format or as word documents. These are then used to complete information in <i>Intellileisure</i>. ■ Bonds are required for some function rooms. Bond information is dealt with through the NAB pre-authorisation system. Credit card details are not written down or kept.
Assessor's Comments:	<ul style="list-style-type: none"> ■ Personally, Identifiable Information in the S Drive needs to be identified and transferred to the ECM and then removed from the S Drive. ■ The <i>Mailchimp</i> solution needs to be assessed to ensure that they are a secure supplier and should be subject to a Non-Disclosure Agreement.

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[R10-M] S Drive Recommendation (please see page 21 above)

[R5-H] Supplier Security Recommendation (please see page 18 above)

[R3-M] NDA Recommendation (please see page 18 above)

4.17. Community Engagement

	Finding
Types of Information:	<ul style="list-style-type: none"> Personal details.
How Received:	<ul style="list-style-type: none"> Via <i>Bang the Table</i> forum. Via email or letter.
Where Stored:	<ul style="list-style-type: none"> Platform called <i>Bang the Table</i> (feedback forum) is used to receive information regarding submission. Community Development S drive temporarily then into ECM.
Shared with:	<ul style="list-style-type: none"> Information is not shared outside of Community Engagement.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Information deleted from the S drive after input into ECM.
Departmental Comments:	<ul style="list-style-type: none"> The <i>Bang the Table</i> application is a third-party application that is moderated.
Assessor's Comments	<ul style="list-style-type: none"> The <i>Bang the Table</i> application should be subject to a supplier security process to ensure that it meets the City of Cockburn security requirements.

[R5-H] Supplier Security Recommendation (please see page 18 above)

4.18. Property and Lands

	Finding
Types of Information:	<ul style="list-style-type: none"> Names and addresses required for land documents.
How Received:	<ul style="list-style-type: none"> Often received from solicitors as an email or an email attachment

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	<ul style="list-style-type: none"> Information gleaned from Landgate.
Where Stored:	<ul style="list-style-type: none"> S Drive used for temporary storage. ECM used in the main storage.
Shared with:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Responsible for managing land or crown reserves. Preparation of land documents.
Departmental Comments:	<ul style="list-style-type: none"> Has access to Landgate to gain details of land ownership and other mapping.
Assessor's Comments	<ul style="list-style-type: none"> The S Drive needs to be reviewed to understand if there is any residual PII stored on the drive.

[R10-M] S Drive Recommendation *(please see page 21 above)*





Data and Information Audit (Privacy Impact Assessment)

4.19. Customer Services

	Finding
Types of Information:	<ul style="list-style-type: none"> All levels of personal information including opinions. Occasionally sensitive PII.
How Received:	<ul style="list-style-type: none"> Information retrieved from ECM (property and rating system). Information provided over the phone. Information provided in face to face meetings. Information provided in email form.
Where Stored:	<ul style="list-style-type: none"> Stored in ECM. S Drive is used but not for customer information <i>Statutory Declarations</i> pertaining to animals signed by customer service ops are stored in ECM by the rangers or by records.
Shared with:	<ul style="list-style-type: none"> In cases where a boundary fence line is under dispute then information regarding the name and address of the person on the other side of the boundary may be provided to the neighbour. In such cases the information is passed over the phone or in person. The customer services operator must authenticate the requestor to guarantee that they are the owner of one side of the boundary. Where this occurs, the operator annotates the property and rating system notes to show the release of information. Information is shared with a third-party organisation called <i>Research Solutions</i>. This includes an agreement and a non-disclosure agreement. This company is WALGA approved. The company performs research via telephone.
Notified Issues:	<ul style="list-style-type: none"> No issues were notified.
When/How Destroyed:	<ul style="list-style-type: none"> Telephone recordings are retained for three months before deleted.
Departmental Comments:	<ul style="list-style-type: none"> Team of 13 dealing in the main with phone calls from customers but also dealing with face to face engagements through the reception. Opinions may include notes where the customer service team has experienced trouble during face to face meetings or from abusive telephone calls. The recording of telephone calls stops when a call is transferred to another internal number within the City. Sensitive information is rare and is not a target at all. However sometimes it is mentioned over the phone by customers so ends up on the telephone recordings.
Assessor's Comments	<ul style="list-style-type: none"> The sharing of information with <i>Research Solutions</i> needs to be included within the proposed privacy policy. It is only by this measure that all customers can be informed that their information will be used in such a research activity. Customers need to have the ability of Opt out of the research component.

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[R2-M] Opt-Out Recommendation (please see page 18 above)

[R19-S] Policy Content Recommendation – ES2 recommends that the privacy policy that is developed to support the City of Cockburn include all anticipated use of the PII that the City collects. The policy is published and used to advertise the use of collected PII to all persons that entrust that information to the City.

4.20. Accounts Payable

	Findings
Types of Information:	<ul style="list-style-type: none"> ■ Payment details (destination account). ■ Customer details. ■ Third party details. ■ Insurance contact details. ■ Photographs of people (and injuries). ■ Dash cam video.
How Received:	<ul style="list-style-type: none"> ■ Received in person. ■ Received via email. ■ Supplier information from the Strategic Procurement team.
Where Stored:	<ul style="list-style-type: none"> ■ Mostly stored in ECM and <i>FinanceOne</i>. ■ Some stored in <i>Outlook</i>. ■ Accounts Payable has some information stored on the S Drive.
Shared with:	<ul style="list-style-type: none"> ■ Information is not shared.
Notified Issues:	<ul style="list-style-type: none"> ■ No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> ■ Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> ■ Deal with Accounts Payable and Insurance teams (such as public liability insurance). ■ Payment details (not credit card) are stored. Payment is achieved via EFT ■ All insurance claims must be provided in writing which can be an email or may on occasion be someone coming to the front desk in person or completing a form. Name address contact details, potentially vehicle details and may include photograph. Photographs may include people and injuries such as when a person trips on a pavement and get hurt. Video is also received at times usually video from a dash cam. All this information would then be passed to LGIS (Local Government Insurance Scheme) a third party. Passed to them via ECM link or via email. Information going to insurer may include opinion. ■ The clearing of outlook and the S drive has been an ongoing project.

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Assessor's Comments	<ul style="list-style-type: none"> The clearing of PII from outlook and the S drive needs to continue. The use of outlook as a means of storing information needs to be discouraged across the organisation.
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[R10-M] S Drive Recommendation (please see page 21 above)

[R20-M] Outlook Storage Recommendation – ES2 recommends that The City of Cockburn conduct an IT educational campaign to discourage users from using *Microsoft Outlook* as a file storage system.

4.21. Records Management

Finding	
Types of Information:	<ul style="list-style-type: none"> All types of PII. HR information.
How Received:	<ul style="list-style-type: none"> Through internal and external postal correspondence. Some email (most goes to customer service). Occasionally by fax.
Where Stored:	<ul style="list-style-type: none"> Correspondence scanned into ECM and through that to Property and Rating. ECM is then used for tasking of internal resources/departments. HR records are secured so that only HR staff can access them. Hardcopy stored in archive boxes stored in a locked room. Inactive hardcopy records are stored at Grace Removals offsite.
Shared with:	<ul style="list-style-type: none"> Grace Removals for archive purposes.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> No disposal electronically. Paper based destruction. There is a General Disposal Authority (GDA) for the retention of local government records.
Departmental Comments:	<ul style="list-style-type: none"> The records management team has eight (8) full time employees plus some casual workers. Information classification is in place and is integrated with ECM, this is all based on access control. Security is set on groups rather than individuals. No PII stored on the S Drive.
Assessor's Comment:	<ul style="list-style-type: none"> Information is classified from a records perspective rather than from an information security or sensitivity perspective.



Data and Information Audit (Privacy Impact Assessment)

[R21-M] Security Classification Recommendation – ES2 recommends that City of Cockburn considers the implementation of an information security classification scheme across the City’s information enterprise.

An information security classification scheme groups information based on the potential damage/impact/consequence that would impact the City should that information be subject to a breach of confidentiality.

ES2 recommends that the City implements a simple classification scheme, the main aim being to be able to identify that information which requires the most protection including PII. Once the classification levels have been determined then appropriate protection, storage and handling processes per classification can be established.

This recommendation is to implement a process in alignment to that implemented by Federal Government with levels that include Official and Official Sensitive as defined in the Information Security Manual (ISM) and the Protective Security Policy Framework (PSPF).

4.22. Human Resources

	Finding
Types of Information:	<ul style="list-style-type: none"> Employee information.
How Received:	<ul style="list-style-type: none"> Gathered during recruitment process (via <i>Big Red Sky</i>). Occasional updates from employees.
Where Stored:	<ul style="list-style-type: none"> Most information is stored in ECM which has a specific HR and Payroll component.
Shared with:	<ul style="list-style-type: none"> External agencies such as the Child Support Agency (CSA) may make legal requests for information from a person’s employer. Sometimes requests are received from other employees or internal departments. In such cases HR officers are trained to assess the appropriateness of sharing information in a secure manner.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Employee records are kept for seven (7) years (under law and in accordance with the retention policy) after the departure of an employee under the control of the records department. Not responsible for the destruction of customer contact information or employee information.
Departmental Comments:	<ul style="list-style-type: none"> Contractor information is held by the Strategic Procurement team. Where a candidate does not get offered a job, their information is retained to aid future applications from this person. There are some (cloud) systems that are made available for pre-employees to access such as <i>Fit2 Work</i> and others that are used for pre-employment checks.

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Assessor's Comments:	<ul style="list-style-type: none"> Although the personal details of employees are exempt from the Federal government's <i>Privacy Act 1988</i> (Cth), there is still considerable impact on an organisation should the personal information of employees be subject to a security breach the impact on the reputation of the City is the same as if it were customer information.
-----------------------------	--

[R22-M] Policy Coverage Recommendation – ES2 recommends that the policy document to be developed, authorised and published should include the personal information pertaining to employees of the City of Cockburn in order to assure their protection the same as the protection of customer information.

4.23. Child Care Services

Finding	
Types of Information:	<ul style="list-style-type: none"> Personal information regarding childcare educators. Children's Personal information.
How Received:	<ul style="list-style-type: none"> Information, including children's enrolment information, is received in paper form. Information received through the 'Harmony' web portal.
Where Stored:	<ul style="list-style-type: none"> Paper versions of information are stored to assure completeness of the history. These are stored in a locked filing cabinet. Paper based children's information is transferred to an online process (ECM). ECM is used for email and general communication.
Shared with:	<ul style="list-style-type: none"> Information is received and shared in accordance with Commonwealth Government requirements. Share information with the education and care regulatory unit.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Children's enrolment forms are shredded after being input into ECM.
Departmental Comments:	<ul style="list-style-type: none"> Childcare services are third party regulators with regards to the selection of educators. (If someone has registered to care for children, they are referred to as Childcare educators). The <i>Harmony</i> web portal is Commonwealth approved software. Application fees from educators, plus payments to the educators from parents are achieved through <i>Harmony</i> web. Childcare services work closely with the Department of Education, Skills and Employment. When an educator or a child leaves the services programs then their information is archived.



Data and Information Audit (Privacy Impact Assessment)

Assessor's Comments	<ul style="list-style-type: none"> ■ The Commonwealth Government has provided Childcare Services with a Privacy Policy (11.2) that applies to the City of Cockburn Family Day Care (FDC) Service and the FDC Educators. ■ The Commonwealth Privacy Policy states compliance with the <i>Education and Care Services National Law (WA) Act 2012</i> and the <i>Education and Care Services National Regulations 2012</i> and is based on the Australian Privacy Principles. Therefore, this should be compatible with any future Privacy Policy as published by the City of Cockburn. ■ Whilst the policy is good it needs to have terms defined to assure a common understanding (for example the terms personal information and sensitive information are used without definition). ■ Policy wording needs to be more mandatory (following normative rules <i>Will, Shall, Must</i> etc.). ■ There is no indication within the policy of who has authorised the policy to be in place.
----------------------------	--

[R23-S] Policy Improvement Recommendation – ES2 recommends, that the childcare services privacy policy be updated and improved in conjunction with the development of the overall City of Cockburn proposed privacy policy. The wording within the policy must be definitive and easily understood to remove any conjecture and ensure that the policy is enforceable and that failure to comply with policy can be dealt with through the City's disciplinary process.

4.24. Financial Counselling Service

Finding	
Types of Information:	<ul style="list-style-type: none"> ■ Customer personal information. ■ Financial information. ■ Credit card information.
How Received:	<ul style="list-style-type: none"> ■ Information provided on two written forms. ■ Further information may be provided during face to face consultation. ■ Credit card information is communicated via email.
Where Stored:	<ul style="list-style-type: none"> ■ Forms are scanned then stored on the Financial Counselling Services <i>H</i> drive. ■ <i>H</i> drive contains credit card information.
Shared with:	<ul style="list-style-type: none"> ■ Credit card information and loan number is exchanged with debt collectors or banks via email along with other relevant financial information. ■ Shared with relevant government agencies via ATO online, MyGov, AFSA and the Commonwealth ombudsman. Covered by legislation.
Notified Issues:	<ul style="list-style-type: none"> ■ No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> ■ Written forms are handed back to the customer once scanned.

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Departmental Comments:	<ul style="list-style-type: none"> ■ This is a grant funded office outside the City's control. ■ The office comes under the: <ul style="list-style-type: none"> ■ <i>Social Security Act 1991</i> (Cth); and ■ <i>National Consumer Credit Protection Act 2009</i> (Cth). ■ This is (by law) a free service, provided to City of Cockburn residents.
Assessor's Comments:	<ul style="list-style-type: none"> ■ This department is outside the scope of this engagement but has been included here for completeness, since information was willingly provided. ■ There is an outstanding question regarding what separate legislation applies to financial counselling services and what security requirements accompany that legislation. ■ There is a concern with the local storing of credit card information on the H drive and being transmitted via email. This is one of the most attractive forms of information to attackers and requires additional protection in alignment with the PCI-DSS. This department is probably too small to require full certification to PCI-DSS, however the department must align with and comply with the requirements of PCI-DSS in order to assure the protection of Credit Card Information and as such would benefit from the conduct of a PCI assessment.

[R18-S] PCI Recommendation (please see page 33 above)

4.25. Cockburn Care

	Finding
Types of Information:	<ul style="list-style-type: none"> ■ Staff personal details. ■ Staff Police clearance details. ■ Staff photos. ■ Client information which may include psychosocial issues. ■ Bank account details for direct debit payments. ■ Medicare numbers, pension cards, client notes, medical information, social history, gender, sexual orientation, ethnic origin. ■ Guardian or limited guardian information.
How Received:	<ul style="list-style-type: none"> ■ Details not provided.
Where Stored:	<ul style="list-style-type: none"> ■ Service management system 'Alchemy' SMS is locally installed. This is used to store the majority of information. ■ Staff photos on S drive. ■ ECM and <i>TechnologyOne</i> used for information storage. ■ MyAgedCare system through MyGov. ■ Incident reports are recorded on a specific part of the S Drive where only other aged care assessors can access as part of the healthcare system.



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Shared with:	<ul style="list-style-type: none"> Information shared with allied health. General Practitioners (GPs) may broker services to other specialist health agencies, family members or the police. Where clients do not want information to be shared then warning alerts can be set up to prevent sharing.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Information remains on the SMS system indefinitely. Paper files get archived through Records.
Departmental Comments:	<ul style="list-style-type: none"> No credit card information stored. Service agreements are held with clients authorising the sharing of their information when the sharing is in the interest of the client. There is a privacy policy in place. The Commonwealth Government has provided Cockburn Care Services with a Privacy Policy that applies to the City of Cockburn Care Services. Staff sign an additional confidentiality agreement.
Assessor's Comments:	<ul style="list-style-type: none"> There is an unanswered question regarding how Cockburn Care receive PII. When Identified this needs to be reviewed and incorporated into the proposed privacy policy. PII on the S Drive should be reviewed and transferred to ECM. All transfer of information should be subject to an NDA being in place between the City and the third party.

[R10-M] S Drive Recommendation (please see page 21 above)

[R3-M] NDA Recommendation (please see page 18 above)

4.26. GIS

	Findings
Types of Information:	<ul style="list-style-type: none"> Names and addresses regarding property ownership (private and City property). Graffiti pictures may contain known tags or names that could identify a person.
How Received:	<ul style="list-style-type: none"> Telephone. Online. Via police.
Where Stored:	<ul style="list-style-type: none"> Stored in an SQL database accessible only to GIS team members.
Shared with:	<ul style="list-style-type: none"> Shared with the police under the control of the City's Rangers.

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Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> No additional comments.
Assessor's Comments:	<ul style="list-style-type: none"> There is an unanswered question regarding if and when information with the SQL database is deleted and what the retention period for this is. Recommendations as per those applied to the City Rangers.

4.27. Youth Services

	Findings
Types of Information:	<ul style="list-style-type: none"> Personal information of young people and their parents or other family members. Bond payment requires the scanning of the front of the persons credit card. May include scan of ID cards. May include information pertaining to details of the young person's home/homeless state or if itinerant. Incident reports may contain sensitive information regarding challenging behaviour.
How Received:	<ul style="list-style-type: none"> Through paper forms.
Where Stored:	<ul style="list-style-type: none"> Youth Services officers have a dedicated and secured room that requires proximity card to access and, provides a secure area restricted only to Youth Services officers. Lockable cabinets within the secure room. Cabinets are locked outside of normal working hours or when unattended. No information is stored in electronic form other than email. Referrals are kept in hard copy form.
Shared with:	<ul style="list-style-type: none"> Police when required.
Notified Issues:	<ul style="list-style-type: none"> Electronic systems have been provided to youth service in the past, however there were issues over staff trusting the confidentiality as a result of a couple of incidents that the department experienced.
When/How Destroyed:	<ul style="list-style-type: none"> Details not provided.
Departmental Comments:	<ul style="list-style-type: none"> Youth Services provides support for vulnerable and at-risk young people. Example of confidentiality agreement provided. Example of duty of care form provided. Copy of notification of <i>Freeze</i> on youth records from WA Government provided. Policy on reporting child sexual abuse provided. Policy on storing confidential client records provided. Youth Services bond procedure provided.

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	<ul style="list-style-type: none"> Youth Services deals with the hiring of the youth centre facility which may require that a bond be left.
Assessor's Comments	<ul style="list-style-type: none"> There is an outstanding question with regards to retention and destruction of hard copy information. The Youth Services business unit appears to be well organised with regards to PII although all information is kept on hard copy only which is a risk.

[R24-M] Electronic Systems Recommendation – ES2 recommends that the City of Cockburn Cyber Security Officer works with the Youth Services team to overcome issues with confidence in IT system confidentiality.

PII needs to be stored electronically in order to assure that it receives the appropriate level of protection.

Paper based files should be transferred to an electronic system and then destroyed.

[R3-M] NDA Recommendation (*please see page 18 above*)

4.28. Civic Support

	Finding
Types of Information:	<ul style="list-style-type: none"> Personal information of organisers/hosts. Contact information of attendees. Contact information of caterers. Dietary requirements and/or food allergies for attendees. Contact details for attending dignitaries.
How Received:	<ul style="list-style-type: none"> Information may be extracted from internal databases. Information may be provided verbally over the telephone. Information is mainly provided via email.
Where Stored:	<ul style="list-style-type: none"> Information is initially stored on the S Drive that is dedicated to the Civic Support team, until the event itself. When the event has occurred then information moves on to ECM.
Shared with:	<ul style="list-style-type: none"> Names and dietary requirements are shared with catering organisations. Attendees are notified that this information will need to be shared. Internally the Mayor and the City CEO have access to guest lists. Occasionally an Elected Member or MP may request a list of VIPs attending a function. In such an instance, the information is provided as name only.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> S Drive contents are deleted once transfer to ECM is complete.

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Departmental Comments:	<ul style="list-style-type: none"> ■ Organising of major events and manages the amenities of the City's function spaces including booking. ■ Management of guest lists including details of dignitaries, public figures (Politicians and Elected Members). ■ Managing the catering and other contacts for such events. ■ The guest list for the Cockburn Pioneers lunch is dealt with outside of ECM.
Assessor's Comments:	<ul style="list-style-type: none"> ■ The Civic Support Department appear to have a good level of control over PII within their area. ■ There would be benefit to the department to have non-disclosure agreements with the third parties that receive PII from the department.

[R10-M] S Drive Recommendation (please see page 21 above)

[R3-M] NDA Recommendation (please see page 18 above)

4.29. PA to Mayor & Councillors

	Finding
Types of Information:	<ul style="list-style-type: none"> ■ Master list of all function invitees. ■ Mayors brief may include names and contact details. ■ Personal and contact information of ratepayers communicating with the Mayor or councillors. ■ Personal details including dietary requirements.
How Received:	<ul style="list-style-type: none"> ■ Received from Civic Support Services or through other internal channels.
Where Stored:	<ul style="list-style-type: none"> ■ Temporarily stored on the S drive then moved to ECM.
Shared with:	<ul style="list-style-type: none"> ■ Not shared outside of the Mayor and Elected Members.
Notified Issues:	<ul style="list-style-type: none"> ■ No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> ■ S Drive information deleted once transfer to ECM is complete.
Departmental Comments:	<ul style="list-style-type: none"> ■ Provides Personal Assistant services to the Mayor and councillors.
Assessor's Comments	<ul style="list-style-type: none"> ■ The PA to the Mayor and Councillors has a good level of control over the PII entrusted to the department.

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4.30. Environmental Health

	Finding
Types of Information:	<ul style="list-style-type: none"> Food premises owners. Includes opinions (assessments) of hygiene levels, infectious disease, electrical safety and environmental health and safety. Photos and videos taken during inspections (evidence). Some (minimal) legacy credit card information.
How Received:	<ul style="list-style-type: none"> From internal sources of information. Additional information gained during site inspection process. Complaints received.
Where Stored:	<ul style="list-style-type: none"> Most information is stored in <i>TechnologyOne</i>. S Drive is used extensively for ad-hoc storage of information but not for personal information. Complaints received are stored on <i>TechnologyOne/ECM</i>.
Shared with:	<ul style="list-style-type: none"> Information only revealed if there is a compelling reason to share such as for protection or for legislative compliance. Police are used as a support function when required but minimal information is passed. Requests for information may be received when a business or premises is being purchased. This is known as an application for historic information. Any information provided does not include personal information. Most sharing instances are statistical only with no personal information included. The Department of Health maintain a name and shame register which the City is sometimes asked to contribute to. Information pertaining to environmental issues (asbestos, noise, air monitoring) that is requested by external parties does not always go through the Freedom of Information process.
Notified Issues:	<ul style="list-style-type: none"> City FOI processes not always followed for the release of information.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> Information regarding the ownership of food premises including more than 600 names and contact details. The Environmental Health Services officers are aware of the sensitive and private nature of the data collected. Department had previously stored credit card information. However, this has not been moved to the online systems managed by Accounts Payable. There is no 100% guarantee that legacy environmental health information does not contain credit card information however this is not on the S Drive. Anonymous complaints are not accepted. Every event with more than 500 people is considered a public event and would warrant an environmental health inspection.
Assessor's Comments:	<ul style="list-style-type: none"> The Environmental Health department has a good level of control over the PII entrusted to the department.

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■ NDA's should be used where PII is shared with third parties.

[R3-M] NDA Recommendation (*please see page 18 above*)

4.31. Engineering Works

Finding	
Types of Information:	<ul style="list-style-type: none"> ■ Contact information relevant to contracts managed by Engineering Works. ■ Business financial information (costings/pricings). ■ Résumé information of potential employees. ■ Graffiti photos (may include identifiable tag or names). ■ Disability, language and age information. ■ Locations and movements of road sweepers and the persons operating them.
How Received:	<ul style="list-style-type: none"> ■ Résumés received via email, or in person. ■ Reports of damage or issues received mainly via the Customer Contact Centre or from Elected Members whom have been approached directly. ■ Information received from the Customer Contact Centre about any engineering work being conducted anywhere within the City. ■ Location and movement of road sweepers obtained through GPS tracking system.
Where Stored:	<ul style="list-style-type: none"> ■ All complaints or requests for work are lodged into <i>TechnologyOne</i>. ■ The S drive is used for more incidental or ad-hoc information that is not structured enough to use <i>TechnologyOne</i> or ECM. Eventually some information is migrated to <i>TechnologyOne</i> or ECM.
Shared with:	<ul style="list-style-type: none"> ■ Where information regarding damage or issues is not within the City's jurisdiction then the caller is informed that their information will be forwarded to the relevant authority. ■ Where third party support is required to conduct a large job, approval is sought from the reporting person before their information is passed to the third party.
Notified Issues:	<ul style="list-style-type: none"> ■ No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> ■ The résumés of unsuccessful employment candidates are destroyed.
Departmental Comments:	<ul style="list-style-type: none"> ■ Engineering works owns a number of contracts which contain confidential costings/pricings and contact information. ■ Where graffiti is on private property then waivers are sought and signed by the owner before access is permitted. ■ All contracts include confidentiality clauses.



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	<ul style="list-style-type: none"> GPS in road sweepers are used to map which areas have been swept and when. All drivers must sign to show that they understand and accept the fact that they are being incidentally tracked during their working day.
Assessor's Comments	<ul style="list-style-type: none"> The Building Services Department have a good level of control over the PII entrusted to the department.

4.32. Seniors Centre

	Finding
Types of Information:	<ul style="list-style-type: none"> Personal information regarding senior citizens that use the centre (approx. 1200 members). Legacy (over three years old) credit card information. Home pickup information (times). Details of the volunteer bus and van drivers including copies of their driver's license. This information also includes Next of Kin and medical information. Photos and videos of weekly events. Men's Shed membership information.
How Received:	<ul style="list-style-type: none"> Hard copy membership forms. Electronic membership forms. Visitors log provides names and reasons for attendance.
Where Stored:	<ul style="list-style-type: none"> Membership details stored in <i>Intelligence</i> database system. Hard copy forms are stored in a locked room until they are archived to records. Likelihood that there is legacy credit card information stored on the S Drive. Facility hire information stored on the S Drive but is being slowly transferred to ECM. Driver details and licenses stored on the S Drive. The <i>Vera</i> application is used to manage volunteers. Staff pay details is stored on the S drive in a protected document which was created for the Centre Manager by the IT team. Photos and videos are stored on the S Drive.
Shared with:	<ul style="list-style-type: none"> Home information is passed to drivers so that they can collect senior citizens when required. Drivers are instructed to delete this information from their emails after use. Where photos or videos are shared on the web approval is sought from the person(s) concerned.
Notified Issues:	<ul style="list-style-type: none"> There is PII stored on the S Drive.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> No credit card information stored in the last three years, however prior to that there may be some which would be stored on the S Drive. All drivers have signed a confidentiality agreement. All processes are currently being reviewed.





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	<ul style="list-style-type: none"> Weekly events have photos and videos taken which are stored on the S drive. Contractors sign in on the register on the volunteer desk. Sometimes has Men's Shed information.
Assessor's Comments:	<ul style="list-style-type: none"> Residual credit card information must be identified and electronically destroyed. Information on the S Drive needs to be transferred to ECM and deleted. All drivers need to be subject to Non-Disclosure agreements.

[R10-M] S Drive Recommendation (please see page 21 above)

[R3-M] NDA Recommendation (please see page 18 above)

[R18-S] PCI Recommendation please see page 33 above)

4.33. Civic Administration

Finding	
Types of Information:	<ul style="list-style-type: none"> Personal and contact information of persons attending citizenship ceremonies. Citizenship personal information (and certificate number) can be sensitive - this is provided by the Department of Home Affairs.
How Received:	<ul style="list-style-type: none"> Information received via email in an <i>Excel</i> spreadsheet
Where Stored:	<ul style="list-style-type: none"> The spreadsheet from the Department of Home Affairs is stored in ECM where changes can be tracked. Certificates are kept in a locked safe (unless there are too many then they are secured within a locked room.)
Shared with:	<ul style="list-style-type: none"> The Department of Home Affairs manages all confidential information and provide the civic administrators with details of those to undertake the ceremony. Seating plans are documented with names. These plans go to the Amenities Team and to the Mayor and Deputy Mayor and Electoral Office. Not published online. Report internally includes new citizens' country of origin. Press release for the national citizenship ceremony when conducted on Australia Day will include statistics. Individual persons may be named upon their consent. This is more for award winners i.e. community citizen of the year (national Australia day awards).



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	<ul style="list-style-type: none"> During the ceremony officers from the Australian Electoral Commission attend in order to enrol new citizens on the Electoral Roll. After each ceremony a list of new citizen attendees is sent to Parliamentary Representatives, together with a waiver as to what can or can't be done with the information.
Notified Issues:	<ul style="list-style-type: none"> No issues notified
When/How Destroyed:	<ul style="list-style-type: none"> Spreadsheet deleted from ECM by Civic administration once ceremony has been completed
Departmental Comments:	<ul style="list-style-type: none"> The main responsibility of Civic Administration is managing the monthly citizenship ceremonies Each person on the list is emailed (via BCC) to invite to the ceremony request to bring photo ID on the day, to confirm if an oath or an affirmation is required and if guests are being brought. These email invites are often stored within Outlook in a separate folder as a temporary knowledgebase. This is not a personal email address. The reply emails do often include more PII.
Assessor's Comments:	<ul style="list-style-type: none"> The Civic Administration Department have a good level of control over the PII entrusted to the department.

4.34. Community Development

	Finding
Types of Information:	<ul style="list-style-type: none"> Names, addresses, phone and email contact details for customers attending workshops or networking events. Contact details for other groups being supported. Information regarding a network of religious groups and individuals within those groups.
How Received:	<ul style="list-style-type: none"> Received via telephone or email.
Where Stored:	<ul style="list-style-type: none"> Stored in spreadsheets on the S Drive that is only accessible by Community Development staff. Spreadsheets registered in ECM. Religious group information is stored on the S Drive.
Shared with:	<ul style="list-style-type: none"> On rare occasions information may be verbally passed to Police during an investigation. Usually only a name is communicated.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Details are deleted when people leave (if notified).
Departmental Comments:	<ul style="list-style-type: none"> No paper records are maintained. No credit card information is stored or used.
Assessor's Comments:	<ul style="list-style-type: none"> S Drive use for PII must be minimalised in order to reduce risk and to follow a defined security process.

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[R10-M] S Drive Recommendation (please see page 21 above)

4.35. Children's Development

	Finding
Types of Information:	<ul style="list-style-type: none"> Children's name, date of birth, allergies etc. (sometimes more personal or sensitive information which may include details of restraining orders of parent or other family member). Information about families, number of children, signature etc. School P and C, or P and F, email details are sometimes provided. Some playgroups have provided the Children's Development team with their personal contact details.
How Received:	<ul style="list-style-type: none"> Paper based enrolment form. Annual event (teddy bears picnic), registration form emailed to Children's Development Officer.
Where Stored:	<ul style="list-style-type: none"> School P and C, or P and F, email details when provided are kept in a spreadsheet that is used as a contact list which is annually updated. Parent workshops are held twice per year, the attendance lists are deleted afterwards with only statistics retained.
Shared with:	<ul style="list-style-type: none"> No third-party sharing of information other than using <i>Mailchimp</i> for distributing a regular newsletter. There are occasional discussions with authorities regarding children that police are aware of or are actively monitoring. These communications are mainly verbal or contained within internal emails.
Notified Issues:	<ul style="list-style-type: none"> Still have paper copies, this need to be checked to ensure they are now on ECM, then paper is to be shredded.
When/How Destroyed:	<ul style="list-style-type: none"> Paper is shredded after uploading information into ECM.
Departmental Comments:	<ul style="list-style-type: none"> Still have paper copies, which need to be checked to ensure they are now on ECM, following this the paper is to be shredded. No credit card information is stored or handled.
Assessor's Comments:	<ul style="list-style-type: none"> There is an unanswered question for the Children's Development team regarding the location where the P and C spreadsheet is stored. The use of <i>Mailchimp</i> needs to be reviewed along with previous recommendations on this topic.

[R5-H] Supplier Security Recommendation (please see page 18 above)

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4.36. Disability Access and Inclusion

	Finding
Types of Information:	<ul style="list-style-type: none"> Personal information of specific membership. Documented business cases include both fact and opinion. The extent of a person's disability is recorded.
How Received:	<ul style="list-style-type: none"> Completion of online forms. Paper based forms. Emails.
Where Stored:	<ul style="list-style-type: none"> Stored in ECM and S drive plus there are some paper files.
Shared with:	<ul style="list-style-type: none"> Sometimes the department has to deal with homeless or drug users and may need to pass minimal information to the Police. However, this information is not stored within any of the City's systems. ACROD passes dealt with on a State basis. The City may link members to the State website on this, but no information is passed.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> Facilitate the Disability Reference Group, this group has a specific membership. The group has been established for all disabled adults. No credit card information is held or handled. When a group member leaves then their information is annotated that they are no longer a member. Membership can be revoked, under the unreasonable customer policy.
Assessor's Comments	<ul style="list-style-type: none"> The use of the S drive for the storage of PII needs to be reviewed and controlled centrally.

[R10-M] S Drive Recommendation (please see page 21 above)

4.37. Aboriginal Community Development

	Finding
Types of Information:	<ul style="list-style-type: none"> Name, date of birth and racial origin.
How Received:	<ul style="list-style-type: none"> Received on paper-based form or electronic forms that are then emailed to the department.
Where Stored:	<ul style="list-style-type: none"> Stored on ECM. Once in ECM the email is deleted, contact details added to a contact list spreadsheet which is stored on the S Drive.

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	<ul style="list-style-type: none"> A list of group members that wish their information to be shared is kept on the S Drive.
Shared with:	<ul style="list-style-type: none"> Some information may be requested from within the members of the Aboriginal reference group. Aboriginal Community Development Officer liaises when this arises to ensure that all parties agree to the sharing of information. Some requests, such as requests for skip bins or other facilities that the City is able to provide are received by group members. In these cases, some information needs to be shared with internal City departments but does not go external to that. Some group members, such as entertainers or welcome to country speakers, request for their information to be shared. There is a list of these on S Drive.
Notified Issues:	<ul style="list-style-type: none"> No issues notified.
When/How Destroyed:	<ul style="list-style-type: none"> Email deleted after information is transferred to ECM.
Departmental Comments:	<ul style="list-style-type: none"> This department deals with the Aboriginal Reference Group including Torres Strait Islanders.
Assessor's Comments:	<ul style="list-style-type: none"> The Aboriginal Community Development Department have a good level of control over the PII entrusted to the department.

4.38. Statutory Planning

	Finding
Types of Information:	<ul style="list-style-type: none"> Contact details (owners name, signature, applicants name, signature, both email and contact details).
How Received:	<ul style="list-style-type: none"> Applications via online portal, straight to <i>TechnologyOne/ECM</i>. Delivered in person. Information is received by Australia Post with USB. Some information may be received via email.
Where Stored:	<ul style="list-style-type: none"> Hard copy information arrived is scanned by records and stored in <i>TechnologyOne/ECM</i>. Information received via USB is copied into <i>TechnologyOne/ECM</i> then records return the USB to the applicant. Where information has been received via mail, an admin officer registers the document in ECM and is tasked to the Rates and Revenue Team for action – credit card details are redacted prior to being stored in ECM.
Shared with:	<ul style="list-style-type: none"> Application information is deemed to be confidential. Any requests have to go through the Freedom of Information process. Statutory Planning does not pass on personal information to any external parties.

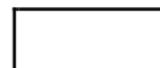
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	<ul style="list-style-type: none"> Some projects may be advertised on 'Comment on Cockburn' but specific plans may be code/PIN protected to restrict access on a need to know basis.
Notified Issues:	<ul style="list-style-type: none"> USB devices received by post are not currently scanned for Malicious Software (<i>Malware</i>) prior to being entered onto the City's IT systems.
When/How Destroyed:	<ul style="list-style-type: none"> Not responsible for the destruction of customer contact information.
Departmental Comments:	<ul style="list-style-type: none"> The Statutory Planning team deals with short term development projects. Including people that are submitting building and other applications. Statutory Planning team operates a paperless office. No S Drive use. Credit Cards can be used for application costs, online payment goes straight to the Rates and Revenue Team. No credit card information received via email.
Assessor's Comments:	<ul style="list-style-type: none"> Whilst outside the scope of this PIA, the use of unscanned USB devices is a concern that needs to be addressed.

[R25-H] USB Scan Recommendation – Whilst outside the scope of this PIA, ES2 strongly recommends that anti-malware scanning procedures be documented and implemented for those departments where information is received from customers via a USB device. This will provide considerable protection from the potential for malicious software or virus to become installed on the City's IT equipment.

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Appendix A: Example Privacy Policy

In addition to the conducting of the Privacy of Data and Information Impact Assessment, the City of Cockburn has requested that this engagement include a degree of assistance with the development of a Privacy Policy for the City. The following is a generic head start to aid in the development of that policy. This will need to be adjusted in order to make it specific to the City's situation. In particular, this example is of a publicly facing privacy policy such as can be displayed on a website or service. Many organisations also have a full internal privacy policy which would be of benefit to the City of Cockburn, the internal policy may include this external policy as an appendix:

The Privacy Act

The City of Cockburn has elected to align with the Australian Privacy Principles (APP's) set out in the Australian government's *Privacy Act 1988* (Cth) and associated amendments, which provide guidelines and rules for the collection, use, storage, protection and disclosure of Personally, Identifiable Information (PII) and sensitive information.

Your Personally Identifiable Information is important to the City of Cockburn

The City of Cockburn is committed to protecting your privacy. The City recognises that you have a right to control how your personal information that you entrust to us is collected and used. The City understands as a local government body that the handling of personal information is important and that your provision of that information is an act of trust and is something that it takes seriously. The City of Cockburn is not bound by the Australian Privacy Principles contained in the *Privacy Act 1988* (Cth) and associated amendments but does recognise their value and as such is aligning our privacy processes to meet the auspices of this Act.

Collecting Personally Identifiable Information

The City of Cockburn collects personal information about its customers and stakeholders in many ways through its role as a local government authority in order to provide you with the services that you are entitled to. All personal information collected whether through electronic or manual means is afforded the protection that it deserves.

The City's website and other media allows you to make comments, give feedback and provide information including personal information through the use of various methods. Information is also manually collected from a number of sources including information being provided to our customer services department or any of the services provided for you.

The City of Cockburn will only use your Personally Identifiable Information for the purposes that it was collected.

Use of Personally Identifiable Information

Some functions of the City of Cockburn require that information be shared with third-party organisations and services. Such instances only occur where a process of due diligence has been undertaken and where the third-party has signed a non-disclosure agreement with the City.

Your Access to your Information

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You have the right to know what information the City stores about you (subject to some exceptions permitted by law) and you have the right to ensure that this information is accurate. You can contact the City of Cockburn Privacy Officer¹ through the contact details at the end of this policy to achieve this. Depending on the complexity of your request a small charge may be applicable.

Policy Review

The City of Cockburn will from time to time review and revise all policies including this privacy policy. Reviews will be annual as a minimum, following changes to legislation or business direction or following significant changes in technology.

The City of Cockburn's Internal Privacy Policy will expand on each of the areas above written in a manner that targets the policy at City of Cockburn staff. The policy may need to include specific sections for departments to include the following:

- The types of information that constitutes PII and/or sensitive PII to make sure that all the City's staff are aware of the types of information that need to be protected.
- Collection limitations, what is approved methods of collection and what is not acceptable. The means of collection will in most instances need to include some notification from the information, provided that their information can be used for the purposes of which it was collected. Also, the subject should give their permission to distribute that information where reasonably necessary to do so.
- The policy needs to define how information must be protected once it has been collected. Where it can be stored and how it may be transferred between locations (where permitted). It is also important to specify specific areas where PII cannot be stored, this is likely to include the H Drive, F Drive, the S Drive, local drives on computers and laptops and removable media items such as USB sticks or USB hard disk drives.
- The policy needs to include levels of authority where this is appropriate, such as the levels of authority necessary before information can be transferred to another agency or to another local government organisation.
- How staff members are able to identify if a computer system or cloud service has been approved by City of Cockburn to be used to store, process or transmit PII.
- Retention periods for different types of PII in different situations.
- Approved destruction techniques for paper based PII, where it is stored on removable media (if approved) and destruction when stored on network or computer media.
- Detail of privacy related appointments including the City Privacy Officer and if appropriate conditions for delegation of authority.
- Detailed procedures to deal with requests from the public with regard to the quantities or accuracy of their PII.

¹ Needs to include an email address here. The Privacy officer is most likely a position combined with the City's Governance & Risk Support Officer due to the overlap in roles.

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Appendix B: Privacy Risk Working Sheet

The following risk calculations define how the risk levels for recommendations within this report were derived. All calculations are based on the City of Cockburn risk matrix:

ID	Consequence	Likelihood	Risk	Comment /Justification
R1	Critical - 4	Possible – 3	Substantial-12	Risk Documentation Recommendation Could cause damage to the reputation of the city and damage to customers with the potential to result in legal action being taken against the City. Breaches are possible and happen far too often.
R2	Minor – 2	Possible – 3	Moderate-6	Opt-Out Recommendation Non-compliance with the Australian government's <i>Privacy Act 1988</i> (Cth) (or any future implementation within WA). Non-compliance is possible with current practices.
R3	Minor – 2	Possible – 3	Moderate-6	NDA Recommendation Non-compliance with policy (assuming that privacy policy is developed and approved), without policy then the same level would be achieved in loss of reputation. Likelihood of non-compliance assessed at being possible.
R4	Major – 3	Possible – 3	Moderate-9	Lucky Orange Recommendation Non-compliance with the requirements for the handling and required protection of credit card information could as a minimum result in the need for investigation. Likelihood is assessed to be possible based on discussions held during the workshops.

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ID	Consequence	Likelihood	Risk	Comment /Justification
R5	Critical – 4	Likely – 4	High-16	Supplier Security Recommendation The current threat climate has supply chain attacks as being one of the most common approaches by attackers. The potential is for incidents to occur which require third party actions or investigation. The current threat environment makes this a likely occurrence given time.
R6	Critical – 4	Possible – 3	Substantial-12	FOI Recommendation It is possible that in the event that PII is revealed through an FOI release may result in damage to the reputation of the City and public embarrassment.
R7	Critical – 4	Possible – 3	Substantial-12	Privacy Policy Recommendation It is possible that in the event that PII is mishandled through the lack of consistent policy could result in damage to the reputation of the City and public embarrassment
R8	Major – 3	Likely – 3	Substantial-12	Video Recording Recommendation It is likely that in the event that PII is published via council vision and audio without the consent of the subject that damage and public embarrassment may impact the reputation of the City.
R9	Critical – 4	Likely – 3	Substantial-12	Dropbox Recommendation It is likely that in the event of an information security breach with the <i>DropBox</i> cloud application that this would result in damage and public embarrassment to the City.
R10	Minor – 2	Likely – 3	Moderate-8	S Drive Recommendation Use of the S Drive is likely to result in a breach that is contained within the confines of the City's departments limiting the Consequence of any resulting damage.
R11	Critical – 4	Likely – 3	High-16	Secure Destruction Recommendation There is considerable potential for damage to reputation and public embarrassment likely should information be retrieved through inadvertent disposal processes.

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ID	Consequence	Likelihood	Risk	Comment /Justification
R12	Minor – 2	Likely – 3	Moderate-8	F Drive Recommendation Use of the F Drive is likely to result in a breach that is limited to within the confines of the City's departments limiting the Consequence of any resulting damage.
R13	Major – 3	Possible – 3	Moderate-9	Infringement Collection Recommendation Where customers have not agreed to their personal information being sent to an offshore organisation, it is possible that a breach would result in a public complaint and moderate media attention.
R14	Major – 3	Possible – 3	Moderate-9	Social Media Recommendation In the event that personal information is inadvertently published on Social Media in the name of the City of Cockburn it is possible that this would result in a public complaint and moderate media attention.
R15	Major – 3	Possible – 3	Moderate-9	Volunteer Recommendation In the event that personal information of a volunteer is inadvertently released or breached by a third party that the City has passed this information to then it is possible this would result in a public complaint and moderate media attention. This would increase exponentially where more than one person's information is included in a breach.
R16	Major – 3	Possible – 3	Moderate-9	Access Security Recommendation If a person is able to anonymously access PII by using a generic and untraceable access account, there is the potential for PII to be breached resulting in public complaints and media attention.
R17	Critical – 4	Possible – 12	Substantial-12	Credit Card Recommendation The decentralised storage and handling of credit card information increases the potential for a breach of credit card information and therefore increases the potential for impact on the City.

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ID	Consequence	Likelihood	Risk	Comment /Justification
R18	Critical – 4	Possible – 12	Substantial-12	PCI Recommendation This review has identified that credit card information is contained in a number of undesirable locations within the City's infrastructure. The breach of credit card information has the potential for critical levels of consequence.
R19	Critical – 4	Possible – 3	Substantial-12	Policy Content Recommendation The privacy policy is used to define the limitations of the City's use of PII. Failure to comply with the City's own published policy would possibly result in damage to the City's reputation and cause Public embarrassment.
R20	Minor – 2	Likely – 4	Moderate-8	Outlook Storage Recommendation Use of <i>Outlook</i> as a storage location is likely to result in a breach of PII that is limited to within the confines of the City's departments limiting the Consequence of any resulting damage.
R21	Major – 3	Possible – 3	Moderate-8	Security Classification Recommendation Without the employing of a security classification scheme it is difficult for City staff to understand the impact should a piece of information be subject to a security breach. Without such a scheme it is likely that a breach of PII may not be identified resulting in moderate impact and moderate media attention.
R22	Critical – 4	Possible – 3	Substantial-12	Policy Coverage Recommendation The privacy policy is used to define the limitations of the City's use of PII, inclusion of employee information within the cover of PII. Any breach of personal information of employees can possibly result in damage to the City's reputation and cause Public embarrassment.
R23	Critical – 4	Possible – 3	Substantial-12	Policy Improvement Recommendation The privacy policy in place to cover the childcare services needs to be reviewed and updated to make it enforceable. Failure to comply with policy through misinterpretation or lack of content would possibly result in damage to the City's reputation and cause Public embarrassment.

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ID	Consequence	Likelihood	Risk	Comment /Justification
R24	Major – 3	Possible – 3	Moderate-9	<p>Electronic Systems Recommendation</p> <p>Having all information stored on paper provides an opportunity for theft or copying and in the event of a fire there is the risk that all information would be lost. There is a possibility that theft or fire could result in the loss of confidentiality or availability of information which would result in moderate impact to the City and moderate media attention.</p>
R25	Critical – 4	Likely – 4	High-16	<p>USB Scan Recommendation</p> <p>There is a threat that the use of uncontrolled USB devices could result in the virus infection of the City's systems or that malicious software may be surreptitiously installed. With current processes this is considered to be a likely scenario which could have critical consequences including damage to the City's reputation and public embarrassment with a high level of media attention.</p>

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Appendix C: City of Cockburn Risk Matrix

CITY OF COCKBURN RISK MATRIX, RISK ACCEPTANCE CRITERIA, EXISTING CONTROLS RATINGS AND OSH HIERARCHY OF CONTROL

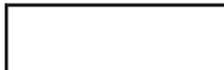
RISK ASSESSMENT MATRIX										Likelihood / Probability				
Measures of Consequence and Likelihood										Rare 1	Unlikely 2	Possible 3	Likely 4	Almost certain 5
Consequence / Severity	OSH / Injury / Well-being	Financial Impact	Brand Reputation	Operations / Delivery Disruption	Environment Health	Compliance	Project			Theoretically such an event is possible but not expected to occur during an operation / asset life / project.	Possible that such an event may occur once during operation / asset life / project.	Such an event may occur more than once during an operation / asset life / project.	Such events may occur frequently during an operation / asset life / project.	Such events are expected to occur routinely during an operation / asset life / project.
							Quality	Cost	Time					
Insignificant 1	No injuries.	< \$50,000 or < 5% of OP. Little or no impact on asset.	Low impact. Low profile. No complaint.	Little impact. Business as usual. < 5% variation against PI.	An insignificant environmental event that can be immediately corrected under the control of the City.	Minor breach of policy / process requiring some response with little impact on other criteria.	Majority of milestones and objectives being achieved with minor variation to scope and/or quality reported. Minor impact absorbed through project.	< 5% of Project Budget or < \$50,000 whichever is lower.	< 5% of Project Timeline or < 30 days, whichever is lower.	1 Low	2 Low	3 Low	4 Low	5 Moderate
Minor 2	First aid treatment.	\$50k to < \$250k or 5% to < 10% of OP. Minor loss or damage.	Low impact. Low profile. Low media attention. Possible complaint.	Minor impact. Easily dealt with. DSI business as usual. 5 to < 10% variation against PI.	A minor environmental event that can be corrected through system improvements within the City.	Compliance breach of policy / process requiring additional work or minimal damage control.	Minor impact on milestones and objectives being achieved with minor variation to scope and/or quality reported. Ongoing impact on project deliverables expected.	5% to < 10% of Project Budget or \$50k to < \$250k, whichever is lower.	5% to < 10% of Project Timeline or 30 to < 60 days, whichever is lower.	2 Low	4 Low	6 Moderate	8 Moderate	10 Substantial
Major 3	Medical treatment. No lost time injury (LTI).	\$250k to < \$1m or 10% to < 25% of OP. Major damage to asset.	Moderate impact. Moderate media attention. Public complaint.	Some objectives affected. Can continue business as usual, with minor controls exceeded. 10 to < 25% variation against PI.	A moderate environmental event that can be remediated but requires multiple stakeholder input.	Compliance breach requiring investigation, mediation or restitution and breach of legislation or regulations.	Major impact on milestones and objectives being achieved with minor variation to scope and/or quality reported. Serious impact on project deliverables expected.	10% to < 25% of Project Budget or \$250k to < \$1m, whichever is lower.	10% to < 25% of Project Timeline or 60 to < 90 days, whichever is lower.	3 Low	6 Moderate	9 Moderate	12 Substantial	15 High
Critical 4	Partial disablement or severe injury. LTI > 10 days.	\$1m to < \$5m or 25% to < 50% of OP. Significant loss of asset.	Damage to reputation. Public embarrassment. High media attention. Several public complaints. Third party legal action.	Some major objectives cannot be achieved. Business on alert deliver, but not to expected level. 25 to < 50% variation against PI.	A significant environmental event where rehabilitation involves multiple stakeholders and serious levels of the community and government.	Compliance breach involving external investigation or third party actions resulting in tangible loss or reputation damage to the City and breach of legislation or regulations.	Major impact on milestones and objectives being achieved with significant variation to scope and/or quality reported. Critical impact on project deliverables expected.	25% to < 50% of Project Budget or \$1m to < \$5m, whichever is lower.	25% to < 50% of Project Timeline or 90 to < 120 days, whichever is lower.	4 Low	8 Moderate	12 Substantial	16 High	20 Exposure
Catastrophic 5	Death or permanent disablement. LTI > 30 days.	> \$5 million or > 50% of OP. Complete loss of asset.	Irreversible damage to reputation. Very high level of public embarrassment. Very high media attention. Many public complaints.	Most objectives cannot be achieved. Business cannot operate. > 50% variation against PI.	A severe environmental event requiring multiple stakeholders, all levels of the community and government to remediate.	Compliance breach involving regulatory investigation and / or third party actions resulting in tangible loss or significant reputation damage to the organization and breach of legislation or regulations.	Catastrophic impact on milestones resulting in the failure to achieve one or more objectives of the project.	> 50% of Project Budget or > \$5 million, whichever is lower.	> 50% of Project Timeline or > 120 days, whichever is lower.	5 Moderate	10 Substantial	15 High	20 Exposure	25 Tolerable

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Appendix D: Summary of Recommendations

The following table provides a one stop location for all the recommendations that have been made within this report:

ID	Recommendation Title	Recommendation
[R1-S]	Risk Documentation Recommendation	ES2 recommends that the potential damage to the reputation of the City of Cockburn that would result from a breach of Personally Identifiable Information be documented as a risk to the City of Cockburn and should be treated, regardless of the requirement under legislation.
[R2-M]	Opt-Out Recommendation	To comply with the Australian government's <i>Privacy Act 1988</i> (Cth), persons must be permitted to opt out of receiving direct marketing. This is most often achieved by including an 'unsubscribe' link in an email or a process whereby a person can reply to an email or SMS message with 'Unsubscribe' or 'Stop'.
[R3-M]	NDA Recommendation	Ensure that no PII is shared outside of the City of Cockburn (outside of the sphere of the proposed policy) needs to be subject to an NDA to assure that the information is handled and protected in the manner assured through the policy that it was collected.
[R4-M]	Lucky Orange Recommendation	Recommend that the City's Cyber Security Officer review the <i>Lucky Orange</i> service in order to make an informed assessment on the potential risk to the City of Cockburn through its use. Particular emphasis needs to be placed on the applications coverage of privacy information and financial information.
[R5-H]	Supplier Security Recommendation	Whilst not entirely related to privacy. ES2 recommends that City of Cockburn develops and implements a supplier security policy document which includes due diligence requirements for cloud services in order to assure the use of cloud services does not compromise the position of the City with regard to the protection of privacy information entrusted to the organisation.
[R6-S]	FOI Recommendation	ES2 recommends that the processes surrounding the response to Freedom of Information requests be subject to governance. In order to protect the City, there needs to be policy and process documented

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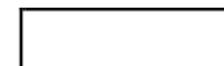
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ID	Recommendation Title	Recommendation
		surrounding the City's response to requests for the release of information subject to the FOI. This instruction needs to ensure that PII is identified prior to any information release.
[R7-S]	Privacy Policy Recommendation	ES2 recommends that the City of Cockburn develops, publishes and communicates a Privacy policy to cover all of the City's dealings with Personally Identifiable Information. Regardless of the requirement for compliance, this is a requirement to reduce the potential risk to the City's reputation should such information be inadvertently compromised. Additionally, the Policy would provide a much-needed consistency in the way that the City's departments handle and store PII.
[R8-S]	Video Recording Recommendation	ES2 recommends that procedures be developed to assure that PII is either blocked from video and audio recordings unless the PII subjects have provided written approval for their information to be published along with the audio and vision of council meetings. This can be achieved through prior notification of the recording and publishing of the recording being provided to all meeting participants or by requiring all meeting participants to sign to agree that any information spoken during the meeting will be published on the Internet.
[R9-S]	Dropbox Recommendation	ES2 recommends that the use of <i>Dropbox</i> be discouraged across the City's operations in favour of using the more secure option of <i>OneDrive</i> . In particular it needs to be prohibited for the use or storage or transfer of PII.
[R10-M]	S Drive Recommendation	ES2 recommends that the City of Cockburn conduct a campaign of information storage awareness training. This training should concentrate of what information is or is not suitable for storage on the S Drive and how information should be managed. The minimum recommended content for training would be: <ul style="list-style-type: none"> ■ What information needs to be stored on the ECM or in <i>TechnologyOne</i>. <ul style="list-style-type: none"> ■ Housekeeping of information within the ECM. ■ What information must not be stored even temporarily on the S Drive. ■ What information may be stored on the S Drive. ■ User's responsibilities with regards to the retention of information. ■ User responsibilities with regards to the destruction of hard copy information.

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ID	Recommendation Title	Recommendation
		Training should apply to all staff and management of City of Cockburn.
[R11-H]	Secure Destruction recommendation	ES2 recommends that a secure destruction policy or procedure be developed, approved and implemented by the City of Cockburn. This document needs to define the acceptable means of destruction based on the classification or sensitivity of the document or media in question. This instruction needs to ensure that information cannot be compromised through inappropriate destruction or disposal processes.
[R12-M]	F Drive Recommendation	ES2 recommends that the F drive be reviewed to establish if there is any PII stored on the drive. If there is, then this needs to be migrated to ECM as a priority.
[R13-M]	Infringement Collection Recommendation	ES2 recommends that since City of Cockburn utilises an offshore collection agency for the recovery of library assets that uses of the library service should be informed of this. When a customer signs up for library services they need to be informed that in the event of an infringement their personal information will be passed to a US (foreign) based asset recovery agency. Customers must agree to this prior to membership.
[R14-M]	Social Media Recommendation	ES2 recommends that a 'two-person rule' process be implemented to ensure that all information published to Social Media in the name of City of Cockburn be reviewed and approved prior to publication/posting.
[R15-M]	Volunteer Recommendation	ES2 recommends that online forms be adjusted to include a 'permission to share information' component. This would then act as the authority from the subject to distribute their personal information to relevant volunteer organisations. Volunteer organisations receiving information must be subject to an NDA in order to assure that they are aware of the potential damage that could be caused if this information was subject to a security breach.
[R16-M]	Access Security Recommendation	Access to computers that then provide access to systems which contain PII needs to be achieved using a unique set of login credentials for each person accessing the computer. This ensures that all actions performed by a computer user are accountable and traceable to a specific person.

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ID	Recommendation Title	Recommendation
[R17-S]	Credit Card Recommendation	ES2 recommends that all credit card transactions be centrally organised and conducted by a single City of Cockburn Department.
[R18-S]	PCI Recommendation	ES2 recommends that the City of Cockburn undertake a PCI assessment to establish the level of compliance with the PCI-DSS. This assessment should include the use of the Card Recognition scanning software (https://www.groundlabs.com/card-recon/) which will scan the entire network to identify all locations where Credit Card information exists. This will go a long way to identifying the levels of risk posed to the City should credit card information be breached and made public.
[R19-S]	Policy Content Recommendation	ES2 recommends that the privacy policy that is developed to support the City of Cockburn include all anticipated use of the PII that the City collects. The policy is published and used to advertise the use of collected PII to all persons that entrust that information to the City.
[R20-M]	Outlook Storage Recommendation	ES2 recommends that The City of Cockburn conduct an IT educational piece to discourage users from using <i>Microsoft Outlook</i> as a file storage system
[R21-M]	Security Classification Recommendation	<p>ES2 recommends that City of Cockburn considers the implementation of an information security classification scheme across the City's information enterprise.</p> <p>An information security classification scheme groups information based on the potential damage/impact/consequence that would impact the City should that information be subject to a breach of confidentiality.</p> <p>ES2 recommends that the City implements a simple classification scheme, the main aim being to be able to identify that information which requires the most protection including PII. Once the classification levels have been determined then appropriate protection, storage and handling processes per classification can be established.</p>

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ID	Recommendation Title	Recommendation
		This recommendation is to implement a process in alignment to that implemented by Federal government with levels that include Official and Official Sensitive as defined in the Information Security Manual (ISM) and the Protective Security Policy Framework (PSPF).
[R22-M]	Policy Coverage Recommendation	ES2 recommends that the policy document to be developed, authorised and published should include the personal information pertaining to employees of the City of Cockburn in order to assure their protection the same as the protection of customer information.
[R23-S]	Policy Improvement Recommendation	ES2 recommends, that the childcare services privacy policy be updated and improved in conjunction with the development of the overall City of Cockburn proposed privacy policy. The wording within the policy must be definitive and easily understood to remove any conjecture and ensure that the policy is enforceable and that failure to comply with policy can be dealt with through the City's disciplinary process.
[R24-M]	Electronic Systems Recommendation	ES2 recommends that the City of Cockburn Cyber Security Officer works with the Youth Services team to overcome issues with confidence in IT system confidentiality. PII needs to be stored electronically in order to assure that it receives the appropriate level of protection. Paper based files should be transferred to an electronic system and then destroyed.
[R25-H]	USB Scan Recommendation	Whilst outside the scope of this PIA, ES2 strongly recommends that anti-malware scanning procedures be documented and implemented for those departments where information is received from customers via a USB device. This will provide considerable protection from the potential for malicious software or virus to become installed on the City's IT equipment.

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DAP 26/11/2020

Item 11.1

11. ENGINEERING AND WORKS DIVISION ISSUES**11.1 (2020/MINUTE NO 0027) DELEGATED AUTHORITY - REQUIREMENT TO CONSTRUCT OR REPAIR CROSSING****Author** A Lees

- Attachments**
1. Draft Delegated Authority 'Requirement to Construct or Repair Crossing' [↓](#)
 2. Kott Gunning - Legal Advice (**CONFIDENTIAL**)

RECOMMENDATION

That Council delegates the authority to require the construction or repair of crossings from a public thoroughfare to private land, in accordance with the attachment to the Agenda.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED UNANIMOUSLY 3/0

Background

From time to time, the City is advised of crossovers from public thoroughfares to private property within the district which have been either illegally constructed, or are in a state of disrepair. The *Local Government Act 1995* and Regulations provide for a local government to give Notice requiring the reconstruction or repair of any crossovers to the City's adopted specifications.

Submission

N/A

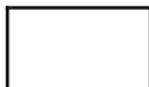
Report

At the 12 November 2020 Council meeting (2020/Minute No.0237) Council was required to make a decision on a similar matter as there was no delegation in place for officers to deal with such an issue and in accordance with relevant legislation.

Currently, if the City is in dispute with a property owner in relation to a non-compliant crossover/s and has not been able to resolve the issue, the matter is required to be reported to Council in order for it to be dealt with, in accordance with relevant statutory provisions.

This process is both unwieldy and unnecessary in what is, on most occasions, an obvious breach of statutory provisions which requires remediation.

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Item 11.1

DAP 26/11/2020

The required course of action in these circumstances could be effectively dealt with under delegation, given that these matters are subject to technical standards which must be adhered to before the relevant approval can be issued.

The current methodology for addressing these issues is not efficient and should be dealt with administratively, thus alleviating the need for Council to determine the outcome in a public forum.

An opinion from legal firm Kott Gunning outlines that Local Governments have the right to grant approval for the construction of crossovers and determine the specifications to their satisfaction. Furthermore the term 'repair' under the regulations is not limited to fixing something that is visibly damaged but extended to bringing something into specification.

The proposed delegation, if endorsed, provides for the function of issuing a Notice to a property owner to remediate an illegal or sub-standard crossover to be delegated and undertaken at senior officer level. This has the benefit of being able to apply the City's standards in a consistent and timely manner, thus avoiding potential time delays in achieving the outcome sought.

In circumstances where a person who receives a Notice may wish to appeal the decision of the Delegated Officer, the Act provides that an "affected person" may lodge an objection and have the matter determined by Council.

For these reasons, it is recommended that the function be delegated, in accordance with the document provided (refer Attachment 1).

Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

Legal Implications

Sections 5.42, 5.44 and Schedule 9.1 of the *Local Government Act 1995* and Regulation 13 of the *Local Government (Uniform Local Provisions) Regulations 1996* refer.

Community Consultation

N/A



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Item 11.1

Risk Management Implications

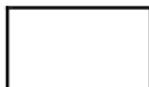
There is a "Moderate" level of "Compliance" risk associated with this item, given that the number of properties lodging applications for a crossover is increasing.

Advice to Proponents/Submitters

N/A

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

Nil



DA	REQUIREMENT TO CONSTRUCT OR REPAIR CROSSING	
-----------	--	--

DIRECTORATE:	Engineering & Works
BUSINESS UNIT:	Engineering
SERVICE UNIT:	Engineering
RESPONSIBLE OFFICER:	Manager, Engineering
FILE NO.:	083/006
DATE FIRST ADOPTED:	
DATE LAST REVIEWED:	N/A
POLICY REF.:	N/A
VERSION NO.	1

Dates of Amendments / Reviews:	
DAP Meeting:	
OCM:	

FUNCTION DELEGATED:

Giving a Notice to an owner or occupier of private land requiring the person to construct or repair a crossing from a public thoroughfare managed by the City of Cockburn to the private land

CONDITIONS/GUIDELINES:

- (1) All reasonable attempts to resolve disputes in accordance with this delegation shall be pursued prior to the issuing of a Notice under this delegation.
- (2) If the person fails to comply with the Notice following reasonable attempts by the City of Cockburn, the City may construct or repair the crossing to the required specifications and recover 50% of the cost from the person as a debt due.
- (3) All transactions utilising this delegation are to be recorded in the Electronic Content Management (ECM) System by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer

AUTONOMY OF DISCRETION:

As provided by legislative requirements and conditions (1) to (3) above.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Section 5.42 and 5.44 of the Local Government Act 1995 refer

Item 11.1 Attachment 1

DAP 26/11/2020

DA	REQUIREMENT TO CONSTRUCT OR REPAIR CROSSING	
----	--	--

Schedule 9.1 Clause 7 (3) of the Local Government Act 1995 and Clause 13 of the Local Government (Uniform Local Provisions) Regulations 1996 refer

DELEGATE:

Chief Executive Officer (CEO)

Note: The CEO will sub delegate this authority to:-

DELEGATE/S AUTHORISED:

Director, Engineering & Works
Manager, Engineering



Item 12.1

DAP 26/11/2020

12. COMMUNITY SERVICES DIVISION ISSUES

12.1 (2020/MINUTE NO 0028) REVIEW OF POLICIES RELATIVE TO THE COMMUNITY SERVICES DIRECTORATE

- Author** B Pinto
- Attachments**
1. Proposed Amendment - Policy 'City of Cockburn Branding and Logos' [↓](#)
 2. Proposed Amendment - Policy 'Live Streaming of Council Meetings' [↓](#)
 3. Proposed Amendment - Policy 'Incoming Sponsorship' [↓](#)
 4. Proposed Amendment - Policy 'Library Services' [↓](#)
 5. Proposed Amendment - Policy 'Establishment of Markets on Land Owned and Controlled by the City of Cockburn' [↓](#)
 6. Proposed Deletion - Policy 'Social Media' [↓](#)

RECOMMENDATION
That Council:

- (1) adopt proposed amendments to the following Policies:
 1. City of Cockburn Branding and Logos;
 2. Live Streaming at Council Meetings;
 3. Incoming Sponsorship;
 4. Library Services; and
 5. Establishment of Markets on Land Owned and Controlled by the City of Cockburn.
- (2) delete Policy 'Social Media'; and
- (3) adopt the following policies with no changes:
 1. Completion of Firebreaks on Private Property;
 2. Usage and Management of Community and Sporting Facilities;
 3. Community Funding for Sporting Clubs and Individuals;
 4. Sports Hall of Fame;
 5. Prohibition of Exotic Animals in Circuses; and
 6. City of Cockburn Art Collection.

COMMITTEE RECOMMENDATION
MOVED Cr P Corke SECONDED Cr M Separovich

That the recommendation be adopted subject to amending the 'Live Streaming at Council Meetings' Policy to include the words 'and Audit and Strategic Finance Committee meetings' after the words 'Special Council Meetings' in the first paragraph under the heading 'Policy Statement'.

CARRIED UNANIMOUSLY 3/0

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Reason for Decision

To clarify that the Audit and Strategic Finance Committee is also live streamed as it is conducted with open doors.

Background

Following the completion of the Policy Review Project, all Policies and associated Delegated Authorities are to be reviewed over a two year cycle.

Submission

N/A

Report

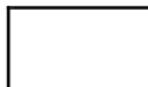
The Community Services Division comprise of the following Policies:

- Access and Equity
- Acknowledgement of Traditional Custodians
- Elected Member Communication
- City of Cockburn Artwork Collection
- City of Cockburn Branding and Logos
- Live Streaming at Council Meetings
- Social Media
- Incoming Sponsorship
- Library Services
- Completion of Firebreaks on Private Property
- City of Cockburn Use of Closed Circuit Television (CCTV) System
- Usage and Management of Community and Sporting Facilities
- Community Funding for Sporting Clubs and Individuals
- Sports Hall of Fame
- Establishing Markets on Land Owned or Controlled by the City of Cockburn
- Prohibition of Exotic Animals in Circuses
- Community Funding to Support Local Economic Development (Grants) – (adopted at OCM September 2020)

The majority of the policies above have been reviewed and either amended, or are to be retained in their present form, with the exclusion of the following Policies, which will be presented at the February 2021 Delegated Authority and Policies Committee meeting:

- Access and Equity
- Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)
- Acknowledgement of Traditional Custodians
- Elected Member Communication

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The following policies in relation to the Corporate Communications, Libraries and Recreation and Community Safety Business Units, have been reviewed and presented for consideration:

Policy Title	Description	Comment
City of Cockburn Branding and Logos	Policy Statement updated	The policy statement has been updated in Clause (3) to reflect the intent in Clause (1) and a separate new Clause (4) has been inserted that applies to all Elected Members
Live Streaming at Council Meetings	Policy Statement updated	The policy statement updated to include, as per a Council decision, that the meeting will be livestreamed with live captioning not just recorded.
Incoming Sponsorship	Policy Purpose and Policy Statement updated	The Policy purpose has been amended to improve legibility; amend some words from US spelling; Minor amendments to Clause (2) 1 to include junk food sponsorship as being inappropriate along with alcohol and tobacco related products in line with "Healthy Cockburn" objectives; The inclusion of Clause (9), regarding the gifting of pens as souvenirs, to provide a more relevant place in the document.
Library Services	Policy Statement updated	In response to Council's relief measures to Covid-19 the library no longer charges a fine for overdue library items. However if items are not returned and become eight weeks overdue an invoice for the items is then referred to a materials recovery agency whereby a charge is imposed to cover the costs



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Policy Title	Description	Comment
		of the service.
Establishment of Markets on Land Owned and Controlled by the City of Cockburn	Policy Statement updated	Minor wording changes reflecting correct terminology with regard to community engagement practices with residents and local business. Removal of fees within policy as policy should only refer to assessment criteria. Fees for markets will be amended as required under the City's annual Fees and Charges.

The following policies have been reviewed and no amendments are proposed. It is recommended they be retained in their present form:

Policy Title
Completion of Firebreaks on Private Property
Usage and Management of Community and Sporting Facilities
Community Funding for Sporting Clubs and Individuals
Sports Hall of Fame
Prohibition of Exotic Animals in Circuses
City of Cockburn Art Collection

The Policy on Social Media is recommended for deletion as this is no longer required. It is now included in the Elected Member and Employee Code of Conduct respectively.

Strategic Plans/Policy Implications

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

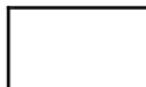
N/A

Legal Implications

Sections 5.42 and 5.44 of the Local Government Act 1995 refer.

Community Consultation

N/A



Item 12.1

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Risk Management Implications

Adoption of the recommendation will ensure Council Policies are aligned to the adopted Policy Framework and provide a consistent approach for the development, review and implementation of policies.

Advice to Proponents/Submitters

N/A

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

Nil



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Item 12.1 Attachment 1

DAP 26/11/2020

Title	City of Cockburn Branding & Logos
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Policy Type

Council **policy**

Policy Purpose

To protect and clarify the use of the City's corporate branding and logos and to control the use of the title 'City of Cockburn'.

Policy Statement

- (1) Office of the Mayor Gold Crest

The Office of the Mayor Gold Crest (the crest) retains the historical and ceremonial significance of the City. The crest is used on all Mayoral stationary, e-Signature, the Mayor's name badge, the Mayoral chain, Mayoral attire, the City flag (used for Civic Events), decor in and around the Mayor's office and for other Mayoral related activities. It may also be used in combination with the City's logo on invitations to civic events. Otherwise the Crest is not to be used for any other purpose.

- (2) City of Cockburn corporate logo

The logo represents the City of Cockburn and must be used on all online and hard copy internal and external communications and marketing material used by staff and Councillors.

- (3) Use of the corporate logo by **Elected Members Councillors**

Elected Members Councillors may only use City of Cockburn branded material, including but not limited to stationary, badge, e-signatures, headed paper, envelopes, for the purpose of their official duties.

- ~~(4)~~ The corporate logo may not be used for promoting the political interest of Elected Members or of any State or Federal Political Party or representative.

- ~~(4)~~(5) Community usage of the logo

In cases where the City supports an organisation financially or in kind, or is a project partner, it may be part of the agreement that the organisation must use the City's logo in agreed marketing material for the duration of the agreement.

[1]



DAP 26/11/2020

Item 12.1 Attachment 1

Title	City of Cockburn Branding & Logos
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Strategic Link:	Communications Strategy & Action Plan
Category	Governance
Lead Business Unit:	Corporate Communications
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	10 September 2020
Next Review Due: (Governance Purpose Only)	March 2021
ECM Doc Set ID: (Governance Purpose Only)	4133992

[2]

Item 12.1 Attachment 2

DAP 26/11/2020

Title	Live Streaming at Council Meetings
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

Council has approved the live streaming of Council meetings through the website to make the meetings more accessible. Live streaming means that residents are able to watch the Council meeting from home if they are unable to leave home because of personal circumstances, such as;

- may not have a babysitter,
- feel unsafe leaving home in the evening,
- have a disability that makes it difficult to attend,
- are otherwise unwell / injured
- only interested in one item and do not wish to sit through the whole Council meeting.

A further benefit is increased transparency of Council's processes.

The recording of the meeting will also serve as a record of the minutes.

This policy details which meetings will be live streamed and how the public will be made aware.

Policy Statement

Ordinary Council meetings, ~~and~~ Special Council Meetings ~~and~~ Audit and Strategic Finance Committee meetings will be audio visually recorded and live streamed with live captions from the start of the meeting until the end of the meeting except when the Council has resolved to go behind closed doors.

The recording with transcript and captions will be uploaded to the website as soon as practical after the meeting.

The Presiding Member will make an announcement at the start of every meeting, drawing attention to the fact that Council meetings will be web streamed and that the recordings will be made available on the website. He will advise the public that they should be aware of this when speaking at the meeting.

A sign will be prominently displayed at each Council Meeting notifying attendees that the meeting will be web streamed.

[1]



DAP 26/11/2020

Item 12.1 Attachment 2

Title	Live Streaming at Council Meetings
Policy Number <small>(Governance Purpose)</small>	



The City will ensure that all information is accessible and offered in alternative formats upon request in line with the City's commitment contained within its Disability Action and Inclusion Plan.

All recordings are to be retained as part of the City's records in accordance with the State Records Act, 2000.

Strategic Link:	Corporate Governance Charter
Category	Governance
Lead Business Unit:	Corporate Communications
Public Consultation: <small>(Yes or No)</small>	No
Adoption Date: <small>(Governance Purpose Only)</small>	13 September 2018
Next Review Due: <small>(Governance Purpose Only)</small>	September 2020
ECM Doc Set ID: <small>(Governance Purpose Only)</small>	9019782

[2]



Item 12.1 Attachment 3

DAP 26/11/2020

Title	Incoming Sponsorships
-------	-----------------------



Policy Type

Council

Policy Purpose

The City ~~conducts-delivers~~ an extensive annual events program ~~mainly funded from the Municipal Budget~~. The City may seek external sponsorship to help off-set the cost of these community events. ~~While the City allocates funds from the Municipal Budget to conduct the events program,~~

~~This policy applies to all City of Cockburn employees in all business units and external service areas. The policy applies to cash and in-kind sponsorship. It excludes giveaways such as pens, which are provided under approved co-funded or partnership activities.~~

The purpose of ~~developing-anthe~~ Incoming Sponsorships policy is to:

1. Outline the objectives for seeking and accepting sponsorship.
2. Define the processes for approaching, negotiating and entering in to sponsorship agreements.
3. Maintain some consistency across sponsorships undertaken by different business units.
4. Clarify the accountability and responsibility pertaining to each sponsorship agreement.
5. Protect the City's brand and reputation through choice of sponsor, transparency and fulfillment of the sponsorship.

Policy Statement

The objective of procuring sponsorships for the City is to acquire funds or materials required outside of core operational budgets to enable the development of additional functions and enhancement of existing services and activities, which will benefit the Cockburn community.

Sponsorship agreements shall not impose or imply conditions which would limit, or appear to limit, the ability of the City of Cockburn to carry out its functions or restrict the City's ability to ensure that services, events and programs are accessible to all.

The City must consider when seeking sponsorship from any organization, whether it is competing for funds with not-for-profit groups or charities. If it does, the officer requesting sponsorship must justify why it should, how it will benefit the community and why funds are not otherwise available. This does not apply when the sponsorship is sought for a benevolent purpose.

- (1) Officers must discuss potential sponsorships with the Marketing and Communications Coordinator or Manager, Corporate Communications prior to approaching a potential sponsor. This is to:

[1]



Title	Incoming Sponsorships
-------	-----------------------



1. Ensure consistency with the Policy and procedures.
 2. Ensure the suitability of the proposed sponsor (see 'Inappropriate Sponsors' below).
 3. Avoid multiple approaches by various City business units to one organization
 4. Enable appropriate acknowledgement of sponsors by the Elected Members and in Council marketing activities.
 5. Ensure alignment with the City of Cockburn's values.
 6. Establish clearly defined objectives to enable the City to evaluate the outcome and results.
 7. Check that the sponsor is not in any dispute with the City (e.g. legislative)
- (2) Inappropriate sponsors, as mentioned below, must not be engaged in order to protect the City of Cockburn and its community from unnecessary controversy and criticism. Sponsors regarded as inappropriate include:
1. Any company linked to gambling (except for Lottery West) or engaged in the manufacture, marketing or distribution of cigarettes, tobacco related products, junk food or alcohol.
 2. Those of a distinct political nature (organization or individual).
 3. Any company which contravenes, or is not aligned with, the City of Cockburn's policies or activities.
 4. Any company that does not reflect the City of Cockburn's values and does not meet community standards relating to reasonable expectations, or could bring the reputation of the City into disrepute in any way.
 5. Any company whose products are in conflict with the aims or objectives of the City of Cockburn.
 6. Any company where residents could perceive a conflict of interest. Sponsorship from lobby groups will be at the sole discretion of Council.
- (3) The following points must be adhered to when considering or accepting sponsorship:
1. Funds must be used to enhance the event, service or project they were secured for.
 2. The officer securing sponsorship must ensure that the cost in time or resource to secure and administer a sponsorship must be no more than the sponsorship amount secured.

[2]

Item 12.1 Attachment 3

DAP 26/11/2020

Title	Incoming Sponsorships
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- 3. Each sponsorship must be supported by a written agreement outlining the benefits and obligations pertaining to both parties, signed by authorized representatives of the City of Cockburn. For in-kind donations with a value of less than \$250 ex GST, an email confirmation will suffice.
- 4. The duration of sponsorship agreements shall be fixed and not usually exceed a period of one year unless approved by the Manager, Corporate Communications.
- 5. The City will provide a level of recognition to a sponsor, which fairly reflects the contribution and optimizes the benefit derived from the association with the City.
- 6. The provision of free space at shopping centers does not require an agreement.
- 7. Officers securing sponsorship must update the incoming sponsorship register for the organization, detailing the sponsor name, event/function supported, date, officer responsible, the benefits secured (e.g. money, products supplies), confirmation that the sponsor has been contacted after the event, the outcome and benefits of the sponsorship provided to demonstrate that the City has fulfilled its obligations, if necessary. The officer responsible for securing the sponsorship is responsible for updating this register (Doc Set ID Incoming Sponsorship Register). There is no need to add State or Federal Government funding which is recorded elsewhere.
- 8. Officers involved with securing sponsorship must declare an interest if they, or a member of their family, has a personal, or other, association with the sponsor.
- 8-9. It excludes giveaways such as pens, which are provided under approved co-funded or partnership activities.

Strategic Link:	Communications Strategy & Action Plan
Category	Governance
Lead Business Unit:	Corporate Communications
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	14 March 2019
Next Review Due: (Governance Purpose Only)	March 2021
ECM Doc Set ID: (Governance Purpose Only)	4131713

[3]



Title	Incoming Sponsorships
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[4]

Item 12.1 Attachment 4

DAP 26/11/2020

Title	Library Services
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Policy Type

Council **Policy**

Policy Purpose

This policy provides the City and the community with a clear and consistent framework for the management of the City's libraries and its resources.

Policy Statement

(1) Membership

In accordance with the Library Board of Western Australia Act 1951-1985, members of the community are invited to apply for library membership by providing proof of their identity and current residential address in accordance with the Conditions of Membership statement and agreeing to the Terms and Conditions of Use. Categories of membership with restricted conditions are available for people without proof of address.

Any person under 16 years of age must have their membership application authorised by their parent or legal guardian.

Conditions of library use are outlined in the libraries' terms and conditions and are agreed to at the time of membership.

~~Fines for overdue library loans and materials recovery fees for long overdue items~~ shall be levied in accordance with Regulation 14(1) of the Library Board of WA Act 1951-1985. ~~Fees and charges~~ will be determined by Council's adopted Fees and Charges in the Annual Budget. Temporary suspension of membership will be applied to any library member who retains library materials and/or has an outstanding debt.

(2) Confidentiality

In normal circumstances the library does not make available the personal details or borrowing history of any library member unless an 'order to produce' is presented pursuant to federal, state, or local law. However in the event that a member fails to return long overdue library items personal details will be made available to a material recovery agency to facilitate the return of these items.

(3) Library Collections

Cockburn Libraries is committed to enhancing and maintaining a collection of library materials and resources to support the informational, educational, recreational and cultural needs of the community. Purchase of library materials demonstrates the City's commitment to enhancing the collection to a very high standard to supplement

[1]



Title	Library Services
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library materials provided by the State Library of Western Australia. Collections will meet the Collection Development Guidelines for Cockburn Libraries.

Donations will be accepted on the understanding that the material donated becomes the property of the City of Cockburn. The Library reserves the right to include or not to include donated materials in its collections or to dispose of such materials in any way which in the opinion of the Manager, Library Services is in the best interests of the Library Service. The Library Service will not be bound in any way whatsoever to account to donors for the manner of the disposal of donated materials.

Cockburn Libraries endorse the Statement on Free Access to Information (Adopted 2001, amended 2007), the Statement on Libraries and Literary (Adopted 1979, amended 1996, 2006) issued by the Australian Library and Information Association and the United Nations 2030 Agenda for Sustainable Development (Adopted September, 2015).

The Library will not exercise censorship in the selection of materials by rejecting on moral, gender, individual lifestyle, political, racial or religious grounds alone material which is otherwise relevant to the purpose of the Library and meets the standards, such as historical importance, intellectual integrity, effectiveness of expression or accuracy of information which are required by the Library Service. Material will not be rejected on the grounds that its content is controversial or likely to offend some section of the Library's community. Library resources are available to all library users without restriction, except where legally required, or as set out in the Library's loan conditions. The library encourages parents/carers to set their own family rules in consultation with their child. It is the responsibility of parents/carers to monitor young people's selection and use of library resources.

(4) Public Internet Access

Library Services will provide access to computer and Internet facilities and Wi Fi access in accordance with the Public Internet Usage Guidelines. To facilitate equitable access to computers, a member is required to use the booking system and will be limited to a specified amount of computer access per day as determined by the conditions of use.

The City cannot guarantee continuous Internet access during the time booked.

Access to printing will be available for a fee as determined by Council's adopted Fees and Charges in the Annual Budget.

(5) Supervision of Children

The responsible parent, legal guardian or caregiver must supervise their children while in the library. The following principles apply:

1. Children (under 13 years of age) are not to be left unattended at any time.
2. The City takes no responsibility for the welfare of unattended children
3. A child left unattended in a public library may be classed as a "child at risk of harm" under section 28(2) of the Children and Community Services Act 2004 and may be reported to the police or Department of Child Protection. A parent

[2]

Item 12.1 Attachment 4

DAP 26/11/2020

Title	Library Services
--------------	-------------------------



who leaves an unattended child in a Cockburn Library may be breaching the Children and Community Services Act 2004 (failing to protect a child from harm s.101)

(6) Public Welfare

All users are expected to behave in a manner that is appropriate to the nature of the library. Those who misuse the library or adversely impact other users can be banned from the libraries at the discretion of the Manager, Library Services under section 29 of the Library Board Act 1951-1985 and, if appropriate, referred to the police and/or other authorities.

(7) Copyright

Cockburn Libraries support and uphold the rights of copyright owners as documented in the Commonwealth Copyright Act 1968.

Strategic Link:	Community, Lifestyle & Security
Category	Libraries
Lead Business Unit:	Library Services
Public Consultation: (Yes or No)	Yes
Adoption Date: (Governance Purpose Only)	13 December 2018
Next Review Due: (Governance Purpose Only)	December 2020
ECM Doc Set ID: (Governance Purpose Only)	8028320

[3]



Title	Establishment of Markets on Land Owned and Controlled by the City of Cockburn
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

The purpose of this policy is to:

1. To provide guidance to commercial operators and not for profit entities on the requirements the City has in respect to the establishment of markets on land owned or controlled by the City.
2. To ensure that markets that are held on City owned or managed land, do not adversely impact on local businesses, but are successful, sustainable and appropriately accessible to the public.

Policy Statement

The City will consider requests for markets to be held on reserves, whereby the Administration will determine whether markets are deemed a compliant land use for the activity on which the proposed markets are to be established. The criteria to assess market applications are dependent on the number of bookings as follows:

- (1) Bookings of between one (1) and five (5) occasions per calendar year
 1. Bookings will be accepted for active and passive reserves.
 2. ~~Appropriate community engagement of notification to~~ residents ~~is~~ to be carried out to those living at least within 100 metres from the proposed site. The ~~notification community engagement materials are~~ to include at a minimum ~~at the~~ proposed location, start date, finish date, frequency, start and finish times, the availability of toilets / parking and number of stall holders.
 3. A traffic management plan to be provided that demonstrates access to the site and sufficient parking to meet the anticipated demands.
 4. ~~Appropriate community engagement of survey of local~~ compatible businesses within one (1) kilometre of the proposed site to be carried out. ~~The community engagement materials are to include~~ at a minimum ~~a proposed location, start date, finish date, frequency, start and finish times, the availability of toilets / parking and number of stall holders.~~
 5. Demonstrate that there are sufficient ablution, power and water facilities on site or they will be provided by the proponent.
 6. Provision of a plan that demonstrates that waste generated on the site can be disposed of.
 7. ~~For profit entities with a license shall be required to pay a fee of \$5.00 per market stall per occasion, to cover the cost of administration and the use of City land. This fee will be in addition to any applicable ground/reserve hire charges.~~

[1]



Item 12.1 Attachment 5

DAP 26/11/2020

Title	Establishment of Markets on Land Owned and Controlled by the City of Cockburn
Policy Number (Governance Purpose)	



- 8. All other planning, building and health approvals as required.
- (2) Bookings of six (6) or more occasions per calendar year
 - 1. Bookings will be accepted for passive reserves only.
 - 2. All applications require a Development Application.
 - 3. Appropriate community engagement survey of local residents is to be carried out to those living at least within 100 metres from the proposed site. The community engagement materials are survey to include at a minimum the proposed location, start date, finish date, frequency, start and finish times, the availability of toilets / parking and number of stall holders.
 - 4. A traffic management plan to be provided that demonstrates access to the site and sufficient parking to meet the anticipated demands.
 - 5. Appropriate community engagement of local compatible businesses within one (1) kilometre of the proposed site to be carried out. The community engagement materials are to include at a minimum the proposed location, start date, finish date, frequency, start and finish times, the availability of toilets / parking and number of stall holders.
 - 5-6. Demonstrate that there are sufficient ablution, power and water facilities on site or will be provided by the proponent.
 - 6-7. Provision of a plan that demonstrates that waste generated on site can be disposed of.
 - 7-8. For profit entities with a license shall be required to pay a fee of \$5.00 per market stall per occasion, to cover the cost of administration and the use of City land. This fee will be in addition to any applicable ground/reserve hire charges
 - 8-9. All other planning, building and health approvals as required.

(3) Definitions

Active Reserve: public open space that is used for organised sports, generally hired by sporting clubs.

Booking: single date of market.

Market: A gathering of people for the purchase and sale of food and goods.

Passive Reserve: public open space not used for organised sports.

Strategic Link:	Community, Lifestyle and Security
Category	Sport and Recreation
Lead Business Unit:	Recreation and Community Safety
Public Consultation: (Yes or No)	No
Adoption Date:	14 March 2019

[2]



Title	Establishment of Markets on Land Owned and Controlled by the City of Cockburn
Policy Number (Governance Purpose)	



(Governance Purpose Only)	
Next Review Due: (Governance Purpose Only)	March 2020
ECM Doc Set ID: (Governance Purpose Only)	4603436

[3]



Item 12.1 Attachment 6

DAP 26/11/2020

Title	Social Media
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

The City of Cockburn uses Social Media to facilitate interactive information sharing and to provide responsive feedback to the community.

Policy Statement

(1) General Principles

1. This policy applies to any social media accounts, media sharing networks, blogging networks, micro-blogging networks and apps that the City uses, maintains or contributes to.
2. The City of Cockburn may post and contribute to social media hosted by other parties to ensure that the City's strategic objectives are appropriately represented and promoted.
3. The City of Cockburn actively seeks ideas, questions and feedback from the community, however, expects participants to behave in a respectful manner. The City will moderate its social media accounts to address and where necessary, within a reasonable timeframe, delete content which is deemed as:
 - (a) Offensive, abusive, defamatory, objectionable, inaccurate, false or misleading
 - (b) Promotional, soliciting or commercial in nature
 - (c) Unlawful or incites others to break the law
 - (d) Information which may compromise individual or community safety or security
 - (e) Repetitive material copied and pasted or duplicated
 - (f) Content that promotes or opposes any person campaigning for election to the Council, appointment to official office, or any ballot
 - (g) Content that violates intellectual property rights or the legal ownership of interests or another party; and
 - (h) Any other inappropriate content or comments deemed inappropriate.

Where a third party contributor to a City of Cockburn social media account is identified as posting content which is deleted in accordance with the above, the City may at its complete discretion block that contributor for a specific period of time or permanently.

[1]



Title	Social Media
Policy Number (Governance Purpose)	



(2) Use of Social Media in Emergency Management and Response

The City will use social media to communicate and update the community during an emergency incident. Where the City is not the lead agency this will be by sharing lead agency information without creating additional information.

(3) Employee and Elected Member use

1. Employee use of social media is specifically covered under the Employee Code of Conduct.
2. Elected Member use of social media is specifically covered under the Elected Member Code of Conduct.

(4) Official communication undertaken on behalf of the City on Social Media accounts and third party social media accounts must be created and retained as local government records in accordance with the City's Record Keeping Plan, Records Management.

Strategic Link:	Communications Strategy & Action Plan
Category	Governance
Lead Business Unit:	Corporate Communications
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	14 March 2019
Next Review Due: (Governance Purpose Only)	March 2021
ECM Doc Set ID: (Governance Purpose Only)	4134599

To be deleted

[2]

DAP 26/11/2020

Item 12.2

12.2 (2020/MINUTE NO 0029) PROPOSED AMENDMENT TO POLICY 'USE OF CLOSED CIRCUIT TELEVISION (CCTV) SYSTEM'

Author M Emery
Attachments 1. Proposed Amendment - Policy 'Use of Closed Circuit Television (CCTV) System' [↓](#)
 2. Public Consultation - CCTV Policy (October 2019) [↓](#)

RECOMMENDATION

That Council adopt proposed amendments to Policy 'City of Cockburn Use of Closed Circuit Television (CCTV) System', as attached to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED UNANIMOUSLY 3/0

Background

The City has a long history in using CCTV for improving community safety, protecting City and public infrastructure, improving amenity, and assisting law enforcement agencies in general crime prevention.

Since 2012, the City has expanded from eight (8) CCTV cameras located at Coogee Beach to 325 fixed cameras across a number of the City's facilities and popular public open spaces. The growth in CCTV cameras has been possible because of emerging technologies and a greater perception of safety by the public.

Submission

N/A

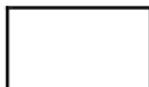
Report

The current 'Use of Closed Circuit Television (CCTV) System' Policy (refer Attachment 1) has been reviewed and updated to ensure it meets the contemporary needs of adapting technology.

The most recent review shows that there were gaps in the interpretation of event triggered alerts, and of not necessarily emphasising that these alerts would be triggered by the use of artificial intelligence (AI) software.

This same AI software has in recent years expanded significantly from basic event triggering to identifying faces (facial recognition), recording license plates (LPR) and deep learning abilities for smart alerting of specific scenarios or events captured by CCTV cameras.

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The proposed amendments to the Policy will enhance the City's ability to grow the CCTV network and to commence an initial roll-out of AI powered CCTV cameras as part of a pilot project within Cockburn Central.

Strategic Plans/Policy Implications

Community, Lifestyle and Security

A vibrant healthy, safe, inclusive and connected community.

- Facilitate and advocate for increased community safety.

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

N/A

Legal Implications

CCTV is governed by the *Surveillance Devices Act 1998* (Act) within Western Australia and currently there is no Commonwealth legislation governing this activity.

The Act is silent on the use of AI programs. The City understands that WA Police have sought advice on the use of such technology from the State Solicitor's Office. WA Police consider the use of AI software legal and are currently partnering with several state and local authorities to expand the use of this technology.

Community Consultation

In October 2019, the City completed community consultation and received approximately 100 responses (refer Attachment 2). Within the consultation survey, statement six (6) referred specifically to video analytics (AI);

Statement 6: 'The end user design of a CCTV system falls predominantly into two types, monitored and reactive playback. Studies have shown that constant monitoring by humans (monitored) is not effective or efficient and unsustainable for larger CCTV installations. Based on this research there will be continued emphasis to test and trial new technologies such as, but not limited to video analytics programming.'

Statement 6, received high levels of community support, with 90 in 'support', 10 'neutral' and one 'not supportive'



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Risk Management Implications

There are low levels of risk to the City by enacting the proposed changes. The City has sought clarification from WA Police on the use of such AI systems and understands they have been readily utilised at other local government authorities and state agencies.

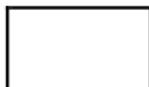
There is a moderate level of operational risk, should the changes be rejected. The City's rapidly expanding CCTV network cannot be physically manned and monitored without either a significant cost in employing additional staff or the use of AI.

Advice to Proponents/Submitters

N/A

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

Nil



Title	City of Cockburn Use of Closed Circuit Television (CCTV) System
Policy Number <small>(Governance Purpose)</small>	



Policy Type

Council

Policy Purpose

The purpose of this policy is to provide a framework for the overarching use and installation of CCTV in public locations or private property where there is collaboration with the City. CCTV is an established technology and is continually evolving. The proliferation of CCTV within the community has been the result of the foreseen benefits of CCTV.

Policy Statement

The City of Cockburn has endorsed a Community Safety and CCTV Strategy which details Council’s level of support for the implementation of Closed Circuit Television as a tool to reduce criminal and anti-social activity.

CCTV does not absolutely prevent crime or anti-social behaviour, but can reduce the incidence of opportunistic anti-social behaviour and may provide forensic evidence when such events occur. In 2016, the City of Cockburn signed a Memorandum of Understanding with the WA Police to share data from the City’s CCTV system to further enhance community safety.

Evidence suggests that CCTV improves the public perception of safety and reduces their fear of being a victim of crime in public places.

This Policy describes the criteria to be used when a new installation is being considered for deployment.

- (1) CCTV will be installed where recurrent anti-social or criminal behaviour has been identified or installed as a proactive measure to minimise damage to Council facilities.
- (2) CCTV installations will meet the requirements of the City of Cockburn Community Safety and CCTV Strategy and the Australian New Zealand Policing Advisory Agency - Recommendations for CCTV Systems or any other relevant industry standards considered appropriate.
- (3) CCTV installations will be clearly signed. In some instances, where covert cameras are used for monitoring breaches to Local Laws, such as dumping of rubbish, it may not be appropriate to install signage, but all efforts will be made to advise nearby residents as required.
- (4) The use of “dummy” or replica Cameras is not permitted
- (5) CCTV cameras may be passive or “event activated” for recording purposes.

[1]

Item 12.2 Attachment 1

DAP 26/11/2020

Title	City of Cockburn Use of Closed Circuit Television (CCTV) System
Policy Number (Governance Purpose)	



- (6) CCTV installations may be deployed on City or private land, with the permission of the land owner. Installations may be permanent or temporary. At times, the City may need to negotiate for the use of land and use of utilities, such as power, during the installation and ongoing operation of the CCTV system.
- (7) Access to any CCTV footage and other operational matters will be controlled through a Code of Practice that is consistent with all [relevant](#) State and Commonwealth legislation.
 - (8) [A CCTV system may use automated software to:](#)
 - [scan passive footage to identify vehicles,](#)
 - [alert of the presence of people,](#)
 - [confirm a specific activity has occurred, and](#)
 - [identify people.](#)
 - (9) [The City may store images of vehicles, people and other identifying details for the purposes of evidence retention, community safety and assisting law enforcement agencies provisioned through a Memorandum of Understanding or an order by a court.](#)

Strategic Link:	Community Safety and CCTV Strategy
Category	Public Health & Security
Lead Business Unit:	Recreation and Community Safety
Public Consultation: (Yes or No)	Yes
Adoption Date: (Governance Purpose Only)	12 December 2019
Next Review Due: (Governance Purpose Only)	December 2021
ECM Doc Set ID: (Governance Purpose Only)	8968124

[2]



Review of Draft CCTV Policy Amendments

September/October 2019
Public Comment Period Feedback



1. Overview

The community was invited to provide feedback from 26 September 2019 to 17 October 2019 on the draft updates to the City's CCTV Policy (the Policy). The City collected a total of 101 responses through the advertised comment period.

The majority of respondents (99) live in the City of Cockburn, with Atwell (17), Beeliar (12) and Yangebup (11) the most represented suburbs.

Respondents were asked to indicate whether they support or oppose each statement listed in the Policy, their overall level of satisfaction with the Policy and whether they would make any changes.

For each statement, at least 85% of respondents indicated they "support" the statement. 96% indicated they "agree" or "strongly agree" they are satisfied with the Policy. 90% indicated they would not change anything about the Policy.

Comments highlighted a strong level of support for CCTV use in the City and a desire for more. A very small minority (0.009%) indicated they believe there are too many cameras and 0.09% indicated they were unable to support the Policy without inclusion of the City's Code of Practise.

2. Engagement Summary

City of Cockburn residents, ratepayers and visitors were invited to provide their feedback on the Policy via an online survey hosted on the City's engagement website, Comment on Cockburn or by writing a submission to the City of Cockburn (accepted via email or post).

To encourage feedback, the City ran a "Win a Dashcam" competition. One respondent was randomly selected as the recipient of the dashcam.

The City advertised the engagement to the community via the following means:

- Newspaper advertisement published in Cockburn Gazette.
- Media release published in Cockburn Gazette.
- Media release published on the City of Cockburn website linking to the online survey.
- Facebook post published on the City's Facebook page.
- Youtube video published on the City's Youtube feed.
- Instagram story published on the City's Instagram story.

3. Engagement Outcomes

A total of 101 responses were received during the public comment period. All responses were lodged via the online survey.



A breakdown of the responses and comments has been provided below. In the interest of transparency, responses have been transcribed verbatim with minimal editing. Therefore some spelling and/or grammatical errors may exist.

Statement 1. CCTV will be installed where recurring anti-social or criminal behaviour has been identified or installed in a proactive measure to minimise damage to Council facilities.	
Support	98
Neutral	3

Statement 2. CCTV installations will meet the requirements of the City of Cockburn Community Safety and CCTV Strategy and the Australian New Zealand Policing Advisory Agency - Recommendations for CCTV Systems or any other relevant industry standards considered appropriate.	
Support	100
Neutral	1

Statement 3. CCTV installations will be clearly signed. In some instances, where covert cameras are used to monitoring breaches to Local Laws, such as dumping, it may not be appropriate to install signage, but all efforts will be made to advise nearby residents where necessary.	
Support	92
Neutral	5
Do not support	4
Comments	<p>I believe by sign posting where the cameras are, it will not reduce crime or anti-social behaviour, just move it elsewhere out of view of cameras.</p> <p>Dont give offenders a warning. No signage just let the cctv do its job</p> <p>If security camera areas are signed then people are going to most likely refrain from actions that they may be planning on taking. Yes that's a good thing but they shouldn't be acting up anyways so only residents that are a house or 2 away should be made aware of the instillations.</p>

Item 12.2 Attachment 2

DAP 26/11/2020

	Residents should have the right to know when they are being monitored. Covert cameras are not the way to go.
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Of those that **do not support** this statement and provided their reasoning, 75% (3) commented that signage would give offenders warning and therefore would encourage them to keep offending, just elsewhere.

Of those that **do not support** this statement and provided their reasoning, 25% (1) commented that residents should have the right to know when they are being monitored and therefore covert cameras are not suitable.

Statement 4. CCTV cameras may be passive or "event activated" for recording purposes.	
Support	92
Neutral	6
Do not support	3
Comments	<p>I don't think there is any point if it's only going to be recording some areas. Can the footage be stored for a year and then deleted?</p> <p>CCTV cameras need to be monitored 24/7 to be effective... recording for after the fact evidence makes them only 10% effective.</p> <p>There needs to be more clarification on what sort of events activate recording.</p>

Of those that **do not support** this statement and provided their reasoning, 33% (1) commented that only recording some areas would be insufficient, 33% (1) commented that cameras would be ineffective if they are not monitored all the time, and 33% (1) commented they were unable to support without clarification on what events would activate recording.

Statement 5. CCTV installations may be deployed on City or private land, with the permission of the land owner. Installations may be permanent or temporary. At times, the City may need to negotiate for the use of land and use of utilities, such as power, during the installation and ongoing operation of the CCTV system.
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Support	95
Neutral	4
Do not support	2
Comments	Will the council pay towards power bill & how will the householder know how much of their power is being used for CCTV ?? Not supportive of installing in private land.

Of those that **do not support** this statement and provided their reasoning, 100% (1) raised concerns about the cost of running the CCTV camera and if/how reimbursement would work.

Statement 6. The end user design of a CCTV system falls predominantly into two types, monitored and reactive playback. Studies have shown that constant monitoring by humans (monitored) is not effective or efficient and unsustainable for larger CCTV installations. Based on this research there will be continued emphasis to test and trial new technologies such as, but not limited to video analytics programming.	
Support	90
Neutral	10
Do not support	1
Comments	Regardless of so-called studies... CCTV cameras need to be monitored 24/7 to be effective... what is better, catching someone in the act or catching someone after... would you rather prevent a murder or catch the murderer?

Of those that **do not support** this statement and provided their reasoning, 100% (1) commented that CCTV should be monitored 24/7.

Statement 7. Access to any CCTV footage and other operational matters will be controlled through a code of Practise that is consistent with all State and Commonwealth legislation.	
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Item 12.2 Attachment 2

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Support	100
Neutral	1

Do you support the City's position not to utilise dummy cameras as they could lead to a false sense of security for users of public areas?	
Support	86
Neutral	11
Do not support	4
Comments	<p>They are a deterrent of criminal or destructive behavior. Particularly if they are identical to real cameras.</p> <p>Dummy cameras serve no purpose</p> <p>I feel that dummy cameras would make the public feel safer, however if an event did occur in the sight of the fake security camera there would be no evidence of this as the camera does not work</p> <p>Dummy cameras would help to prevent some offenders from attempting an offense, Even if only a small number of offenders are stopped due to dummy cameras set up, it would be worth the effort.</p>

Of those that **do not support** this statement and provided their reasoning, 50% (2) commented that dummy cameras would aid in the reduction of crime, 25% (1) commented that dummy cameras would make the public feel safer and 25% (1) indicated that dummy cameras serve no purpose at all.

Is there anything you would change about the draft revised Policy?



Yes	9
No	91
Comments	<p>I do not believe sign posting cameras in public areas is beneficial.</p> <p>I'm not entirely convinced that have unmonitored cameras are as effective as monitored ones. It seems more reactive than preventative.</p> <p>I believe the Code of Practise needs to be highly transparent, and should be presented upfront as an integrated part of this policy. Without seeing the Code of Practise, I cannot support the draft policy, as how it is applied in practise is the key to its effectiveness and ethics.</p> <p>Survey people who's homes are near the cameras</p> <p>There are some low socioeconomic suburbs that harbour significant crime. I live in Hamilton Hill and our suburb suffers from this. A better monitoring of routes in/out of the suburb would greatly assist.</p> <p>Reactive videos should trigger an alarm when activated but do not require to be constantly monitored, the alarm could be in the reaction to the rangers or security to check out</p> <p>Item 5 needs rewording, currently doesnt read well.</p> <p>Make it so that there are no covert cameras.</p> <p>Fixed security cameras at entrances and exits of housing estates to be included in the Policy.</p>

Of those that said they **would change something** about the Policy, there was no primary consensus about what should be changed. Each respondent provided a different reason.

11% (1) commented they would have all cameras sign-posted; 11% (1) commented they would have no cameras sign-posted; 11% (1) commented they would have cameras monitored 24/7; 11% (1) commented they would integrate the City's Code of Practice into the Policy; 11% (1) commented they would make reactive cameras have an in built alarm that gets triggered for the Rangers to inspect; 11% (1) would re-word Statement 5 to read better; and 11% (1) would have interviews/surveys with nearby residents a requirement.

Item 12.2 Attachment 2

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Overall, I am satisfied with the draft revised Policy:	
Strongly Agree	45
Agree	52
Neutral	2
Disagree	1

Any further comments:
<p>Thank you for taking the communities safety seriously</p> <p>Very supportive of CCTV</p> <p>Would be happy to see significantly more CCTV camera. Not fussed by video surveillance if it is catching and deterring crime.</p> <p>Fully support the use of CCTV but reaction times in the event of an incident should be monitored to be effective for immediate needs. Any technology that deters and/or traces offenders should be adopted.</p> <p>More Cockburn cars driving around at night is needed.</p> <p>No</p> <p>Will these cameras continue during power-outs? Will they operate in conjunction with alarms (silent or audible)?</p> <p>Any sort of security in the community would be beneficial to keep the crime rate down. As per our local chat page, crime has increased around our area, this would make more people aware and just maybe the criminals would be put off.</p> <p>perhaps consider a survey of relevant ratepayers of appropriate locations to place CCTV, as they are the people who are more aware of problematic areas in their</p>



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Item 12.2 Attachment 2

suburb.

I believe the Code of Practise needs to be highly transparent, and should be presented upfront as an integrated part of this policy. Without seeing the Code of Practise, I cannot support the draft policy, as how it is applied in practise is the key to its effectiveness and ethics.

Only people up to no good would be against this. Go for it!

I totally support the use of CCTV, whether it be in a public place or residential. Whilst people think it may be a 'violation of their rights' to be recorded, if you have nothing to hide then surely it's no concern. With the CCTV cameras at the front of our house, we've had enquiries from police asking for footage relating to a burglary incidents and they collected footage. Also an altercation of people on the street which led to youths trying to jump a fence, reported to CoSafe (who were unavailable and the message suggested contacting Cockburn police) which was done and footage saved.

Cctv in shopping centre parking like in gateway will be a good measure

"The city needs to do more to improve security. Not just cameras.

The newer suburbs are far better illuminated at night. Port Coogee/Aubin Grove/Hammond pk for example all have far better street lighting when compared to Hamilton Hill, Coolbellup or Spearwood. The dual standards are simply unacceptable and more needs to be done to modernise the ammenities in the older suburbs. "

Clarity and timeliness of access to data. Ie Theft if number plates in fishing areas- ability to have immediate feedback is useful when contacting police- so that they know the thieves have long gone or are actually still in the area and can be apprehended.

Cameras need to be installed at the entrances and within the Eco-Park, Atwell and suggest there should be one facing the Cockatoo Food Garden/Picnic shelter, within Goodwill Park, Atwell once the water feature is installed to clamp down on any vandalism of an expensive art work and the water tank which has been targetted in the past.

Hopefully the footage can be used to keep people accountable. I think there also needs to be an emphasis on youth resources and resources for the unemployed. Also making sure those with problems stemming from drug-use have facilities available to them to get better. Need to look at the cause of the problems too.

Thank you for improving security greatly appreciated :)

Would need a strong security and ranger presence.

9

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There has to be consequences for the bad behaviour that continues in our community.

I think camera surveillance can be a wonderful deterrent and can assist in the identification of people committing offences. But I also believe it should not replace police on the ground. Having a strong and visible police presence I believe is far more effective than cameras. Prevention is better than cure. Also governments need to be more consistent and stronger on people who commit the crimes. Educate, rehabilitate, or if required incarcerate. In my opinion there is not enough done to stop people committing crime, especially when it comes to repeat offenders.

"Policy 7 I think it should be ""State"" not ""Sate""

Please amend wording to reflect State and Commonwealth on question 1, currently reads Sate

I think it would be great to have a higher CCTV network in the City of Cockburn, especially in new estates that suffer increased criminal activity. We all have a right to feel safe where we live.

Cockburn Council is very receptive to feedback and meets the needs of the community. The CCTV initiative is really most welcome

I think the need to be in streets too to minimize crime. I live I Mudlark Way and we have someone ha going around for 4 weeks. Plus we have had previously also.

I don't believe that more CCVT installations are required. I believe that there is far too much already and that too much monitoring of citizens leads to fear and paranoia and could too easily drift into dangerous territory.

Installing more cameras in the Cockburn train station and other train stations are highly encouraged. There are a lot of cars getting broken into while we pay for parking at the train station.

We had a handbag stolen and a local resident CCTV help us identify the culprit so yes we are all for more CCTV in our area.

Location of the additional camera opposite DOME should be relocated to the Dome side of the street to ensure it covers the area extending south down Chieftain Esplanade

4. Demographics

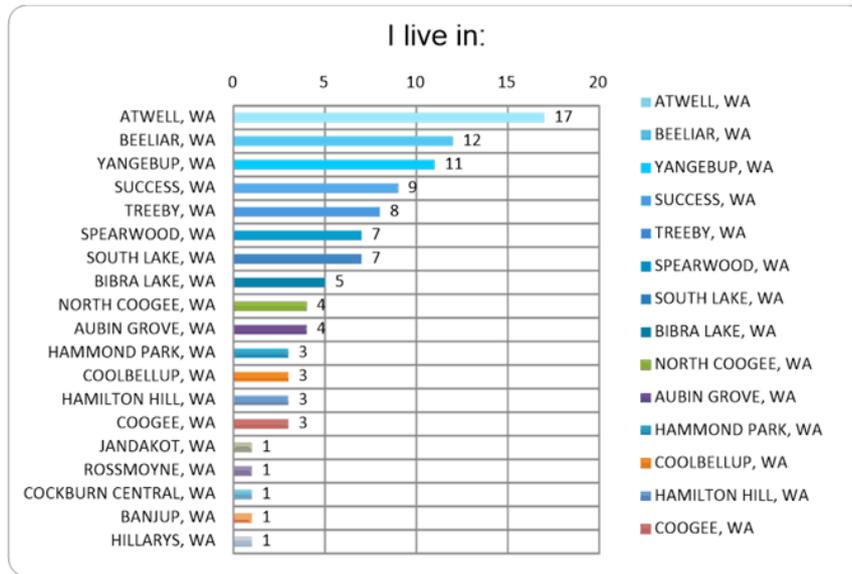
Upon registering to provide feedback via the Comment on Cockburn platform, residents provide their demographic details so that their user experience can be



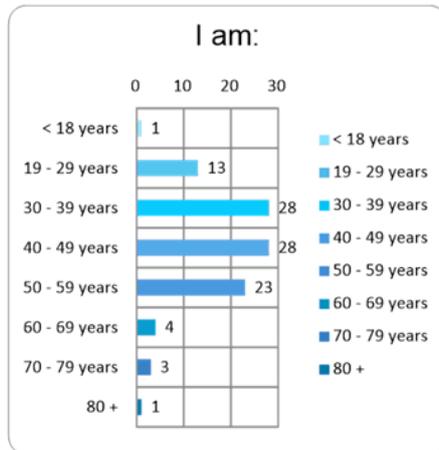
tailored to their needs and interests. The demographic data of respondents has been captured and provided below.

The majority of respondents (99) live in the City of Cockburn, with Atwell (17), Beelihar (12) and Yangebup (11) the most represented suburbs.

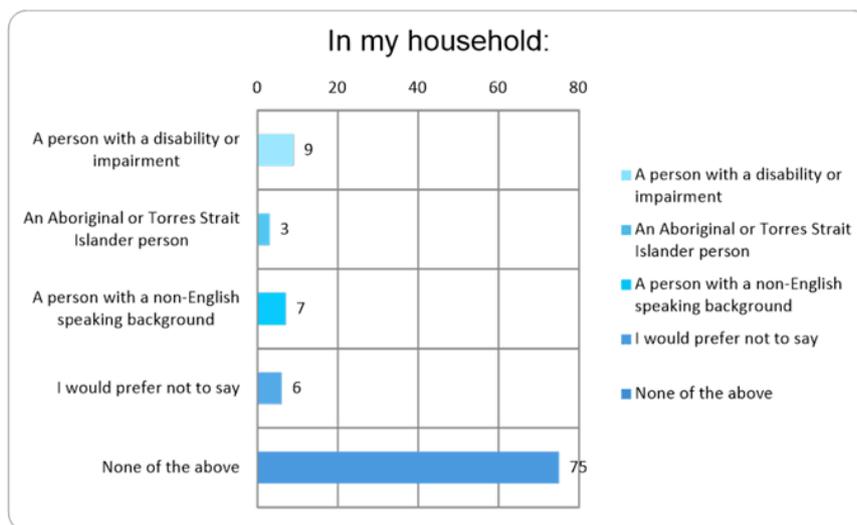
Most respondents were female (62), between the ages of 30 and 50 (56) and from an English-speaking background (94).



Above: Graph showing breakdown of respondents' place of residence.



Above: Graph showing breakdown of respondents' age ranges.



Above: Graph showing cultural and accessibility data of respondents' and respondents' household members.



5. Next Steps

Feedback captured during the public comment period will be provided to the City's Delegated Authorities, Policies & Position Statements Committee (DAPPS) for review and consideration.

The feedback will be used to guide whether the Committee endorses the revisions to the Policy at their November 2019 meeting. Updates will be made available via the City's Comment on Cockburn page at comment.cockburn.wa.gov.au. Survey participants will be notified of the outcome.



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DAP 26/11/2020

Item 13.1

13. EXECUTIVE DIVISION ISSUES**13.1 (2020/MINUTE NO 0030) PAYMENTS TO EMPLOYEES IN ADDITION TO CONTRACT OR AWARD****Author** D Green**Attachments** 1. Policy - Payments to Employees in Addition to Contract or Award [↓](#)**RECOMMENDATION**

That Council adopt the Policy "Payments to Employees in Addition to Contract or Award", attached to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Cr P Corke SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED UNANIMOUSLY 3/0**Background**

The *Local Government Act 1995*, (Act) requires all local governments in the state to adopt a Policy in relation to employees whose service is terminating. The City of Cockburn first adopted such a policy in 1997 and amended it from time to time, until it was transferred to an "Administrative Policy" during a Policy Review exercise in 2018. However, to ensure the intent of the Act is preserved, it is suggested that the Policy revert to a "Council" endorsed document.

Submission

N/A

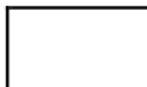
Report

The provisions of Section 5.50 of the Act are in place to ensure there are reasonable controls in place to prevent excessive payments to terminating employees of a local government. For this purpose, the maximum sum provided for in the legislation is the cash equivalent of one year's salary or wages entitlement.

The City of Cockburn also has a system in place for acknowledging long serving employees (over 10 years continuous service, and every five (5) years thereafter, up to 20 years), with a one off bonus payment equivalent to \$100 for each year of service. In addition, employees of over 25 years continuous service are granted a further one week annual leave each year.

These additional acknowledgements may seem generous, however, they are only accessed by a small percentage of the City's workforce, and are considered a relatively minor reward for longevity and loyalty by those employees (refer Attachment 1).

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Recommending that the City of Cockburn does not pay “gratuities” to any employees whose employment ceases, provides for transparency and accountability in managing the monetary expectations of a large and multi-faceted organisation which operates a number of complex workplace arrangements, and increases exponentially with the growth rate of the district. This will continue to be the case until the City is fully developed, which is likely to be 15–20 years.

Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.
- Attract, engage, develop, support and retain our employees to provide exceptional services for the community.

Budget/Financial Implications

Funds are provided in the “Salaries and Wages” accounts of all services and functions for which the City of Cockburn is responsible.

Legal Implications

Section 5.50 of the *Local Government Act 1995* and Regulation 19A of the *Local Government (Administration) Regulations 1996* refer.

Community Consultation

Section 5.50 (2) of the Act provides for occasions when gratuitous payments in excess of this Policy may be considered, subject to appropriate public notice being undertaken.

Risk Management Implications

There is a “Low” level of “Financial” risk and a “Moderate” level of “Brand Reputation” risk associated with this item.

Advice to Proponent(s)/Submitters

N/A

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

Nil



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Item 13.1 Attachment 1

DAP 26/11/2020

Policy	Payments to Employees in Addition to Contract or Award
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Policy Type

Council

Policy Purpose

The purpose of the Policy is to establish a position for the City of Cockburn in relation to severance pay to terminating employees, and to provide a monetary incentive for the long service of employees.

The *Local Government Act 1995 (s5.50 (1))* requires Council to prepare a Policy detailing any payments made to employees in addition to any contract or applicable award.

Policy Statement

- (1) The City of Cockburn will not make payments of gratuities to employees upon retirement or resignation; and
- (2) The City of Cockburn will recognise long periods of service by its employees in a manner approved by the Chief Executive Officer from time to time, subject to funding being available within the relevant area of the budget.

Strategic Link:	Workforce Plan
Category:	Governance
Lead Business Unit:	Executive Services
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	
Next Review Due: (Governance Purpose Only)	
ECM Doc Set ID: (Governance Purpose Only)	

[1]



DAP 26/11/2020

14. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

15. NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING

Nil

16. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS OR OFFICERS

Nil

17. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE

Nil

18. CONFIDENTIAL BUSINESS

Nil

19. CLOSURE OF MEETING

The meeting closed at 6.29pm.



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14. PLANNING AND DEVELOPMENT DIVISION ISSUES

14.1 SIGNIFICANT TREE NOMINATION - AVENUE OF LONDON PLANE TREES - DEAN ROAD, JANDAKOT

Author D Di Renzo
Attachments N/A

RECOMMENDATION

That Council:

- (1) do not include the avenue of London Plane trees within the road reserve of Dean Road, Jandakot on the 'Significant Tree' list; and
- (2) advise the nominator of the decision accordingly.

Background

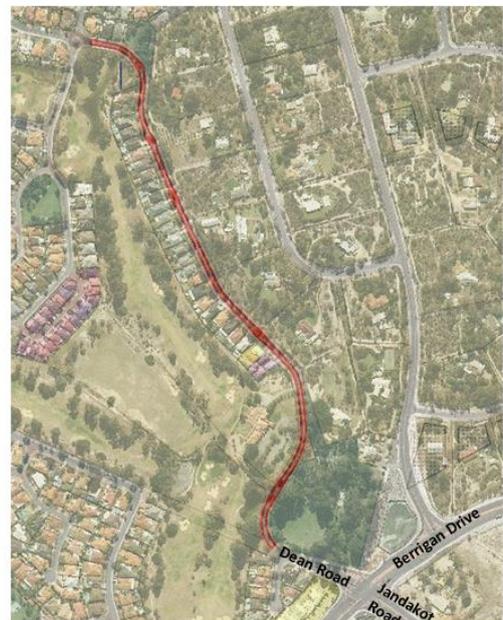
A request has been received from a member of the public, nominating the avenue of trees within the road reserve of Dean Road, Jandakot, for inclusion on the 'Significant Tree' list.

The London Plane trees were planted in the early 1990s when Dean Road was constructed as part of the residential development associated with the Glen Iris Golf Course. They were planted evenly spaced (approximately 15m apart) along both sides of the full length of Dean Road (approximately 1km), and within sections of median.

Today there are approximately 100 well established London Plane trees along Dean Road (see photo and Location Plan below).



Avenue of London Plane trees, Dean Road



Dean Road, Jandakot

It is noted there have been issues raised by some adjacent landowners on Dean Road regarding these trees, including concerns regarding the allergen properties of London Plane trees; and the impact of roots on paving and structures. In response to this, the City arranged for an arborist to inspect some of the trees, and in some cases root guards have been installed to prevent root damage.

Notwithstanding these issues, the purpose of this report is to specifically consider the cultural heritage values of the trees against the 'Significant Tree' criteria adopted by Council and included within the City of Cockburn Local Government Inventory (LGI).

Submission

A nomination has been received from a member of the public, nominating the Dean Road, Jandakot 'avenue of trees' for inclusion on the 'Significant Tree' list.

Report

The City of Cockburn 'Significant Tree' list is included within the City's Local Government Inventory (LGI), which identifies places that are of cultural heritage significance. The purpose of the 'Significant Tree' list is to identify and protect trees that have cultural heritage significance.

The criteria for assessing whether a tree warrants inclusion on the 'Significant Tree' list is set out in the LGI, and this is based on similar principles used to determine the suitability of heritage sites and buildings.

Significant trees are protected through the requirement for planning approval prior to their removal or significant pruning, with a provision in the City of Cockburn Town Planning Scheme No. 3 (TPS3) setting out this requirement.

The nominator has asserted that the Dean Road avenue of London Plane trees meets a number of the criteria for inclusion on the 'Significant Tree' list. The details in support of their nomination for each criterion are outlined below, and comments have been made in relation to each of these:

Historic Value

Nominator's Statement:

"Historic value connected to the establishment of the picturesque Glen Iris Golf Course Estate in 1965."

City's Comments:

The trees were planted in the early 1990s as part of the Glen Iris residential estate of which occurred at the same time as the expansion of the Glen Iris Golf Course. While the trees are considered to have an association with the Estate, and contribute to the amenity of Dean Road, this association does not have any identified cultural heritage

significance, and many residential estates of this era included tree avenue entry statements.

Horticultural Value

Nominator's Statement:

"They are functional, extremely hardy, and resilient in urban conditions, provide a shady canopy (without dangerous falling branches) and have a deep root system. I understand that they have an extraordinary tolerance of atmospheric pollutions. "

City's Comments:

London Plane trees are common street trees throughout the City and these particular trees are not considered to have outstanding horticultural, scientific or genetic value (such as being an important source of propagating stock) that would meet this criterion.

Location or Context

Nominator's statement:

"Aesthetically pleasing, and a major contribution to the landscape and local place character. Glen Iris Golf Course Estate has the main road in lined with mature plane trees which provide an important environmental character to the Glen Iris Golf Course Estate location. The London Plane trees significantly enhance the residential district."

City's Comments:

The avenue of London Plane trees creates an aesthetically pleasing streetscape character and entry statement, particularly given the impact of planting within the median and verges. However, this is not unique to the local character of Glen Iris or Jandakot; and avenue planting themes are common entry features into many residential estates, particularly from the 1990s onwards. There is not considered to be any particularly outstanding or unique aesthetic characteristics to this tree planting that would provide cultural heritage value. Rather the contribution is similar to what you would expect from any avenue of consistent and regular street tree plantings.

Exceptional Size, Age and Form

Nominator's Statement:

"Mature trees. They have been at the entrance to the Glen Iris Golf Course Estate since it was first established. They are big trees with a big presence. Majestic and beautiful."

City's Comments:

The trees are approximately 30 years old, which is not considered to be an exceptional age for street trees. Their size and form reflect their age (the largest specimens are approximately 15m in height), and does not warrant inclusion on the 'Significant Tree' list.

Social Culture or Spiritual Value

Nominator's Statement:

"The London Plane trees lining the entrance to the Glen Iris Golf Course Estate are aesthetically pleasing and provide shade in summer. Many people have chosen to live in the Glen Iris Golf Course Estate after being impressed by the majestic London Plane trees lining the entranceway. They are no different to the Jacaranda trees in Applecross. Hundreds of people drive and walk along Dean Road on a daily basis, and enjoy the park at the entrance to the estate. The London Plane trees provide shade for generations of residents and visitors. Walking around our leafy suburb is an anti-depressant."

City's Comments:

The London Plane trees are considered to contribute to local character in much the same way that street tree avenues do elsewhere across the City, such as the entry to Coolbellup (Waverley Road). It is therefore considered that the London Plane trees of Dean Road have streetscape and local character value rather than cultural heritage significance, as set out in the City of Cockburn's LGI. All street trees are protected for their valuable contribution to local character; the shade they provide; and their environmental values. It is not considered that the contribution of these trees to cultural heritage significance is any greater than that typically seen of well-established, consistent street tree avenue plantings.

Examples Provided

The nominator provided some examples of London Plane trees (and other tree avenues) included on other local government local heritage surveys/inventories.

It should be noted that each Council adopt or use their own criteria, approach and mechanism for protection of 'significant trees' which are not protected through the 'Deemed Provisions' of the *Planning and Development (Local Planning Schemes) Regulations 2015*. Therefore, it is pertinent for the City to consider whether the Dean Road avenue of London Plane trees specifically meet the criteria that have been adopted by Council.

It is noted that a number of the examples provided in other local government areas were associated with significant historical events important to the district (eg: Shire of Denmark 'Place No. 14400 Plane Tree at 41 Mitchell Street, Denmark' was planted as part of Denmark's first school). The City of Melville 'Place No. 25388 Jacaranda and Plane Trees, Applecross' have such high social significance that there is an annual 'Jacaranda Festival'.

Conclusion

The Dean Road avenue of London Plane trees is considered to have streetscape and local character value in a similar way to other comparable well-established street tree avenue planting themes. The trees are not considered to specifically meet the criteria adopted by Council for the 'Significant Trees', as discussed in this report. It is therefore not recommended that the avenue of London Plane trees be included on the 'Significant Tree' list pursuant to the LGI.

It should be noted that these trees are located within the road reserve of Dean Road, and the City protects all street trees to the greatest extent possible in line with the Urban Forest Plan and the Street Tree Master Plan.

In this regard, from time to time, various trees along Dean Road have been inspected by an arborist engaged by the City, and in some cases root guards have been installed to protect driveways and allow them to be retained without damaging property. The City will continue to take this approach to the trees.

Street trees are only considered for removal in the following circumstances:

- Dead or diseased,
- Structurally unsound,
- Obstructing an approved works program, by either the City of utilities,
- Tree root damage to public and/or private assets, where root barrier installation is not viable,
- Damage by a declared storm event,
- Identified as an invasive species.

Strategic Plans/Policy Implications

Environmental Responsibility

A leader in environmental management that enhances and sustainably manages our local natural areas and resources.

- Improve our urban forest and streetscapes across the City.

Community, Lifestyle and Security

A vibrant healthy, safe, inclusive and connected community.

- Recognise and celebrate the significance of cultural, social and built heritage including local Indigenous and multicultural groups.

Budget/Financial Implications

If Council alternatively resolves to advertise the proposed inclusion of the avenue of trees on the 'Significant Tree' list, this will require letters to landowners along Dean Avenue, and a newspaper advertisement at a total estimated cost of between \$500 and \$1,000. This would be undertaken within the Strategic Planning advertising and consultation budget.

Legal Implications

Nil

Community Consultation

No community consultation is proposed given that it is not recommended that the avenue of trees be included on the 'Significant Tree' list. The nominator has been advised that this matter is to be considered by Council, and will be advised of the outcome of this matter.

Risk Management Implications

Given that the trees are located within the road reserve of Dean Road, and the trees will be protected in the normal way that Council protects street trees, the risk level is considered to be "low".

Advice to Proponent/Submitter

The nominator has been advised that this matter is to be considered at the 10 December 2020 Ordinary Council Meeting.

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

Nil

14.2 HAMMOND ROAD DUPLICATION PROJECT - ACQUISITION OF LAND - LOT 7 (222); LOT 22 (304); LOT 14 (275) AND LOT 126 (256) HAMMOND ROAD, SUCCESS; AND LOT 125 (1) DARLOT AVENUE, SUCCESS. ACCOMMODATION WORKS AND CROWN SUBDIVISION AND DEDICATION - LOT 812 (53) BANINGAN AVENUE, SUCCESS.

Author E Parkin

- Attachments**
1. Hammond Road Upgrades Location and scope - From Branch Circus to Bartam Road [↓](#)
 2. Draft Acquisition Agreement - Lot 7 (222) Hammond Road, Success **(CONFIDENTIAL)**
 3. Draft Acquisition Agreement - Lot 22 (304) Hammond Road, Success **(CONFIDENTIAL)**
 4. Draft Acquisition Agreement - Lot 14 (275) Hammond Road, Success **(CONFIDENTIAL)**
 5. Draft Acquisition Agreement - Lot 125 (1) Darlot Avenue, Success and Lot 126 (256) Hammond Road, Success **(CONFIDENTIAL)**
 6. Draft Summary Accommodation Works Lot 812 (53) Banningan Avenue, Success **(CONFIDENTIAL)**

RECOMMENDATION

That Council:

- (1) acquire by agreement, on the terms outlined in Attachments 2, 3, 4 and 5 the below portions of land:
 1. Approximately a 247m² portion of Lot 7 (222) Hammond Road Success,
 2. Approximately a 443m² portion of Lot 22 (304) Hammond Road, Success,
 3. Approximately a 249m² portion of Lot 14 (275) Hammond Road, Success,
 4. Approximately a 179m² portion of Lot 126 (256) Hammond Road, Success,
 5. Approximately a 183m² portion of Lot 125 (1) Darlot Avenue, Success;
- (2) pursuant to section 56 of the *Land Administration Act 1997* (LAA) cede the above portions of land as road reserve;
- (3) pursuant to section 56 of the LAA, cede an additional 1,209m² portion of Lot 14 (275) Hammond Road, Success, purchased by the City in 2004 but not yet ceded, as road reserve;
- (4) pursuant to section 28 of LAA, request that the Minister for Lands dedicate as road, approximately 2,831m² of Lot 812 (53) Banningan Avenue, Success;
- (5) indemnify the Minister for Lands against reasonable costs incurred in granting and undertaking the section 28 and section 56 road

- dedications;
- (6) undertake rectification works at Lot 812 (53) Banning Avenue, Success, as outlined in Attachment 6.

Background

The widening of Hammond Road from single-carriageway to dual-lane is identified in the City's Regional and Major Roadworks 2018-2031 plan, and the City's District Traffic Study 2018.

Estimated costs for the road upgrade indicate a suggested construction value of approximately \$8M. Funding mechanisms include the City's Development Contribution Plan 'DCA1 Success North' which relates to the 'contribution towards widening and upgrading Hammond Road, between Beeliar Drive and Bartram Road, Success.'

The DCA was established in 2002 and since this time various developments along the alignment consistent with the DCA requirements have contributed towards the project, including the ceding of land to the City, consistent with the alignment identified when the DCA was established.

The City has recently been successful for State Government funding towards the duplication and therefore has brought forward this project to 2020-2021.

Upon undertaking the final design to duplicate Hammond Road (from Branch Circus to Bartram Road) it has been identified that further land beyond the road reserve boundary is required than was initially identified.

Attachment 1 provides an illustration of the project location and extent.

It is recognised that road engineering requirements have evolved and impacted on the land requirements as a result. However the DCA scope does not extend to payment for this additional land.

This has made it necessary to initiate a land acquisition process with fifteen properties. Each of these landowners have been contacted by the City over the last 12 months and a collaborative process has been undertaken to inform a design that meets engineering requirements, while attempting to minimise impact on landowners.

The design process is in its final stages and the City has progressed entering into agreements with landowners. Council supported various landowner agreements at both the April and July 2020 Ordinary Council Meetings. The City has progressed further agreements and as a result the purpose of this report is to recommend these to Council.

In total over the last 12 months, the City has sought to progress 17 land agreements to accommodate the Hammond Road Duplication Project.

The status of these agreements is as follows –

- Nine (9) agreements endorsed by Council
- Six (6) agreements seeking council endorsement via this report.
- Two (2) agreements yet to be agreed with landowners and presented to Council as there have been difficulties engaging with landowners.

Submission

N/A

Report

Purpose

The purpose of this report is to acquire by agreement portions of the following parcels of which will collectively be referred to in this report as the 'acquired land':

Land Parcels	Land required (m ²)	Attachment
Lot 7 (222) Hammond Road Success	247	2
Lot 22 (304) Hammond Road, Success	443	3
Lot 14 (275) Hammond Road, Success	249	4
Lot 126 (256) Hammond Road, Success and Lot 125 (1) Darlot Avenue, Success	179 183	5

The report also seeks support for rectification works at Lot 812 (53) Banning Avenue as outlined in attachment 6.

Pursuant to the requirements in Parts 9 and 10 of the LAA, a copy of the Statement of Procedures was provided to each land owner. Section 168 of the LAA authorises the City, on behalf of the State, to enter into an agreement to purchase land that is required for public work, and land owners have the right to claim compensation for the value of the land and improvements taken.

The individual land owners have agreed in principle to the terms of the Acquisition Agreements (refer Attachments 2, 3, 4 and 5). The City agrees to compensate the land owners for the land required, as detailed in the Acquisition Agreements. The compensation amounts agreed to are based on licensed valuations obtained by the City and include, where appropriate, solatium and consequential loss. The compensation amounts reimburse land owners for the cost of obtaining a second valuation by a licenced valuer.

The compensation sought by the owners is reasonable, consistent with the provisions of the LAA and the City recommends Council enter into the agreements as attached. This report serves to satisfy the statutory requirements of the road dedication process - to obtain a resolution from Council to cede the portion of land as road reserve.

Accommodation Works Land - Lot 812 (53) Banning Avenue

Lot 812 (53) Banning Avenue (Jandakot Primary School) is owned by the State of Western Australia/Department of Planning Lands and Heritage with a Management Order in favour of the Department of Education. Both agencies have agreed to dedicate the required portion of land at nil cost to the City via s28 LAA Crown Subdivision and Dedication, provided the City undertakes the required rectification works to relocate affected assets. The estimated costs associated with the accommodation works is approximately \$550,000. This is currently budgeted for in the City's Engineering Capital Works Budget during Stage 2 of the project 2021/2022.

Conclusion

By obtaining these additional areas of land as road reserve, the City will then be able to proceed with its intended road design for widening Hammond Road. Should there be no major delays to this project the City is anticipating road construction to commence early 2021. Noting clearing of vegetation in anticipation has already commenced along the road reservation.

The City believes the compensation detailed in the agreements is reasonable in the circumstances, consistent with the provisions of the LAA, and recommends Council enter into the agreements as attached.

Strategic Plans/Policy Implications

City Growth and Moving Around

A growing City that is easy to move around and provides great places to live.

- Advocate and plan for reduced traffic congestion.
- Plan, develop and advocate for safe, sustainable, integrated local transport networks, public transport and regional transport networks.

Budget/Financial Implications

The Hammond Road (Branch to Bartram) project is being undertaken in stages, to coincide with state government funding availability.

Where the acquisition land falls within the current MRS area, Development Contribution Plan (DCA1 - Success North) will provide the funding. Where the acquisition land falls outside the current MRS area, the funding will be via municipal sources. The amounts are included in confidential Attachments 2, 3, 4 and 5 - Acquisition Agreements.

The accommodation works being undertaken in relation to Lot 812 (53) Banning Avenue, Success will be included in Stage 2 of the Hammond Road (Branch to Bartram) project using the City's Engineering Capital Works Budget for 2021/22.

Legal Implications

McLeods have prepared the land acquisition agreements, and the land owners have agreed in principle to the acquisition in the terms outlined in these agreements.

The City has considered the relevant parts of sections 28 and 56 *Land Administration Act 1997*; and Regulation 8 *Land Administration Regulations 1998*.

Community Consultation

The City's website provides information on the staged upgrade of Hammond Road, including information regarding the timeframes and a diagram of the upgrades.

Risk Management Implications

The risk to the City, if the Council decision is to defer or not support the recommendation, is that the City will be delayed in commencement of the road construction, and the City will not have sufficient land to widen Hammond Road.

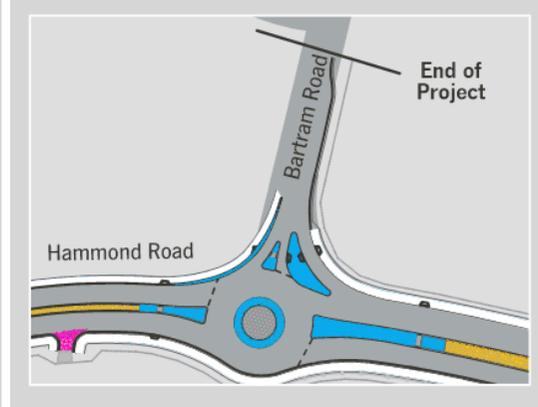
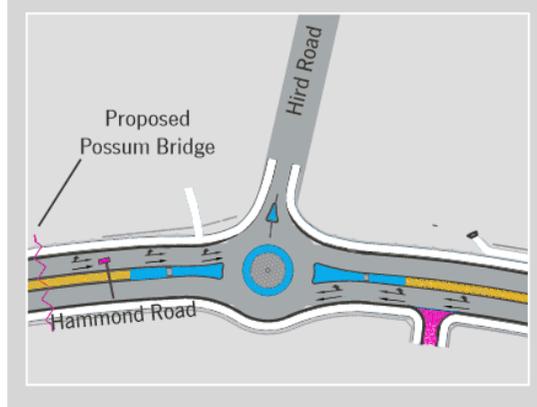
Advice to Proponents/Submitters

N/A

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

Nil

Hammond Road Upgrades From Branch Circus to Bartram Road



Legend

- Landscaping
- Intersection/Crossover
- Shared Path
- Concrete Infill

14.3 DEVELOPMENT APPLICATION - CHANGE OF USE FROM RESTAURANT AND RETAIL TO TAVERN - UNIT 3 AND 4/72 PANTHEON AVENUE, NORTH COOGEE

Author	L De Carvalho
Attachments	1. Location Plan ↓ 2. Development Plans ↓ 3. Schedule of Submissions ↓
Location	Units 3 and 4, 72 Pantheon Avenue North Coogee
Owner	Regis Aged Care Pty Ltd
Applicant	Australian Brewhouse
Application Reference	DA20/0773

RECOMMENDATION

That Council:

- (1) grant Planning Approval for a tavern at Unit 3 and Unit 4, No. 721 (Lot 1) Pantheon Avenue, North Coogee, in accordance with the attached plans and subject to the following conditions and footnotes:

Conditions

1. Development may be carried out only in accordance with the details of the application as approved herein and any approved plan. This includes the use of the land and/or a tenancy. The approved development has approval to be used as a 'Tavern' only. In the event it is proposed to change the use of the subject site, a further application needs to be made to the City for determination.
2. A maximum of 220 persons (including patrons and employees), be on-site at any one time.
3. Prior to any internal works, an Acoustic Report shall be submitted to and approved by the City, and implemented thereafter, to the satisfaction of the City.
4. No construction activities causing noise and/or inconvenience to neighbours to be carried out after 7.00pm or before 7.00am, Monday to Saturday, and not at all on Sunday or Public Holidays, during the construction phase.
5. Any signage is to be provided to the City in a separate application for assessment and approval.
6. Prior to any internal works, a Noise Management Plan shall be prepared by the owner in conjunction with a suitably qualified and recognised acoustic consultant, to the City's satisfaction, demonstrating how the business operation will demonstrate noise emissions (from music and customers) will comply with the approved Acoustic Report. All noise attenuation measures

identified in the plan are to be implemented thereafter, to the satisfaction of the City.

7. Live music is permitted where the music is at a volume commensurate with “background music” and the performance is to exclude drum-kits. Any live music should be performed at a volume that permits normal conversation in accordance with the approved Acoustic Report and Noise Management Plan.
8. Prior to any internal works, an Operational Management Plan of the premises is to be submitted and approved by the City. The Operational Management Plan shall be implemented upon the commencement of the use and maintained thereafter to the satisfaction of the City.

Footnotes

- a) This is a Planning Approval only and does not remove the responsibility of the applicant/owner to comply with all relevant building, health and engineering requirements of the City, with any requirements of the City of Cockburn Town Planning Scheme No. 3, or the requirements of any other external agency.
- b) The issue of a planning approval does not negate the need for the owner and/or applicant to seek all other required approvals for the site. You may also require approval under the *Strata Titles Act 1985*, approval from any relevant Strata company, or other Strata Lot owners.
- c) The approved use ‘Tavern’ is defined in the City of Cockburn Town Planning Scheme No. 3 as a “*premises licensed as a tavern under the Liquor Control Act 1988 and used to sell liquor for consumption on the premises.*”
- d) With regard to Condition 3 above, the Acoustic Report shall be prepared by a suitably qualified and recognised acoustic consultant and demonstrate that the design and location of plant and other sources of noise within the development will not exceed the assigned noise levels set out in the *Environmental Protection (Noise) Regulations 1997* (as amended).
- e) All food businesses shall comply with the *Food Act 2008* and Chapter 3 of the Australia New Zealand Food Standard Code (Australia Only).
- f) An “Application to Construct or Alter a Food Premises” is required to be submitted to Health Services prior to construction. This is to be accompanied by detailed plans and specifications of the food preparation and storage area (including mechanical ventilation and hydraulics), sanitary conveniences and garbage room, demonstrating compliance with the mentioned legislation.
- g) The development is to comply with the noise pollution

- provisions of the *Environmental Protection Act 1986*, and more particularly with the requirements of the *Environmental Protection (Noise) Regulations 1997*.
- h) All toilet and kitchen facilities in the development are to be provided with mechanical ventilation flued to the outside air, in accordance with the requirements of the *National Construction Code (Building Code of Australia)*, the *Sewerage (Lighting, Ventilation and Construction) Regulations 1971*, Australian Standard S1668.2-1991 "The use of mechanical ventilation for acceptable indoor air quality" and the City of Cockburn Health Local Laws 2000.
 - i) No person shall install or cause or permit the installation of outdoor lighting otherwise than in accordance with the requirements of Australian Standard AS 4282 - 1997 "Control of the Obtrusive Effects of Outdoor Lighting".
 - j) This development has been defined as a 9b public building in accordance with the National Construction Code (NCC) and shall comply with the relevant provisions of the *Health (Miscellaneous Provisions) Act 1911* (as amended), and the *Health (Public Buildings) Regulations 1992*. An Occupancy Permit Application shall be submitted for approval, prior to the occupancy of the building.
- (2) notify the applicant and those who made a submission, of Council's Decision.

Background

A Development Application has been received for consideration for Lot 1, No. 72 Pantheon Avenue, North Coogee, for the Change of Use for Units 3 and 4.

The subject units are 505m² in combined interior floor area and are located within an existing mixed use building. The building comprises commercial tenancies on the ground level and an aged care facility on the upper levels. The subject site is bound by existing residential development to the north and east, Pantheon Avenue to the south and Chieftain Esplanade to the west.

At present, the two units subject to this application are approved as 'Restaurant' (Unit 4) and 'Retail' (Unit 3). Unit 3 has been left vacant for a number of years whilst Unit 4 has been operating and tenanted as a 'Restaurant' by the current tenants since early 2020. The existing tenant of Unit 4 proposes to expand their current business (approved as Restaurant) into Unit 3, as well as change the approved land uses to 'Tavern' (for both tenancies).

The building was approved in 2015 under the Joint Development Assessment Panel (JDAP) as a six (6) storey nursing home with six (6) ground floor commercial tenancies. Since construction, the building has been tenanted by a hairdresser and Restaurant/café in Unit 1, Medical Centre in Unit 2, vacant in Unit 3, although approved for a Retail land use under the original Planning Approval, Restaurant/café in Unit 6 and vacant in Unit 7, although approved for a Restaurant land use under the original Planning Approval.

This application was advertised to strata bodies, landowners and tenants within a 100 metre radius of the subject site for a period of 35 days. The City conducted consultation via direct email to eight (8) strata management bodies, and for sites that do not have a strata body, the City posted mail to landowners.

The application was also available for broader consultation online via 'Comment on Cockburn' as well as the inclusion of two A3 signs located onsite at the existing tenanted restaurant (Unit 4). This has allowed the City to receive submissions from members of the greater community that do not have a residential or postal address within the advertisement catchment as outlined.

A total of 33 submissions were received, consisting of 19 objections and 14 non-objections.

The main objections related to:

- Land use
- Anti-social activity generated by the land use
- Noise
- Odour
- Access to the site
- Lack of car parking
- Traffic Generation.

All submissions are included and summarised in the Schedule of Submissions Table (refer Attachment 3), with key issues raised addressed in this report.

Submission

The application was submitted by Australian Brewhouse Pty Ltd with Regis Aged Care proving landowner consent for the development application to be lodged.

Report

The details of the proposed 'Tavern' are outlined below:

- Operation hours:
 - Mondays to Saturdays: 10:00 AM – 12:00 PM (midnight)
 - Sundays: 11am – 12:00 PM (midnight)
- Maximum of 220 persons.
- The building provides 48 underground car parking bays for the use of the six (6) commercial tenancies, with seventeen (17) of these bays being marked for the exclusive use of staff.
- The service of alcohol is permitted under a 'Tavern' liquor licence when the kitchen is closed. Therefore the application proposes the service of alcohol without a meal (food) and without allocated seating at a table.

Zoning and Use

The subject lot is zoned 'Urban' under the Metropolitan Region Scheme (MRS) and 'Development' under the City of Cockburn Town Planning Scheme No. 3 (TPS No. 3). The subject land is also located within Development Area 22 (DA 22) and Development Contribution Area No. 13 (DCA13).

The site is subject to a Local Structure Plan, the Port Coogee Structure Plan, approved in 2016, which designates the subject site as 'Local Centre' Zone (Marina Village Precinct).

The objective of the 'Local Centre' Zone in TPS No. 3 is:

"To provide for convenience retailing, local offices, health, welfare and community facilities which serve the local community, consistent with the local - serving role of the centre".

The strategic planning framework for the zone is discussed in greater detail below, under the heading "Assessment – Land Use".

A 'Tavern' is defined in the TPS No. 3 as a:

"...premises licensed as a tavern under the Liquor Control Act 1988 and used to sell liquor for consumption on the premises".

The details of a 'Tavern' is discussed in greater detail below, under the heading "Assessment – Land Use".

The tavern is classified as an ('A') use within the Local Centre Zone. This means that planning approval is required for the approval of this use, and advertising is mandatory in accordance with clause 64(3) of the deemed provisions within the *Planning and Development (Local Planning Schemes) Regulations 2015*.

Local Planning Policy 3.6 - Licenced Premises (Liquor) (LPP 3.6) provides guidance in assessing planning applications for licenced premises and the need for the public impact to be taken into account during assessment. The policy states that:

“[Some] information required includes:

- 1. How the licenced premises will operate;*
- 2. Hours of operation;*
- 3. Marketing and pricing of liquor;*
- 4. External advertising and signage;*
- 5. Information about the cumulative impact of nearby licenced premises; and*
- 6. Information about sensitive land uses in the vicinity (e.g. s*
- 7. Schools, youth centres, health care facilities etc).”*

LPP 3.6 also states that taverns should comply with an operational procedure. Should Council decide to approve the development, these matters are met under the above recommended condition with regard to the requirement for a management plan and operational procedure of the premises to be submitted and approved by the City.

Assessment

Land Use

A submission suggested that the tavern land use would be detrimental to the area and its' sense of place. The planning framework designates the site and the locality as Local Centre (Marina Village) Zone (Port Coogee Structure Plan). Under Provision 18 of Table 9 of TPS No. 3 it specifies (DA 22):

‘The Marina Village is to be developed as a social and tourist focal point with the commercial uses centred around alfresco dining and entertainment.’

This strategic planning objective, listed above, underpins why it is recommended that Council support the proposed tavern use on the subject site. The strategic planning intent of the subject site is to provide for social, tourist and commercial opportunities in North Coogee within the ‘local centre zone’.

The Port Coogee Structure Plan which guides this precincts' development designates this zone as ‘local centre’, which includes ‘neighbourhood design principles’ as follows;

- *“Compactness so most people can walk to local centres in five minutes,*
- *Build streets where people are encouraged to walk, cycle or take public transport rather than drive,*
- *Connect the streets in a simple pattern so people can choose different routes and make short trips to local facilities,*
- *Locate windows and verandas overlooking streets to deter crime,*

- *Provide opportunities for local employment in shops and businesses close to people's homes,*
- *Create a neighbourhood heart with shops, businesses and community facilities”.*

The South Metropolitan Sub-regional Planning Framework suggests:

“High-amenity centres have the capability to be suitable locations for entertainment for visitors... local centres will provide local employment opportunities and contribute to improving overall employment self-sufficiency”.

It is considered that the proposal meets and contributes the State governments' intent for Local Centres under the Sub-regional Planning Framework, as the proposal contributes to and meets the above planning objectives.

Draft State Planning Policy 4.2 “Activity Centres” provides the following “policy outcomes” which are considered to be relevant and in support of this proposal as follows;

- *“The activity centre network meets different levels of community need and enables employment, goods and services to be accessed efficiently and equitably by the community,*
- *Sufficient development intensity and appropriate land use mix is provided, that supports the role and function of activity centres and facilitates a competitive retail and commercial market,*
- *Development within activity centres is well-designed, cohesive and functional and that capitalises on the use of existing and planned infrastructure,*
- *Access to and within activity centres by walking, cycling and public transport is maximised while private vehicle trips and dependence on parking is reduced,*
- *Planning and development of activity centres balances the environmental, social and economic values of activity centres to provide a net positive benefit to local communities”.*

Under the City of Cockburn Local Commercial Activity Centre Strategy (LCACS), the Port Coogee Marina has been identified as “Port Coogee Marina Neighbourhood Centre”. The function and characteristic of a Neighbourhood Centre under LCACS is;

“[To] provide for daily and weekly household shopping needs, community facilities and a small range of other convenience services.”

The intent of ‘Neighbourhood Centre’ under LCACS with regards to land use diversity is to supplement high density residential with *“Focused local retail and household services uses”.... and a “walkable catchment-to support local businesses”*. The City considers the proposal meets the intent of LCACS.

It is noted that the applicant has applied to the *Department of Racing, Gaming and Liquor WA* for a Restricted Tavern Licence and has received conditional approval, pending Council approval of the land use.

This licence does not permit the sale of take away liquor and liquor must be consumed on site. The licence intends to allow customers to order and consume a drink standing or sitting, with or without a meal, and the applicant notes that this is fundamental for the intent of their business operation. Food service is not required to be available for the service of alcohol under this liquor licence.

The applicant intends to sell alcohol at an affordable price but not at a price that would see the rapid and excessive consumption occur on site. The hours to sell liquor would be determined by section 98 of the *Liquor Control Act 1988*.

The applicant has noted that there are only three similar venues within the suburb of Coogee, notably much less than other suburbs within the City of Cockburn and the greater metropolitan area.

The City has received thirteen (13) objections that expressed concern that the proposal would attract anti-social and unwanted behaviour and activity to the area.

Upon application to the *Department of Racing, Gaming and Liquor WA*, the applicant is required to meet the requirements including enacting a satisfactory management plan, code of conduct and the appropriate training of staff. Should Council decide to approve the development, a condition shall be imposed to ensure an Operational Management Plan (OMP), to the City's satisfaction, of the business be in place prior to the commencement of the use. This condition has been recommended to Council within this report.

In accordance with LPP 3.6, the City will require the OMP to address the following points:

- Hours of operation
- Anticipated volumes during differing types of service
- Staffing: staff numbers, qualifications and training, roles and responsibilities of team members
- Accessibility
- Safety procedures
- Parking
- Harm minimisation (identification and controlling of intoxicated persons, managing service of juveniles)
- Refusal of service
- Management of complaints
- Advertising and drink promotions
- Creating a safe environment.

Noise

The planning framework provides State Planning Policy No. 5.4 Road and Rail Noise, which addresses noise. Given the noise in question as raised in the submissions relates to background music and activities associated with taverns (talking etc.) SPP 5.4 is not a relevant consideration. In this context, the City refers to the definition of ‘amenity’ which is provided below as extracted from the *Planning and Development (Local Planning Schemes) Regulations 2015*;

“Amenity means all those factors which combine to form the character of an area and include the present and likely future amenity.”

As discussed, the locality is zoned as ‘Local Centre’ under TPS 3 and identified as a Neighbourhood Centre under LCACS. The strategic planning objective of this zone is to provide for a mix of land use activities including commercial and dining opportunities with intent to support small business. It is considered that a tavern is consistent with the intended present and future amenity of the locality, as outlined by the planning framework.

The applicant has provided an Acoustic Report which is currently under assessment. The applicant and the City are working towards finalising an amended Acoustic Report that meets the City’s requirements and protects the adjacent owners, residents and general community’s amenity. In addition the City has recommended the requirement for the applicant to prepare and implement a Noise Management Plan (‘NMP’).

The NMP will include matters such as;

- a) Predictions of anticipated noise emissions associated with activities, live music performance, plant or equipment (such as bin areas or air-conditioners);
- b) Sound proofing measures proposed to mitigate noise;
- c) Control measures to be undertaken (including monitoring procedures);
- d) A complaint response procedure.

In addition to the above the owner has indicated that it is not the intent to have live bands perform. The owner has indicated that the proposal involves live music in a “background noise” capacity. On this basis, and as is reflected in the details of the proposal, it has been conditioned through recommendation that; *“live music is permitted where the music is at a volume commensurate with “background music” and the performance is to exclude drum-kits. Any live music should be performed at a volume that permits normal conversation in accordance with the approved Acoustic report and NMP”*.

The City is satisfied that the applicant can demonstrate and meet compliance with the *Environmental Protection (Noise) Regulations 1997* thereafter with the final Acoustic Report, any subsequent building modifications and a future Noise Management Plan. The applicant is working with the City to meet these requirements.

Should Council support the proposal, the City will include a condition for an amended Acoustic Report that takes into account the final details of the proposal and compliance with the acoustic report should also be conditioned. The City will also condition the implementation of a Noise Management Plan.

The City received fourteen (14) objections related to noise concerns, however the City is satisfied that these concerns will be addressed and managed with an Acoustic Report and a Noise Management Plan, as detailed above within the recommended conditions.

Odour

There are no odour concerns from the City. The Waste Management Plan and facilities already provided onsite cater for the proposal and do not require modification.

Access and Pedestrian Safety

The subject site is situated within the 'Walkable Catchment' area identified on the Port Coogee Structure Plan and under LCACS, where there are high density residential properties within a 100 metre radius. In addition to this, the subject site is located within an expansive residential area with residential densities ranging from Residential R80 to R20 up to Cockburn Road, which is within 500 metres of the subject site. According to Liveable Neighbourhoods, this would mean that walking distance to the subject site from any residential dwelling in the Port Coogee Structure Plan area would theoretically be between five (5) and ten (10) minutes. The City supports walking to the proposal as an alternative mode of transport, as walking (and street activation) is listed as a planning objective within the planning framework.

Bike and Vehicle Parking

In accordance with TPS No.3 a tavern is required to provide one (1) bicycle rack per 50m² Goss Leasable Area. The application does not propose additional bicycle racks however it is noted that the original planning approval conditioned the installation of fourteen (14) bicycle parking bays. These have been conditioned to be utilised for the exclusive use of the ground floor tenancies and are located in the underground car parking area.

The car parking requirement for the proposal was determined to be sixty (60) car parking bays. The City conducted a complete site car parking analysis of the building and has determined overall, the subject site proposes a shortfall of car parking of thirty eight (38) car parking bays, taking into account the car parking provided onsite.

The City notes there are sixteen (16) street car parking bays available within a short walking distance to the property. It may be appropriate for Council to apply some discretion to car parking requirements, particularly in order to encourage walkability.

In accordance with the Draft SPP 4.2,

“The planning for activity centres should seek to reduce private vehicle dependence, particularly for commuter trips, and manage the impacts of vehicle movements and parking.”

The current SPP 2.4 states;

“Car parking also takes up large amounts of space, and potentially causes visual blight, reduced densities and physical separation of centres from the surrounding community. Reducing the amount of parking in activity centres is also essential, as part of a package of planning and transport measures, to promote sustainable travel choices.”

It is noted that given the proposal involves the service of alcohol without food, the requirement of car parking is further reduced as it is expected patrons staying at the premises to consume liquor would not be driving to the site themselves.

In line with SPP 2.4, a reduced availability of parking leads to reduced driving to a destination, which for this proposal is deemed appropriate and consistent with the planning framework for the ‘Local Centre’ zone.

The City received three (3) objection comments related to parking concerns, however it is noted in the context of the planning framework that a ‘sea of car parking’ is undesirable, and activities that encourage walkability is desired and the intent of the area. As discussed previously, the site is located within a Walkable Catchment Area and walking is considered as an acceptable alternative mode of transport to this proposed destination.

Traffic

The City has assessed the application and is satisfied the proposed development will have no significant impact on traffic in the locality. The proposed traffic generated by the proposed use is considered to be consistent and expected in the area. The reduced speed limit on the western end of Pantheon Avenue (on the other side of Orsino Boulevard) is a traffic management tool that has proactively accounted for the increase in traffic generated by an increase in development in the area. This ensures a high level of pedestrian safety is maintained in the local centre zone with a high level of walkability being an objective of the zone.

Signage

This application proposes no signage. Should Council decide to approve the application; a condition shall impose the requirement for signage to be subject to another development application being made to Council for determination. This is recommended above within the condition section of this report.

Conclusion

The proposed tavern is supported for the following reasons:

- The proposal is consistent with the planning framework applicable to the site,
- The proposal is an acceptable land use which is considered appropriate within the context of the site and area,
- The proposal will not negatively or unreasonably affect the health and amenity of surrounding residents in terms of noise, odour or traffic.

It is therefore recommended that Council approve the proposed development subject to conditions.

Strategic Plans/Policy ImplicationsLocal Economy

A sustainable and diverse local economy that attracts increased investment and provides local employment.

- Plan for and facilitate opportunities for local business (including home business and sole traders), local activity centres and industry to thrive.
- Advocate and attract investment, economic growth and local employment.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

The application was advertised to nearby landowners and tenants within a 100m radius of the site in accordance with clause 64(3) of the deemed provisions within the *Planning and Development (Local Planning Schemes) Regulations 2015*.

A total of 33 submissions were received during the advertising period. See Submission section of the report above for more details.

Risk Management Implications

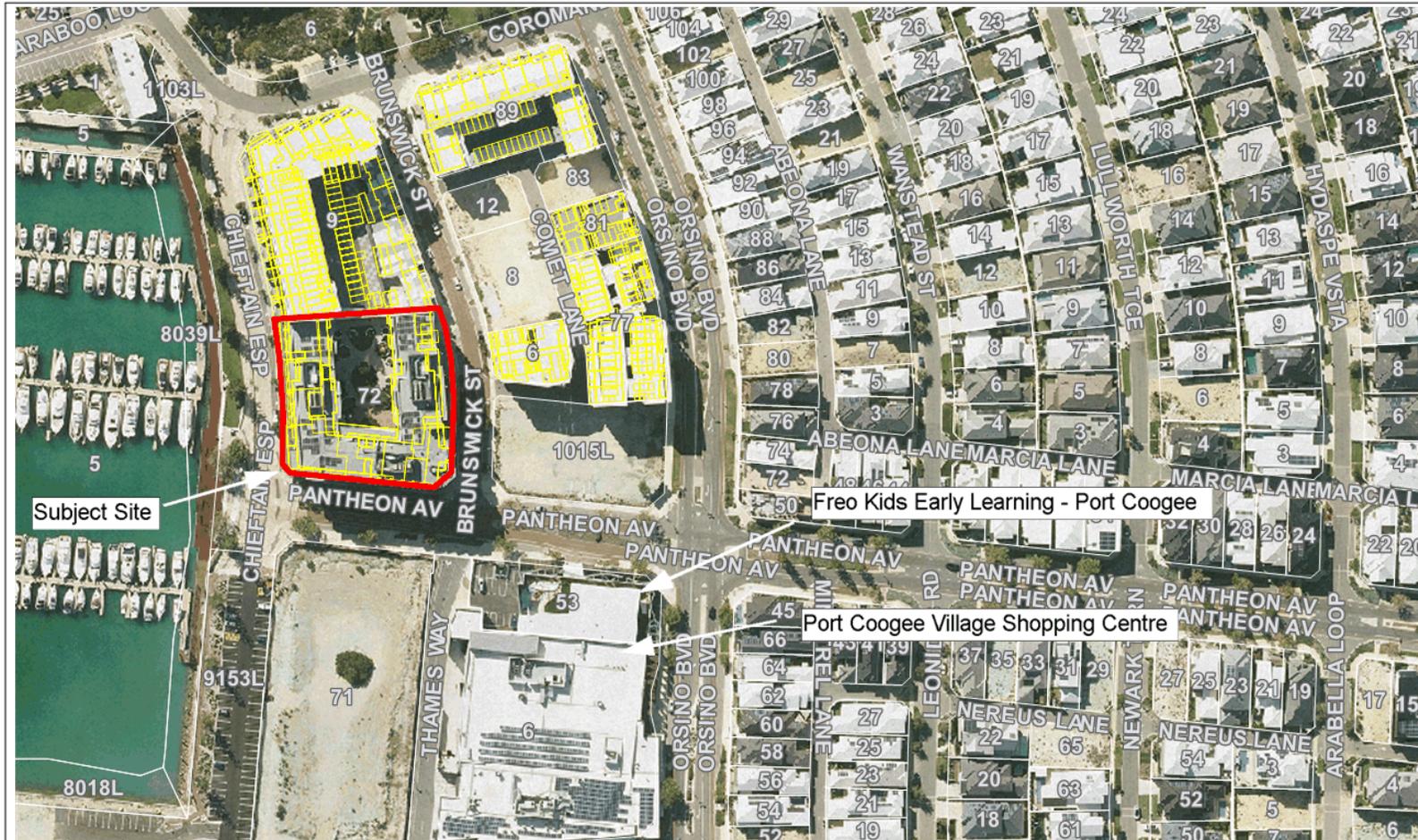
Should the applicant lodge a review of the decision with the State Administrative Tribunal, there may be costs involved in defending the decision, particularly if legal Counsel is engaged.

Advice to Proponents/Submitters

The proponent and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 10 December 2020 Ordinary Council Meeting.

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

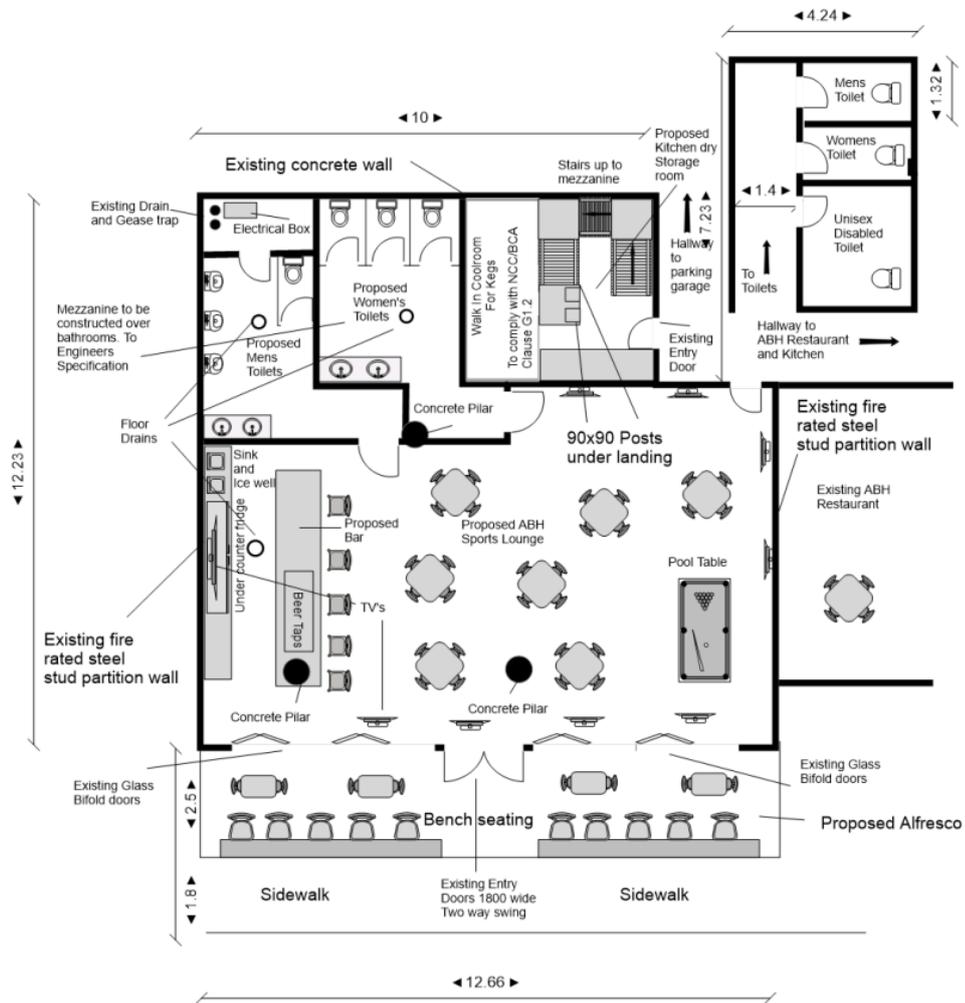
Nil.



 <p>City of Cockburn G.I.S Services Department</p>	<p>Unit 3 & 4 / 72 Pantheon Avenue, North Coogee (DA20/0773)</p>	<p>PRINTED ON: 20/11/2020</p>	<p>SCALE = 1:2000</p>	 <p>NORTH</p>
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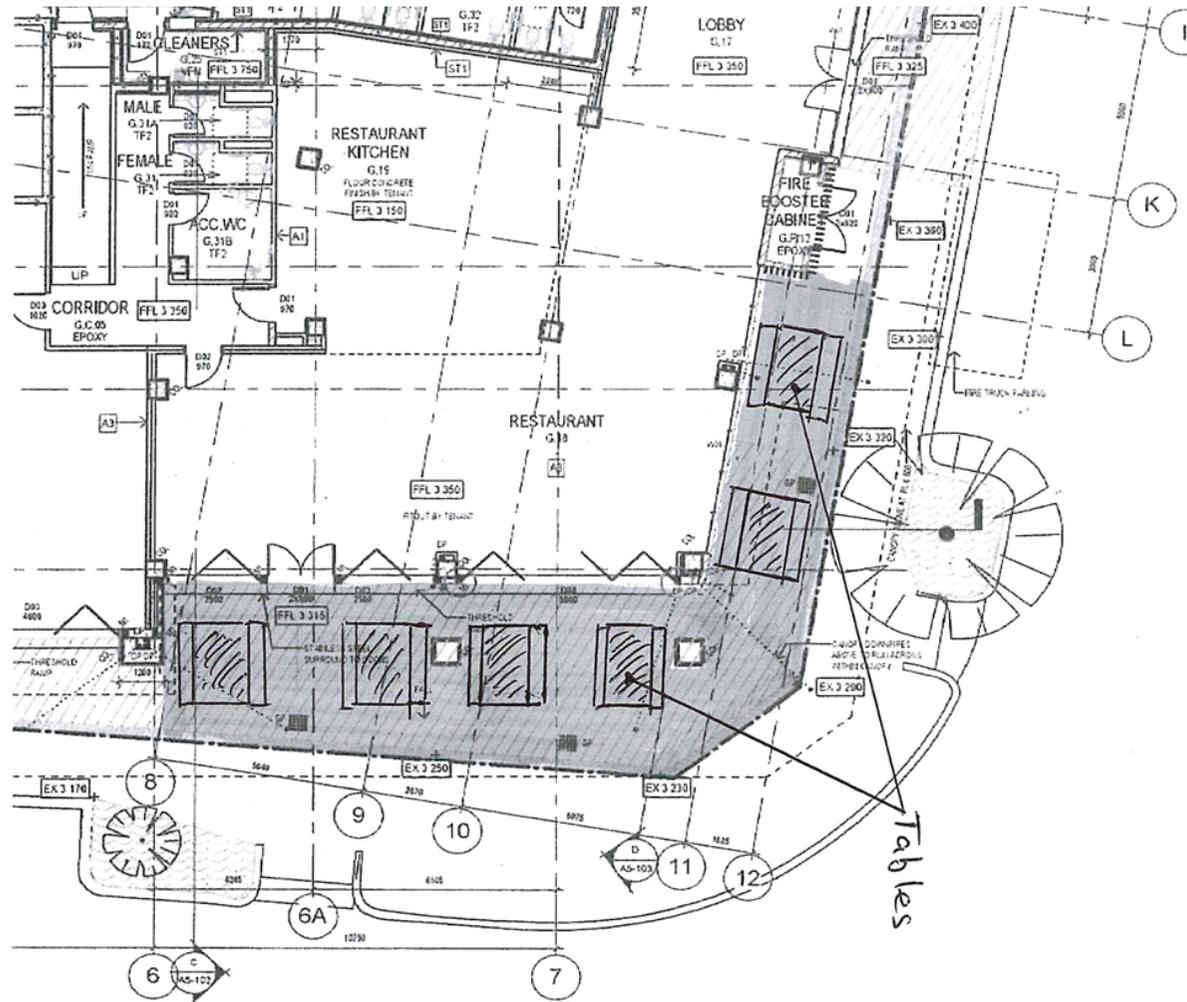
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Unit 3 - Interior and Afresco Floor Plan



Floor Plan

Unit 4 - Interior and Afresco Floor Plan



DA20/0773

SCHEDULE OF SUBMISSIONS

PROPOSED CHANGE OF USE FROM RESTAURANT & RETAIL TO TAVERN – Unit 3 and 4 / 72 Pantheon Avenue North Coogee (The Australian
Brewhouse)

NO.	NAME/ADDRESS	SUBMISSION	RECOMMENDATION
Submission Response - Objection			
1	Confidential	<p>OBJECTION</p> <p>I think it'll create too much noise and disruption with people potentially drinking and becoming rowdy then spilling out onto the streets and becoming a nuisance to residents.</p> <p>I didn't buy an expensive apartment to then be kept up or hassled by pub leaving peeps at midnight every night of the week. This not only raises noise concerns but also property damage and personal security ones too. No thanks.</p>	<p>Objection Noted.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p>
2	Confidential	<p>OBJECTION</p> <p>My apartment is close to this site and a tavern will bring drunk people and noise to late hours.</p>	<p>Objection Noted.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p>
3	Confidential	OBJECTION	Objection Noted.

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		<p>I believe that 12pm is far too late a closing time for this application to be considered in its present form. This is a high volume residential area, and as such, strict closing times for venues need to be set, as the nearby residents may be disturbed by patrons of a tavern leaving so late in the evening. A more appropriate closing time for this venue would be 10pm.</p>	<p>This submission relates to times of venue hours and concern with regards to noise. This can be addressed via conditional planning approval limiting hours of operation, liquor licence management plan and an acoustic report an noise management plan.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p>
4	Confidential	<p>OBJECTION</p> <p>I would like the see the views of the nearby nursing home tenants factored in to any approval to license a tavern. It is their lifestyle and amenity that is affected most.</p>	<p>Objection Noted.</p> <p>This respondent is not responding to concerns related to them self however commenting on impact on the nursing home.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The City can address this via an Operational Management Plan.</p>
5	Confidential	<p>OBJECTION</p> <p>There is an aged care facility directly above and I think the noise from a tavern will be inappropriate. There is also a medical centre next door and loud music and noisy patrons will interrupt consults and make it difficult to work.</p>	<p>Objection Noted.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p>

6	Confidential	<p>OBJECTION</p> <p>I am a doctor at the next door, I am concern regarding the noise eg loud conversations and music as our consult rooms are directly next to the proposed site. I am concerned regarding the parking site for our patients and also the noise affecting patient care and residents at the aged care. I am concerned the proposed change would affect the patients and the care we are giving to the community here. Even the current renovations that they are doing is affecting us greatly. Many of us are having headaches with the constant noise and are having to reschedule patients as the noise affects the consults greatly. Kindly look into this matter as a medical practise we are really concern with having a tavern next door.</p>	<p>Objection Noted.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>Parking concern raised.</p>
7	Confidential	<p>OBJECTION</p> <p>The proposed plan for the Tavern is not ideal for this location as there is an aged care right above the building- where the elderly should be allowed to rest in a quiet space.</p> <p>Furthermore, there are other businesses on the same strip. A medical centre, a coffee shop and a hairdresser- all of whom operate throughout the day time and are going to be heavily disrupted.</p>	<p>Objection Noted.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p>
8	Confidential	<p>OBJECTION</p> <p>Disruptive to residents and businesses in the area. Aged care home directly above, this is thoughtless to them. It will attract unwanted behaviour and affect those living in the apartments and the businesses next door.</p>	<p>Objection Noted.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p>

			The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.
9	Confidential	<p>OBJECTION</p> <p>I don't believe it is the best location for a tavern, as it is under an aged care, next to a medical centre and surrounded my apartment buildings. I believe it would disturb the whole neighbourhood and cause a great deal of unhappy residents.</p>	<p>Objection Noted.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p>
10	Confidential	<p>OBJECTION</p> <p>This is going to highly impact the residential care facility, neighbouring medical centre and people living in the apartments quality of life and patients quality of care. This is going to be nosier and disrupt local business. Having drunk and disorderly people, loud music going on until midnight is absolutely absurd. Having elderly, sick individuals having to live above a noisy sport bar is going to affect their quality of life, or what is left of their quality of life after already been subjected to living in a care facility. The medical centre shares a wall with this business which is going to be loud, making it difficult to consult patients and provide adequate care. Not to mention there is already very limited parking - with more cars it's going to make all the surrounding businesses struggle. I strongly oppose to this development.</p>	<p>Objection Noted.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p> <p>Parking concern raised</p> <p>The application was advertised 3 ways: sign on site, notification to strata management bodies and Comment on Cockburn for a period of 35 days.</p>

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		And when the people making the development only putting the notice on the door YESTERDAY to let us know we could in fact object to this is extremely unprofessional and they should be ashamed with their actions.	
11	Confidential	<p>OBJECTION</p> <ol style="list-style-type: none"> 1. Major concern on noise decibel levels. A tavern will contribute to high noise levels due to music and crowd noise which is highly impactable as a) there is a residential age care right above the unit proposed which will impact the large elderly community above, b) a medical centre beside the unit proposed, where member of nearby residential and community around who are unwell and need medical assistance are pressured, burdened and made to struggle when seeking medical care from the the high noise decibel level and c) direct impact to an entire residential apartment situated two units away from the proposed unit. 2. The current location is well done by Cockburn Council to be such a family focused area which has led to many seeking retirement and young families to start up in the location calling it a home. A tavern will destroy a great family environment as it will increase tremendously anti-social behaviour fuelled by drinking in the area. It wont be save for families who spent their life savings to start a home there. 3. The proposed unit is right in the middle of residential units around. Usually Taverns are located is more commercial area having a distance from residential areas and not having a 	<p>Objection Noted.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The customer uses the words 'family focussed' in the area and has concerns that the proposed land use will change that focus. The proposed land use is listed as an 'A' use in the area and can be considered under the scheme.</p> <p>Management of the Tavern via the liquor licence will address the concern of perceived increase in antisocial behaviour caused by the proposed land use.</p> <p>The City will address this via an Operational Management Plan.</p> <p>The City's Environmental Health Officers are satisfied that with the implementation of a satisfactory acoustic report and noise management plan there will be no violation to the <i>Environmental Protection Act 1986</i> and the <i>Environmental Protection (Noise) Regulations 1997</i>.</p>

		<p>residential age care above. Many can't understand how this can even be considered looking at the proposed location.</p> <p>4. Age care residents who are around 60 to 80 who called their place home who reside right above the proposed unit would be greatly neglected if the change of use for tavern is not rejected. Some of the age care residents are not mobile and some are in dementia. We as home caring residents are to help represent them to speak out as they might not be able to. Council should look into this as the unit is right below this elderly residents that we need to consider and not neglecting them of their good life and being disturbed by high noise and potential anti-social behaviour fuelled by drinking and attracting the wrong crowd to the area which ideal for families.</p> <p>5. Having a tavern in that location will violate the Environmental Protection Act being very close as to right above and two units down for full fledge residential homes/units due to noise.</p>	
12	Confidential	<p>OBJECTION</p> <p>I personally believe that the transformation of this restaurant will cause great disturbance to this extremely family orientated, peaceful, waterfront. In fitting with the locations surroundings of an aged care home with numerous residents and a medical centre right next door with unwell patients the prospect of impeding upon these unwell people and residents above, bring me to believe the Australia is best kept as a restaurant</p>	<p>Objection Noted.</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p>
13	Confidential	<p>OBJECTION</p>	<p>Objection Noted.</p>

		This is not suited to this area and a nuisance to the businesses surrounding the area	<p>Submission response is unclear however it can be assumed the submission would be addressed by :</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p>
14	Confidential	<p>OBJECTION</p> <p>Will cause disruption, and attract the wrong people to this location.</p>	<p>Objection Noted.</p> <p>Submission response is unclear however it can be assumed the submission would be addressed by :</p> <p>The City will address this via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p>
15	Confidential	<p>OBJECTION</p> <p>The submitter provided no additional comment/ reasons why they object to the development.</p>	<p>Objection noted.</p> <p>It is noted the address listed is outside City of Cockburn jurisdiction.</p>

<p>16</p>	<p>Florinda Paddon Address not provided however lists 'property owner' lroxas523@gmail.com</p>	<p>OBJECTION</p> <p>I strongly object to this development for the following reasons:</p> <ol style="list-style-type: none"> 1. It will create noise and disturbances to the residents of 77 Orsino Blvd, North Cogee 2. The area will attract people with unruly behaviours. 3. The place will have drunken people in the street. 4. It will not be safe to walk around the area at night. 5. People paid a lot of money to reside in this area for a peaceful and quiet and safe environment and that peace and tranquility of the place will be destroyed by establishing a tavern in the area. 6. This area is more for elderly people who wants to live in a safe and quiet place away from the noise of the pub or tavern and the hustle of the city. <p>Please reject this development and put this development to another location far away from 77 Orsino Blvd, North Coogee.</p>	<p>Objection noted.</p> <p>The City will address this submission via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p> <p>The subject site is zoned Local Centre and a Tavern is listed as an 'A' use within the local centre zone.</p>
<p>17</p>	<p>Robyn Hitchcock 4/89 Orsino Boulevard NORTH COOGEE, WA 0422 113 003 stockroad2@gmail.com</p>	<p>OBJECTION</p> <p>I strongly object to the tavern. I don't think we need a tavern in that location.</p> <ol style="list-style-type: none"> 1. It is right below aged care, very inappropriate. 2. Noise factor will be high 3. Traffic will increase greatly – by foot & car 4. Potential for more vandalism and outlandish behaviour 5. You can control the sound inside the venue but not outside. 	<p>Objection noted.</p> <p>The subject site is zoned Local Centre and a Tavern is listed as an 'A' use within the local centre zone.</p> <p>The City will address this submission via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The application has been referred to internally and the City's Traffic Engineer</p>

			<p>has stated that there are no concerns with regards to traffic.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p> <p>The acoustic report and NMP will address sound inside and outside the venue and is submitted by a qualified acoustic consultant and approved by the City's Senior Environmental Health Officer.</p>
18	<p>AJ and HE Eyres 11/9 Coromandel Approach NORTH COOGEE, WA 0400 731 766 jeyres@bigpond.com</p>	<p>OBJECTION</p> <p>The hours of operation ending at 12:00PM. Most nuisance noise will occur when patrons leave the venue by yelling, starting cares and revving motors etc.</p> <p>Parking is inadequate and is already at a premium. 220 patrons could easily occupy 100 spaces or more.</p> <p>The surrounding area is mostly residential. Historical evidence shows that LIQUOR OUTLETS AND RESIDENTIAL AREAS DO NOT MIX.</p> <p>There is a high proportion of elderly residents in the area who will be more affected by inebriated patrons.</p> <p>We bought in an area that we expected to be isolated from taverns and the like. We would not have bought knowing that there was a nearby liquor outlet allowed to stay open until 12.00 PM.</p>	<p>Objection noted.</p> <p>The City will address this submission via approval of an acoustic report and a NMP. Adjoining land uses are a consideration. The acoustic report and NMP will address sound inside and outside the venue and is submitted by a qualified acoustic consultant and approved by the City's Senior Environmental Health Officer.</p> <p>Parking concern raised</p> <p>The subject site is zoned Local Centre and a Tavern is listed as an 'A' use within the local centre zone.</p> <p>The site has always been zoned Local Centre and it is the landowners responsibility to be aware of development</p>

19	Christian Reyboz and Clare Taylor 65/9 Coromandel Approach NORTH COOGEE, WA clareyboz7@gmail.com creyboz@yahoo.com	<p>OBJECTION</p> <p>My wife and I reject the proposal as we believe that a Tavern may lead to having more drunk people in the area creating unwanted disturbance like noise, vandalism, fights, etc. This is a residential area and we want to keep it peaceful.</p> <p>A tavern may lead to having more drunk people in the area creating unwanted disturbance (noise, vandalism, fights, etc.)</p> <p>This is a residential area and we want to keep it peaceful.</p>	<p>potential within the zone.</p> <p>Objection noted.</p> <p>The City can address this via an Operational Management Plan. This concern is also addressed under applicants liquor licence.</p> <p>The City will address this submission via approval of an acoustic report and a NMP. Adjoining land uses are a consideration.</p> <p>The subject site is zoned Local Centre and a Tavern is listed as an 'A' use within the local centre zone.</p>
Submissions Received – Support			
1	Confidential	<p>SUPPORT</p> <p>No additional comment provided by submitter.</p>	Submission Noted.
2	Kerry Nichols 57 Newark Turn NORTH COOGEE, WA bobkerry1@bigpond.com	<p>SUPPORT</p> <p>The suburb needs more lively places within walking distance for local residents and visitors. The existing business is busy and expansion of this will only increase the vibrancy of the waterfront.</p>	<p>Submission Noted.</p> <p>This is the intent of the Local Centre Zone.</p>
3	Confidential	<p>SUPPORT</p> <p>Great spot to meet</p>	<p>Submission Noted.</p> <p>This is the intent of the Local Centre Zone.</p>
4	Confidential	<p>SUPPORT</p> <p>No additional comment provided by submitter.</p>	Submission Noted.
5	Michael Ball	SUPPORT	Submission Noted.

	1 Hanbury Loop SUCCESS, WA ball.michael@hotmail.com	Perfect location and plenty of on street parking surrounding the site. Definitely a use that's needed in the area.	This is the intent of the Local Centre Zone.
6	Confidential	SUPPORT More activated spaces needed in port Coogee	Submission Noted. This is the intent of the Local Centre Zone.
7	Confidential	SUPPORT Area needs an area to meet and socialise. The current operator runs the place in a family friendly way. Will help to provide employment opportunities for young adults and or those older Australians in the area wanting part time or casual work	Submission Noted. This is the intent of the Local Centre Zone.
8	Confidential	SUPPORT The area needs a tavern as none anywhere close .it would be a great venue for locals	Submission Noted. This is the intent of the Local Centre Zone.
9	Roberto Tranchita 33 Mell Road SPEARWOOD, WA 0417 956 060 rob@fremantlehydraulics.com.au	SUPPORT No additional comment provided by submitter.	Submission Noted.
10	Adam Surjan Unit 8 / 81 Orsino Boulevard NORTH COOGEE, WA 0437 907 827 suran_14@hotmail.com Adam.Surjan@arcinfra.com	SUPPORT We live nearby and aren't disrupted by the current tavern and will not object to another opening. Looking forward to seeing all the businesses open on the waterfront.	Submission Noted. This is the intent of the Local Centre Zone.
11	John Sells 78/9 Coromandel Approach NORTH COOGEE, WA 0419 951 016	SUPPORT No additional comment provided by submitter.	Submission Noted.

	John@jikinvestments.com		
12	Shelley and Michael London 38 Emander Drive DIANELLA, WA, 6059 0403 271 827 jemisham@optusnet.com.au	SUPPORT No additional comment provided by submitter.	Submission Noted.
13	Scott Stevens 274A Marmion Street PALMYRA, WA 0409 225 422 Scott.stevens1983@yahoo.com	SUPPORT No additional comment provided by submitter.	Submission Noted.
14	Kenneth and Cindy Elder 33 Europa Place DUDLEY PARK, WA 0410 640 169 elderclan33@gmail.com	SUPPORT No additional comment provided by submitter.	Submission Noted.

TOTAL OBJECTIONS = 19

TOTAL NON OBJECTIONS = 14

15. FINANCE AND CORPORATE SERVICES DIVISION ISSUES

15.1 PAYMENTS MADE FROM MUNICIPAL AND TRUST FUND - OCTOBER 2020

Author	N Mauricio
Attachments	1. Payments Listing - October 2020 ↓ 2. Credit Card Expenses Summary - September 2020 ↓

RECOMMENDATION

That Council receive the list of payments made from the Municipal and Trust Funds for October 2020, as attached to the Agenda.

Background

Council has delegated its power to make payments from the Municipal or Trust fund to the CEO and other sub-delegates under LGAFCS4. Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996* requires a list of accounts paid under this delegation to be prepared and presented to Council each month.

Submission

N/A

Report

A listing of payments made during October 2020 with a net total of \$16,180,575 is attached to the agenda for review. This comprises:

- EFT payments list (trade suppliers and others) - \$12,974,470;
- Payroll payments summary - \$3,025,956;
- Corporate credit card expenditure - \$91,931; and
- Bank and merchant fees - \$88,217.

The City's procurement spend with local City of Cockburn businesses has increased to its highest level ever recorded at 18% for October.

Expenditure with businesses located within the South West Group is also at an all-time high of 32%. This is an indication that Council's Local Preference Procurement Policy is gaining traction with the City's business units and their procurement activities.

Also attached is a separate listing of credit card spending during the month of September (settled in October), grouped by each cardholder. This includes transaction details for the Acting CEO spend total of \$128.52. This is being reported in line with an Office of the Auditor General "better practice" recommendation, given the CEO role reports directly to Council.

Any payment relating to monies being held in Trust are initially made from the Municipal Fund and then reimbursed by the Trust Fund.

Strategic Plans/Policy ImplicationsLocal Economy

A sustainable and diverse local economy that attracts increased investment and provides local employment.

- Support and promote the benefits of buying locally.

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.
- Deliver value for money through sustainable financial management, planning and asset management.

Budget/Financial Implications

All payments made have been provided for within the City's Annual Budget as adopted and amended by Council.

Legal Implications

This item ensures compliance with S6.10(d) of the *Local Government Act 1995* and Regulations 12 and 13 of the *Local Government (Financial Management) Regulations 1996*.

Community Consultation

N/A

Risk Management Implications

Council is receiving the list of payments already made by the City under delegation in meeting its contractual obligations. This is a statutory requirement and allows Council to review and question any payment that has been made.

Advice to Proponents/Submitters

N/A

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

Nil

OCTOBER 20 PAYMENT LISTING
MUNICIPAL & TRUST FUND

PAYMENT No.	ACCOUNT No.	PAYEE	PAYMENT DESCRIPTION	DATE	VALUE \$
EF133740	10152	Aust Services Union	Payroll Deductions	6/10/2020	1,091.70
EF133741	10154	Australian Taxation Office	Payroll Deductions	6/10/2020	465,833.00
EF133742	10305	Child Support Agency	Payroll Deductions	6/10/2020	1,222.10
EF133743	11001	Local Government Racing & Cemeteries Employees Union Lgrceu	Payroll Deductions	6/10/2020	82.00
EF133744	11857	Champagne Social Club	Payroll Deductions	6/10/2020	384.00
EF133745	11860	45S Club	Payroll Deductions	6/10/2020	14.00
EF133746	19726	Health Insurance Fund Of Wa	Payroll Deductions	6/10/2020	1,229.25
EF133747	25987	Toyota Fleet Management	Payroll Deductions - Novated Lease	6/10/2020	608.14
EF133748	26987	Cti Risk Management	Security - Cash Collection	6/10/2020	2,115.80
EF133749	27874	Smartsalary	Salary Packaging/Leasing Administration	6/10/2020	11,568.75
EF133750	99997	Pauline Harris	Bibra Lake Fun Run 3Rd Place Female Ove	6/10/2020	50.00
EF133751	99997	Cliff Mckinley	Reimburse - 10000 Step Challenge Prizes	6/10/2020	17,543.08
EF133752	99997	Josephine Tovey	Compost Bin Rebate	6/10/2020	50.00
EF133753	27492	Superchoice Services Pty Limited	Payroll Deductions	15/10/2020	588,894.41
EF133754	99997	Family Day Care	Fdc Payment We 04/10/2020	8/10/2020	62,689.61
EF133755	99997	In Home Care Payments	Ihc Payments We 04/10/20	8/10/2020	18,771.87
EF133756	26987	Cti Risk Management	Security - Cash Collection	13/10/2020	1,691.45
EF133757	27872	Phoebe Corke	Monthly Elected Member Allowance	16/10/2020	462.33
EF133758	99996	Ashlee Antunes	Rates and Property related refunds	16/10/2020	21.25
EF133759	99996	Umair Uddin	Rates and Property related refunds	16/10/2020	120.00
EF133760	99996	Sanjin Mecevic	Rates and Property related refunds	16/10/2020	135.00
EF133761	99996	Frank Obbens	Rates and Property related refunds	16/10/2020	788.40
EF133762	99996	Revenuewa	Rates and Property related refunds	16/10/2020	2.41
EF133763	99996	Stuart Kaschula	Rates and Property related refunds	16/10/2020	87.05
EF133764	99996	Stuart Kaschula	Rates and Property related refunds	16/10/2020	96.14
EF133765	99996	Gillian Iannucci	Rates and Property related refunds	16/10/2020	10,090.40
EF133766	99996	Yu Lei	Rates and Property related refunds	16/10/2020	104.37
EF133767	99996	Tracey Mills	Rates and Property related refunds	16/10/2020	864.34
EF133768	99996	Tracey Rees	Rates and Property related refunds	16/10/2020	15.00
EF133769	99996	Laura Girolamo	Rates and Property related refunds	16/10/2020	15.00
EF133770	99996	Nicholas Trent Overington	Rates and Property related refunds	16/10/2020	150.00
EF133771	99996	My World Assets Pty Ltd	Rates and Property related refunds	16/10/2020	147.00
EF133772	99996	Jenna G Truscott	Rates and Property related refunds	16/10/2020	390.34
EF133773	99996	Janina Kicinska	Rates and Property related refunds	16/10/2020	93.94
EF133774	99996	Edith Ruth Miller	Rates and Property related refunds	16/10/2020	1,500.00
EF133775	99996	Jrs Logistics Pty Ltd	Rates and Property related refunds	16/10/2020	92.90
EF133776	99996	Byron Ellement	Rates and Property related refunds	16/10/2020	36,000.00
EF133777	99996	Muhammad Amjad	Rates and Property related refunds	16/10/2020	133.08
EF133778	99996	Francina P Rodgers	Rates and Property related refunds	16/10/2020	200.00
EF133779	99996	Kerry Hayes	Rates and Property related refunds	16/10/2020	4,600.00
EF133780	99996	Steven Kusevic	Rates and Property related refunds	16/10/2020	832.51
EF133781	99996	Sv Lakshmi Pty Ltd	Rates and Property related refunds	16/10/2020	1,400.75

EF133782	23250	Department Of Planning, Lands & Heritage	Dap Applications & Dap Fees	16/10/2020	9,680.00
EF133783	88888	Stephen Parsons	Bond Refund Pen C076 - Stephen Parsons	16/10/2020	500.00
EF133784	99997	Ag & Lb Fyvie	Overcharge Plan Copies - George Fyvie	16/10/2020	32.00
EF133785	99997	Da & S Tassone	Waterwise Verge Rebate Program	16/10/2020	457.90
EF133786	99997	Diane Hanlon	Cloth Nappies Rebate	16/10/2020	50.00
EF133787	99997	Hoda Hall	Cloth Nappies Rebate	16/10/2020	50.00
EF133788	99997	Gillian Hoyland	Compost Bin Rebate	16/10/2020	50.00
EF133789	99997	Restlie Roque	Crossover Rebate	16/10/2020	300.00
EF133790	99997	Samuel Chew	Crossover Rebate	16/10/2020	300.00
EF133791	99997	Reginald Jimeno	Crossover Rebate	16/10/2020	300.00
EF133792	99997	Connecting South Lake	Small Events Sponsorship	16/10/2020	2,949.00
EF133793	99997	Susannah Pijakovics	Compost Bin Rebate	16/10/2020	50.00
EF133794	99997	Department Of Fire And Emergency	Invoice 151185 - Dfes	16/10/2020	352.00
EF133795	99997	Betty Mead	Refund Of Membership	16/10/2020	77.00
EF133796	99997	Sargit Kaur	Refund Request Arc - Sargit Kaur	16/10/2020	26.56
EF133797	99997	Carol Wilson	Reimbursement Of Fees - Carol Wilson	16/10/2020	122.00
EF133798	99997	St Jeromes Seniors Club	Bus Subsidy /Lgacs2	16/10/2020	75.00
EF133799	99997	Roberta Bunce	Reimbursement For Lunch	16/10/2020	39.53
EF133800	99997	Roberta Bunce	Reimbursement For Lunch	16/10/2020	30.70
EF133801	99997	Michele Guagliardo	Compost Bin Rebate - M Guagliardo	16/10/2020	45.00
EF133802	99997	Kira Wallis	Modern Cloth Nappies Rebate - K Wallis	16/10/2020	50.00
EF133803	99997	Bryn M Evans	Compost Bin Rebate	16/10/2020	50.00
EF133804	99997	Federico Mornacchi	Compost Bin Rebate - F Mornacchi	16/10/2020	45.00
EF133805	99997	Marian Lucy Oliver	Compost Bin Rebate	16/10/2020	45.00
EF133806	99997	Brian A Sumich	Compost Bin Rebate - A Sumich	16/10/2020	50.00
EF133807	99997	Paula Wright	Refund Request Arc - Paula Wright	16/10/2020	150.57
EF133808	99997	Mick Norman	Water Wise Rebate - M Norman	16/10/2020	500.00
EF133809	99997	Amp Bank	Ref. 1048042006 Audit Certificate	16/10/2020	25.00
EF133810	99997	Sarah C Genoni	Compost Bin Rebate - Sarah Genoni	16/10/2020	50.00
EF133811	99997	Eccles Spring Trust	Refund Request Arc - John Eccles	16/10/2020	198.40
EF133812	99997	Aleksandar Pervan & Slavica Pervan	Crossover Contribution - Slavica Pervan	16/10/2020	300.00
EF133813	99997	Veronica And Claudio Munoz	Crossover Contribution - Veronica Munoz	16/10/2020	300.00
EF133814	99997	Susan August	Senior Security Subsidy Scheme	16/10/2020	140.00
EF133815	99997	Audrey Washbourne	Senior Security Subsidy Scheme	16/10/2020	200.00
EF133816	99997	Leonard Thompson	Senior Security Subsidy Scheme	16/10/2020	45.00
EF133817	99997	Sam Vlahov	Senior Security Subsidy Scheme	16/10/2020	200.00
EF133818	99997	Richard Austin	Senior Security Subsidy Scheme	16/10/2020	300.00
EF133819	99997	Maria Goncalves	Senior Security Subsidy Scheme	16/10/2020	200.00
EF133820	99997	Visko Silich	Senior Security Subsidy Scheme	16/10/2020	100.00
EF133821	99997	Maureen Dawe	Senior Security Subsidy Scheme	16/10/2020	200.00
EF133822	99997	Christine Harlock	Senior Security Subsidy Scheme	16/10/2020	200.00
EF133823	99997	Leslie Harris	Senior Security Subsidy Scheme	16/10/2020	300.00
EF133824	99997	Neville Daw	Senior Security Subsidy Scheme	16/10/2020	200.00
EF133825	99997	Annette Harris	Senior Security Subsidy Scheme	16/10/2020	200.00
EF133826	99997	Martin Jan	Senior Security Subsidy Scheme	16/10/2020	45.00
EF133827	99997	Maria Goncalves	Senior Security Subsidy Scheme	16/10/2020	300.00
EF133828	99997	Lydie Aamri	Senior Security Subsidy Scheme	16/10/2020	300.00

EF133829	99997	Merle Birch	Senior Security Subsidy Scheme	16/10/2020	300.00
EF133830	99997	Jean Garbellini	Senior Security Subsidy Scheme	16/10/2020	100.00
EF133831	99997	Patricia Bylsma	Senior Security Subsidy Scheme	16/10/2020	300.00
EF133832	99997	Delma Graziano	Senior Security Subsidy Scheme	16/10/2020	200.00
EF133833	99997	Mario Ducale	Senior Security Subsidy Scheme	16/10/2020	100.00
EF133834	99997	Natasha & Craig Ewart	Modern Cloth Nappies Rebate - Tash Ewart	16/10/2020	50.00
EF133835	99997	Elyse Peberdy	Compost Bin Rebate - Elyse Peberdy	16/10/2020	50.00
EF133836	99997	Bradley Bayly Holdings Pty Ltd	Foi/0430 - 200177 / Wigger-Smith	16/10/2020	30.00
EF133837	99997	Roger Norman Wilson	Cockburn Care Unspent Monies - R Wilson	16/10/2020	467.47
EF133838	99997	Chantelle Nictora	Reimbursement - Senior Centre Knives	16/10/2020	399.99
EF133839	99997	Michele Mirenda	Client Reimbursement	16/10/2020	140.00
EF133840	10058	Alsco Pty Ltd	Hygiene Services/Supplies	16/10/2020	234.45
EF133841	10071	Onemusic Australia	Licence - Performing Rights	16/10/2020	6,818.11
EF133842	10091	Aslab Pty Ltd	Asphalting Services/Supplies	16/10/2020	2,596.44
EF133843	10097	Blackwoods Atkins	Engineering Supplies	16/10/2020	30.62
EF133844	10118	Australia Post	Postage Charges	16/10/2020	30,485.33
EF133845	10184	Benara Nurseries	Plants	16/10/2020	725.38
EF133846	10207	Boc Gases	Gas Supplies	16/10/2020	451.09
EF133847	10221	Bp Australia Pty Ltd	Diesel/Petrol Supplies	16/10/2020	19,748.21
EF133848	10226	Bridgestone Australia Ltd	Tyre Services	16/10/2020	3,768.70
EF133849	10246	Bunnings Building Supplies Pty Ltd	Hardware Supplies	16/10/2020	2,266.70
EF133850	10255	Cabcharge Australia Pty Ltd	Cabcharges	16/10/2020	554.22
EF133851	10338	Cleanaway Pty Ltd	Waste Disposal Services	16/10/2020	1,969.21
EF133852	10353	Cockburn Cement Ltd	Cement And Lime	16/10/2020	608.52
EF133853	10483	Landgate	Mapping/Land Title Searches	16/10/2020	1,470.98
EF133854	10484	Department Of Mines, Industry Regulation And Safety	Building Services Levy	16/10/2020	97,307.05
EF133855	10526	E & Mj Rosher Pty Ltd	Mower Equipment	16/10/2020	5,765.47
EF133856	10528	Easifleet	Vehicle Lease	16/10/2020	2,291.95
EF133857	10535	Workpower Incorporated	Employment Services - Planting	16/10/2020	9,356.72
EF133858	10537	Edartsupplies	Art/Craft Supplies	16/10/2020	181.19
EF133859	10589	Fines Enforcement Registry	Fines Enforcement Fees	16/10/2020	3,927.00
EF133860	10590	Department Of Fire And Emergency Services	Esl Levy & Related Costs	16/10/2020	144,219.39
EF133861	10597	Flexi Staff Pty Ltd	Employment Services	16/10/2020	7,971.02
EF133862	10609	Forestvale Trees P/L	Plants - Trees/Shrubs	16/10/2020	1,875.50
EF133863	10655	Ghd Pty Ltd	Consultancy Services	16/10/2020	15,156.09
EF133864	10787	Jandakot Accident Repair Centre	Panel Beating Services	16/10/2020	1,003.02
EF133865	10879	Les Mills Aerobics	Instruction/Training Services	16/10/2020	1,367.09
EF133866	10888	Lj Caterers	Catering Services	16/10/2020	1,806.20
EF133867	10912	M2 Technology Group	Messaging Services	16/10/2020	396.00
EF133868	10913	Bucher Municipal Pty Ltd	Purchase Of New Plant / Repair Services	16/10/2020	6,477.06
EF133869	10918	Main Roads Wa	Karel ave upgrade	16/10/2020	1,984,801.50
EF133870	10923	Major Motors Pty Ltd	Repairs/Maintenance Services	16/10/2020	1,093.49
EF133871	10938	Maxwell Robinson & Phelps	Pest & Weed Management	16/10/2020	8,982.58
EF133872	10944	Mcleods	Legal Services	16/10/2020	2,809.93
EF133873	10991	Beacon Equipment	Mowing Equipment	16/10/2020	2,519.50
EF133874	11028	Neverfail Springwater Ltd	Bottled Water Supplies	16/10/2020	192.18
EF133875	11036	Northlake Electrical	Electrical Services	16/10/2020	20,769.82

EF133876	11077	P & G Body Builders Pty Ltd	Plant Body Building Services	16/10/2020	913.00
EF133877	11155	Pk Print Pty Ltd	Printing Services	16/10/2020	422.00
EF133878	11182	Premium Brake & Clutch Service	Brake Services	16/10/2020	5,053.95
EF133879	11208	Quick Corporate Australia Pty Ltd	Stationery/Consumables	16/10/2020	2,198.29
EF133880	11244	Research Solutions Pty Ltd	Research Services	16/10/2020	5,578.63
EF133881	11248	Ricoh Australia	Office Equipment	16/10/2020	9.08
EF133882	11307	Satellite Security Services Pty Ltd	Security Services	16/10/2020	1,179.10
EF133883	11308	Boss Industrial Formally Sba Supplies	Hardware Supplies	16/10/2020	647.30
EF133884	11334	Shenton Enterprises Pty Ltd	Pool Equipment/Services	16/10/2020	18,156.75
EF133885	11387	Bibra Lake Soils	Soil & Limestone Supplies	16/10/2020	1,380.00
EF133886	11425	Southern Metropolitan Regional Council	Waste Disposal Gate Fees	16/10/2020	2,040.00
EF133887	11449	Spearwood Florist Ultimate Co Pty Ltd	Floral Arrangements	16/10/2020	125.00
EF133888	11459	Spearwood Veterinary Hospital	Veterinary Services	16/10/2020	253.00
EF133889	11496	Stanlee Hospitality Supplies	Catering Equipment/Supplies	16/10/2020	93.50
EF133890	11502	State Law Publisher	Advertising Services	16/10/2020	312.09
EF133891	11533	Superbowl Melville	Entertainment Services	16/10/2020	445.20
EF133892	11557	Technology One Ltd	It Consultancy Services	16/10/2020	21,139.80
EF133893	11619	Titan Ford	Purchase Of Vehicles & Servicing	16/10/2020	17,236.76
EF133894	11625	Total Eden Pty Ltd	Reticulation Supplies	16/10/2020	2,747.44
EF133895	11667	Turfmaster Facility Management	Turf & Mowing Services	16/10/2020	28,794.70
EF133896	11702	Villa Dalmacia Association Inc.	Spical Club Activities	16/10/2020	2,080.00
EF133897	11773	Nutrien Ag Solutions	Chemical Supplies	16/10/2020	1,144.00
EF133898	11787	Department Of Transport	Vehicle Search Fees	16/10/2020	42.20
EF133899	11789	Walga	Advertising/Training Services	16/10/2020	773.00
EF133900	11793	Western Irrigation Pty Ltd	Irrigation Services/Supplies	16/10/2020	2,384.80
EF133901	11806	Westrac Pty Ltd	Repairs/Mncc - Earthmoving Equipment	16/10/2020	1,010.55
EF133902	11835	Wurth Australia Pty Ltd	Hardware Supplies	16/10/2020	1,191.21
EF133903	11985	Ivo Grubelich	Bus Hire	16/10/2020	4,752.00
EF133904	12014	Tutt Bryant Equipment Bt Equipment Pty Ltd T/As	Excavating/Earthmoving Equipment	16/10/2020	4,414.38
EF133905	12018	O'connor Lawnmower & Chainsaw Centre	Mowing Equipment/Parts/Services	16/10/2020	48.00
EF133906	12127	Able Westchem	Chemical/Cleaning Supplies	16/10/2020	158.40
EF133907	12153	Hays Personnel Services Pty Ltd	Employment Services	16/10/2020	4,902.61
EF133908	12500	Ellenby Tree Farm	Plant Supplies	16/10/2020	495.00
EF133909	12672	Norman Disney & Young	Consultancy Services	16/10/2020	3,674.00
EF133910	12693	Suffling, Thomas James T/A Rivergods	Outdoor Activities - Rafting	16/10/2020	1,350.00
EF133911	12796	Isentia Pty Ltd	Media Monitoring Services	16/10/2020	1,496.00
EF133912	13102	Michael Page International (Australia) Pty Ltd	Employment Services	16/10/2020	6,692.98
EF133913	13462	Ati-Mirage Pty Ltd	Training Services	16/10/2020	5,252.50
EF133914	13558	Engineering Technology Consultants	Consultants Services	16/10/2020	4,702.50
EF133915	13563	Green Skills Inc	Employment Services	16/10/2020	9,399.00
EF133916	13825	Jackson Mcdonald	Legal Services	16/10/2020	5,220.60
EF133917	13834	Sulo Mgb Australia Pty Ltd	Mobile Garbage Bins	16/10/2020	97,376.72
EF133918	13860	Krs Contracting	Waste Collection Services	16/10/2020	30,095.25
EF133919	13959	Perth Cadcentre	Dessign/Drafting Services	16/10/2020	880.00
EF133920	14350	Baileys Fertilisers	Fertiliser Supplies	16/10/2020	3,782.49
EF133921	14530	Donald Veal Consultants Pty Ltd	Consultancy Services	16/10/2020	10,010.00
EF133922	15271	Ple Computers Pty Ltd	Computer Hardware	16/10/2020	70.05

EF133923	15393	Stratagreen	Hardware Supplies	16/10/2020	6,396.06
EF133924	15587	Benestar Group Pty Ltd Previously: Davidson Trahaire Corpsych	Training Services	16/10/2020	1,518.00
EF133925	15588	Natural Area Holdings Pty Ltd	Weed Spraying	16/10/2020	15,068.23
EF133926	15850	Ecoscape	Environmental Consultancy	16/10/2020	18,089.50
EF133927	15868	Cardno (Wa) Pty Ltd	Consultancy Services - Engineering	16/10/2020	2,420.00
EF133928	15895	Royal Wolf Trading Australia Pty Limited	Container Hire	16/10/2020	366.92
EF133929	16064	Cms Engineering Pty Ltd	Airconditioning Services	16/10/2020	31,517.32
EF133930	16107	Wren Oil	Waste Disposal Services	16/10/2020	137.50
EF133931	16396	Mayday Earthmoving	Road Construction Machine Hire	16/10/2020	42,097.00
EF133932	16653	Complete Portables Pty Ltd	Supply & Hire Of Modular Buildings	16/10/2020	754.28
EF133933	16846	Action Glass & Aluminium	Glazing Services	16/10/2020	5,910.87
EF133934	17553	Altus Traffic Pty Ltd	Traffic Control Services	16/10/2020	687.50
EF133935	18126	Dell Australia Pty Ltd	Computer Hardware	16/10/2020	8,237.71
EF133936	18203	Natsync Environmental	Pest Control	16/10/2020	1,498.50
EF133937	18272	Austraclear Limited	Investment Services	16/10/2020	71.52
EF133938	18286	Iw Projects Pty Ltd	Consultancy Services - Civil Engineering	16/10/2020	3,619.00
EF133939	18316	Stiles Electrical & Communication Services	Electrical Services	16/10/2020	34,008.52
EF133940	18494	Dept Of Biodiversity, Conservation And Attractions	Licence Renewal	16/10/2020	39.00
EF133941	18763	Local Community Insurance Services (Part Of Jit Group)	Community Insurance Policies	16/10/2020	13,323.97
EF133942	18801	Fremantle Bin Hire	Bin Hire - Skip Bins	16/10/2020	2,520.00
EF133943	18962	Sealanes (1985) P/L	Catering Supplies	16/10/2020	1,429.49
EF133944	19533	Woolworths Ltd	Groceries	16/10/2020	1,544.58
EF133945	19540	Cancer Council Of Western Australia (Inc) Please See Ap 99997 For Donations	Promotional Items	16/10/2020	381.98
EF133946	19541	Turf Care Wa Pty Ltd	Turf Services	16/10/2020	3,205.63
EF133947	19713	Diskbank Pty Ltd	Cd's & Dvd's	16/10/2020	222.75
EF133948	19747	Allerding & Associates	Planning Consultancy Services	16/10/2020	7,771.15
EF133949	19776	Josh Byrne & Associates	Environmental Consultant	16/10/2020	3,100.00
EF133950	20238	My Delicious Cake & Decorating Supplies Pty Ltd	Cake Decorating Services	16/10/2020	450.00
EF133951	20315	David Beyer Trading As Activesustainability	Consultancy	16/10/2020	4,400.00
EF133952	20549	A1 Carpet, Tile & Grout Cleaning	Cleaning Services - Tiles/Carpet	16/10/2020	495.00
EF133953	20864	Paragon Corporate Training	Training/ Instruction	16/10/2020	847.50
EF133954	21291	Chittering Valley Worm Farm	Environmental Education	16/10/2020	1,140.00
EF133955	21294	Cat Haven	Animal Services	16/10/2020	1,694.00
EF133956	21371	Ld Total Sanpoint Pty Ltd	Landscaping Works/Services	16/10/2020	24,480.93
EF133957	21665	Mmj Real Estate (Wa) Pty Ltd	Property Management Services	16/10/2020	20,098.38
EF133958	21678	Iannello Designs	Graphic Design	16/10/2020	3,294.50
EF133959	21744	Jb Hi Fi - Commercial	Electronic Equipment	16/10/2020	5,563.00
EF133960	21747	Unicare Health	Wheelchair Hire	16/10/2020	491.00
EF133961	21934	Phoenix Podiatry	Podiatry Services	16/10/2020	65.00
EF133962	21946	Ryan's Quality Meats	Meat Supplies	16/10/2020	1,185.51
EF133963	22553	Brownes Food Operations	Catering Supplies	16/10/2020	401.98
EF133964	22639	Shatish Chauhan	Training Services - Yoga	16/10/2020	400.00
EF133965	22658	South East Regional Centre For Urban Landcare Inc (Sercul)	Urban Landcare Services	16/10/2020	545.78
EF133966	22682	Beaver Tree Services Pty Ltd	Tree Pruning Services	16/10/2020	15,045.88
EF133967	22806	Chevron Australia Downstream Fuels Pty Ltd	Fuel Supplies	16/10/2020	56,658.92
EF133968	22854	Lgiswa	Insurance Premiums	16/10/2020	825,018.72
EF133969	22874	Economic Development Australia Ltd	Conference/Events	16/10/2020	2,521.20

EF133970	23253	Kott Gunning	Legal Services	16/10/2020	4,369.20
EF133971	23457	Totally Workwear Fremantle	Clothing - Uniforms	16/10/2020	607.75
EF133972	23506	Hudson Global Resources (Aust) Pty Ltd	Human Resources Consult	16/10/2020	1,550.33
EF133973	23570	A Proud Landmark Pty Ltd	Landscape Construction Services	16/10/2020	95,621.68
EF133974	23579	Daimler Trucks Perth	Purchase Of New Truck	16/10/2020	1,549.63
EF133975	23848	Greenbase Pty Ltd	Environmental Consultancy	16/10/2020	3,344.00
EF133976	23971	Find Wise Location Services	Locating Services - Underground	16/10/2020	1,221.00
EF133977	24156	Mastec Australia Pty Ltd	Purchase Of New Bins	16/10/2020	715.00
EF133978	24275	Truck Centre Wa Pty Ltd	Purchase Of New Truck	16/10/2020	425.40
EF133979	24508	Rebecca Flanagan	Educational Musical Lessons	16/10/2020	330.00
EF133980	24527	Australian Association For Environmental Education (Wa Chapt	Course Registration	16/10/2020	66.00
EF133981	24643	Bibliotheca Rfid Library Systems Australia Pty Ltd	Purchase Of Library Tags	16/10/2020	2,200.00
EF133982	24718	Solar Lighting Designs	Solar Design	16/10/2020	13,337.50
EF133983	24734	Myriad Images	Photography Services	16/10/2020	797.50
EF133984	24736	Zenien	Cctv Camera Licences	16/10/2020	3,327.72
EF133985	24748	Pearmans Electrical & Mechanical Services P/L	Electrical Services	16/10/2020	20,939.21
EF133986	24864	Fremantle Football Club	Merchandise Stock For Retail Sale	16/10/2020	10,682.85
EF133987	24945	Ns Projects Pty Ltd	Project Management Services	16/10/2020	16,079.80
EF133988	25063	Superior Pak Pty Ltd	Vehicle Maintenance	16/10/2020	1,248.16
EF133989	25115	Fiig	Investment Management Services	16/10/2020	2,750.00
EF133990	25121	Imagesource Digital Solutions	Billboards	16/10/2020	5,294.96
EF133991	25128	Horizon West Landscape & Irrigation P/L	Landscaping Services	16/10/2020	41,308.69
EF133992	25264	Acurix Networks Pty Ltd	Wifi Access Service	16/10/2020	6,366.80
EF133993	25323	Cadds Group Pty Ltd	Building Surveying Services	16/10/2020	12,646.81
EF133994	25415	Jandakot Stock & Pet Supplies	Pet Supplies	16/10/2020	106.75
EF133995	25418	Cs Legal	Legal Services	16/10/2020	1,117.78
EF133996	25586	Envirovap Pty Ltd	Hire Of Leachate Units	16/10/2020	12,430.00
EF133997	25713	Discus On Demand The Trustee For Discus On Demand Unit Trust	Printing Services	16/10/2020	1,555.40
EF133998	25733	Miracle Recreation Equipment	Playground Installation / Repairs	16/10/2020	6,757.30
EF133999	25736	Blue Tang (Wa) Pty Ltd T/As Emerge Associates (The Trustee For The Reef Unit	Consultancy Services	16/10/2020	2,024.00
EF134000	25737	The Trustee For Sarb Enterprises Hybrid Trust T/A Database Consultants Austral	Consultancy Services	16/10/2020	1,760.00
EF134001	25813	Lg Connect Pty Ltd	Erp Systems Development	16/10/2020	6,781.13
EF134002	25940	Leaf Bean Machine	Coffee Bean Supply	16/10/2020	440.00
EF134003	25962	All Lines	Linemarking Services	16/10/2020	7,590.00
EF134004	26029	Autosweep Wa	Sweeping Services	16/10/2020	3,707.00
EF134005	26099	Dextera	Computer Purchases	16/10/2020	1,351.48
EF134006	26114	Grace Records Management	Records Management Services	16/10/2020	1,966.92
EF134007	26257	Paperbark Technologies	Arboricultural Consultancy Services	16/10/2020	330.00
EF134008	26303	Gecko Contracting Turf & Landscape Maintenance	Turf & Landscape Maintenance	16/10/2020	254,960.46
EF134009	26314	Cpe Group	Temporary Employment Services	16/10/2020	4,651.26
EF134010	26399	Paperscout The Trustee For Peters Morrison Family Trust	Graphic Design Services	16/10/2020	1,419.00
EF134011	26419	Equifax Australasia Credit Ratings Pty Ltd	Credit Reference Checks	16/10/2020	603.90
EF134012	26442	Bullant Security Pty Ltd Key West Lock Service & Sales	Locksmith & Security Services	16/10/2020	3,207.24
EF134013	26533	Curtin University Of Technology	Program Assessments	16/10/2020	4,868.50
EF134014	26551	The Simulation Centre	Entry Fees - School Holiday Program	16/10/2020	576.00
EF134015	26606	Enviro Infrastructure Pty Ltd	Construction& Fabrication	16/10/2020	30,707.85
EF134016	26610	Tracc Civil Pty Ltd	Civil Construction	16/10/2020	5,500.00

EF134017	26614	Marketforce Pty Ltd	Advertising	16/10/2020	2,288.39
EF134018	26625	Andover Detailers	Car Detailing Services	16/10/2020	722.50
EF134019	26709	Talis Consultants Pty Ltd	Waste Consultancy	16/10/2020	11,569.81
EF134020	26721	Quad Services Pty Ltd	Cleaning Services	16/10/2020	6,948.74
EF134021	26735	Shane McMaster Surveys	Survey Services	16/10/2020	3,630.00
EF134022	26739	Kerb Doctor	Kerb Maintenance	16/10/2020	6,230.40
EF134023	26743	Statewide Turf Services	Turf Renovation	16/10/2020	40,607.37
EF134024	26773	Laser Corps Combat Adventruers	Entry Fees	16/10/2020	1,034.00
EF134025	26781	The Archery Centre & Laser Ranger	Entry Fees	16/10/2020	950.00
EF134026	26782	Soft Landing	Recycling Services	16/10/2020	13,162.51
EF134027	26789	Raeco	Supplier Of Library Shelving And Furnitu	16/10/2020	462.00
EF134028	26820	Nbn Co Ltd	Telecommunications	16/10/2020	496.19
EF134029	26846	Visibility Limited	Disabilibilty Services	16/10/2020	313.51
EF134030	26854	Ifap	Training	16/10/2020	399.00
EF134031	26867	Tic Safety Pty Ltd	Childrens Workshops	16/10/2020	660.00
EF134032	26883	Gta Consultants	Transport Planning	16/10/2020	2,851.75
EF134033	26898	Spandex Asia Pacific Pty Ltd	Signage Supplier	16/10/2020	5,596.24
EF134034	26909	West Coast Profilers Pty Ltd	Road Planing Cold Services	16/10/2020	1,408.00
EF134035	26917	Cirrus Networks Pty Ltd	It Network & Telephony Services	16/10/2020	51,452.82
EF134036	26938	Majestic Plumbing	Plumbing Services	16/10/2020	35,916.52
EF134037	26983	Hitech Sports Pty Ltd	Sporting Equipment	16/10/2020	5,027.00
EF134038	27010	Quantum Building Services Pty Ltd	Building Maintenance	16/10/2020	5,852.28
EF134039	27031	Downer Edi Works Pty Ltd	Asphalt Services	16/10/2020	24,067.58
EF134040	27034	Adelby Pty Ltd	Firebreak Construction	16/10/2020	3,536.50
EF134041	27035	Phenomenon Creative Event Services	Event Management	16/10/2020	2,504.70
EF134042	27054	Vocus Pty Ltd	Telecommunications	16/10/2020	2,323.20
EF134043	27059	Frontline Fire And Rescue Equipment	Manufacture-Fire Vehicles/Equipment	16/10/2020	299.42
EF134044	27065	Westbooks	Books	16/10/2020	2,885.74
EF134045	27069	Hart Sport	Sports Equipment	16/10/2020	1,430.00
EF134046	27082	Kulbardi Pty Ltd	Stationery Supplies	16/10/2020	827.20
EF134047	27098	Q2 (Q-Squared)	Digital Data Service	16/10/2020	1,485.00
EF134048	27130	Adline Media Pty Ltd	Digital Marketing & Software Service Pro	16/10/2020	5,659.82
EF134049	27154	Suez Recycling & Recovery Pty Ltd	Waste Services	16/10/2020	143,544.84
EF134050	27155	Educated By Nature Pty Ltd	Education Services	16/10/2020	207.50
EF134051	27161	Next Power	Solar Panel	16/10/2020	1,132.21
EF134052	27168	Nightlife Music Pty Ltd	Music Management	16/10/2020	465.53
EF134053	27189	Healthstrong Pty Ltd	Home Care	16/10/2020	110.00
EF134054	27210	Urban Design Lab	Landscape Design	16/10/2020	2,232.00
EF134055	27231	Civil Survey Solutions Pty Ltd	Consultancy - Engineering	16/10/2020	781.00
EF134056	27233	Malco Flooring Pty Ltd	Flooring Services	16/10/2020	1,496.00
EF134057	27241	Landscape Elements Pty Ltd	Landscaping Services	16/10/2020	54,533.40
EF134058	27246	Veale Auto Parts	Spare Parts Mechanical	16/10/2020	280.00
EF134059	27275	Hospitality Total Services	Hospitality Consultants	16/10/2020	4,317.50
EF134060	27279	Peter Rowsthorn	Entertainment	16/10/2020	3,300.00
EF134061	27283	Sports Surfaces	Sport Surfaces Installation	16/10/2020	165.00
EF134062	27308	Jatu Clothing & Ppe Pty Ltd	Clothing Ppe	16/10/2020	3,807.36
EF134063	27351	Programmed Property Services	Property Maintenance	16/10/2020	7,205.00

EF134064	27362	The Mighty Booths	Photobooth	16/10/2020	629.00
EF134065	27374	Southern Cross Cleaning	Commercial Cleaning	16/10/2020	9,042.50
EF134066	27384	Sifting Sands	Sand Cleaning	16/10/2020	2,333.10
EF134067	27396	Ankeet Mehta Spearwood Newspaper Round Delivery	Newspaper Delivery	16/10/2020	39.88
EF134068	27403	Freedom Fairies Pty Ltd	Amusement	16/10/2020	297.00
EF134069	27414	Hancock Creative Pty Ltd	Training	16/10/2020	1,925.00
EF134070	27427	Home Chef	Cooking/Food Services	16/10/2020	545.38
EF134071	27432	Lg Solutions Pty Ltd	Financial Services	16/10/2020	8,580.00
EF134072	27434	Cartwright Media	Video Production	16/10/2020	3,240.00
EF134073	27455	Site Protective Services	Cctv Parts	16/10/2020	9,447.68
EF134074	27482	Billi Australia Pty Ltd	Water Filter Taps	16/10/2020	2,145.00
EF134075	27483	World Upholstery Services	Upholstery Services	16/10/2020	121.00
EF134076	27485	Ashley Group	Auto Electrical	16/10/2020	27,825.20
EF134077	27499	Hodge Collard Preston Architects	Architects	16/10/2020	41,613.00
EF134078	27507	Facilities First Australia	Cleaning Services	16/10/2020	15,370.11
EF134079	27512	Agent Sales & Services Pty Ltd	Pool Chemicals	16/10/2020	102.30
EF134080	27523	Robert Lawrence Toohey	High Pressure Cleaning	16/10/2020	2,094.00
EF134081	27524	David Wills And Associates	Engineering Services	16/10/2020	2,200.00
EF134082	27534	Ralph & Beattie Bosworth Pty Ltd	Quantity Survey	16/10/2020	10,639.20
EF134083	27539	Jasmin Carpentry & Maintenance	Carpentry	16/10/2020	15,274.38
EF134084	27567	Chorus Australia Limited	Health Care Services	16/10/2020	1,633.50
EF134085	27575	Shred X Secure Destruction	Document Destruction	16/10/2020	10.12
EF134086	27587	New Ground Water Services Pty Ltd	Irrigation/Reticulation	16/10/2020	55,231.66
EF134087	27610	Rockwater Pty Ltd	Hydrogeological Consultancy	16/10/2020	5,605.60
EF134088	27617	Galaxy 42 Pty Ltd	Consultancy - It	16/10/2020	9,856.00
EF134089	27622	Truegrade Medical Supplies	Medical Supplies	16/10/2020	535.08
EF134090	27631	Aquatic Services Wa Pty Ltd	Pool Equipment & Maintenance	16/10/2020	1,790.80
EF134091	27644	Cmaktech	Ict Engineering & Consulting	16/10/2020	44,859.08
EF134092	27652	Area 5 Football Pty Ltd	Training - Football	16/10/2020	1,080.00
EF134093	27657	Positive Balance Massage	Massage Therapy	16/10/2020	200.00
EF134094	27676	Blue Force Pty Ltd	Security Services	16/10/2020	40.00
EF134095	27677	Dodgy Bros Dodgeball Co.	Dodgeball Game	16/10/2020	1,500.00
EF134096	27684	Jani Murphy Pty Ltd	Training	16/10/2020	2,475.00
EF134097	27695	Qtm Pty Ltd	Traffic Management	16/10/2020	8,760.42
EF134098	27757	Ground Support Systems (Aust)	Shoring Equipment	16/10/2020	5,192.00
EF134099	27764	Design Out Crime And Cpted Centre	Consultancy Security	16/10/2020	545.00
EF134100	27767	Altus Group Consulting Pty Ltd	Surveying Services	16/10/2020	9,652.50
EF134101	27783	Cadgroup Australia Pty Ltd	Software	16/10/2020	700.79
EF134102	27806	Creative Canary	Web Hosting	16/10/2020	66.00
EF134103	27816	Asterisk Information Security	It Consultancy	16/10/2020	330.00
EF134104	27818	Modus Compliance Pty Ltd	Consultant Engineering	16/10/2020	891.00
EF134105	27819	Axiis Contracting Pty Ltd	Concrete Works	16/10/2020	7,339.20
EF134106	27827	Abc Containers	Sea Containers	16/10/2020	99.00
EF134107	27829	Smec Australia Pty. Ltd.	Consultancy - Engineering	16/10/2020	8,379.80
EF134108	27834	Alemba Pty Ltd		16/10/2020	14,437.50
EF134109	27842	Light House Laundry	Laundering	16/10/2020	134.81
EF134110	27850	Dowsing Group Pty Ltd	Concreting Services	16/10/2020	8,492.56

EF134111	27855	Total Landscape Redevelopment Service Pty Ltd	Tree Watering	16/10/2020	45,771.00
EF134112	27863	Carers Plus	Nursing Services	16/10/2020	1,251.05
EF134113	27869	Select Fresh Pty Ltd	Food Supplie,Fruit & Veg	16/10/2020	228.39
EF134114	27892	Resolve Group Pty Ltd	Consultancy - Bca Certification	16/10/2020	1,155.00
EF134115	27894	Lifecare Homecare	Healthcare	16/10/2020	2,106.50
EF134116	27902	Wild West Hyundai	Vehicles	16/10/2020	142.66
EF134117	27908	Raubex Construction	Engineering Civil - Contract RC19015 landfill capping	16/10/2020	188,566.84
EF134118	27917	Go Doors Pty Ltd	Door Maintenance & Repair	16/10/2020	7,878.75
EF134119	27944	Nedlands Yacht Club Inc	Yacht Club	16/10/2020	900.00
EF134120	27946	Kambarang Services Pty Ltd	Training Indigenous Cultute	16/10/2020	3,300.00
EF134121	27955	Far Lane	Consultancy Economic	16/10/2020	8,860.50
EF134122	27965	Stantec Australia Pty Ltd	Engineering Services	16/10/2020	5,280.00
EF134123	27978	Frontline Safety Australia Pty Ltd	Clothing - Uniforms	16/10/2020	7,175.52
EF134124	27979	Wml Consultants Pty Ltd	Consultancy - Engineering	16/10/2020	8,800.00
EF134125	27980	Burdens Australia Pty Ltd	Outdoor Furniture	16/10/2020	12,190.20
EF134126	27991	All Signs Wa Pty Ltd	Signs	16/10/2020	891.00
EF134127	27998	Stylecraft Australia	Furniture - Office	16/10/2020	3,246.11
EF134128	28001	Corsign Wa Pty Ltd	Sign Making Material	16/10/2020	633.60
EF134129	28002	Little Aussie Directories	Advertising	16/10/2020	1,182.50
EF134130	28003	Taylor Made Design	Graphic Design	16/10/2020	748.00
EF134131	28022	Grafton General Products	Home Safety Modifications	16/10/2020	141.23
EF134132	28024	Bibra Lake Fibreglass Pty Ltd	Fibreglass Services	16/10/2020	121.00
EF134133	28028	Collective Artists Pty Ltd	Booking Agency	16/10/2020	3,300.00
EF134134	10047	Alinta Energy	Natural Gas & Electricity Supply	16/10/2020	1,674.85
EF134135	11794	Synergy	Electricity Usage/Supplies	16/10/2020	382,254.13
EF134136	11758	Water Corp Utililty Account Only - Please Refer To 11760 When Raising Po	Water Usage / Sundry Charges	16/10/2020	38,249.91
EF134137	11760	Water Corporation	Sewer Easement	16/10/2020	699.06
EF134138	10152	Aust Services Union	Payroll Deductions	19/10/2020	1,065.80
EF134139	10154	Australian Taxation Office	Payroll Deductions	19/10/2020	492,898.00
EF134140	10305	Child Support Agency	Payroll Deductions	19/10/2020	988.36
EF134141	11001	Local Government Racing & Cemeteries Employees Union Lgrceu	Payroll Deductions	19/10/2020	82.00
EF134142	11857	Champagne Social Club	Payroll Deductions	19/10/2020	392.00
EF134143	11860	45S Club	Payroll Deductions	19/10/2020	14.00
EF134144	19726	Health Insurance Fund Of Wa	Payroll Deductions	19/10/2020	1,229.25
EF134145	25987	Toyota Fleet Management	Payroll Deductions - Novated Lease	19/10/2020	608.14
EF134146	26987	Cti Risk Management	Security - Cash Collection	19/10/2020	1,802.10
EF134147	27874	Smartsalary	Salary Packaging/Leasing Administration	19/10/2020	12,794.00
EF134148	99996	Nicole Vidovich	4414082	19/10/2020	1,022.52
EF134149	99997	Family Day Care	Fdc Payment We 18/10/20	22/10/2020	50,218.69
EF134150	99997	In Home Care Payments	Ihc Payment We 18/10/20	22/10/2020	18,786.74
EF134151	26810	Rmss	Software	27/10/2020	13,490.40
EF134152	26987	Cti Risk Management	Security - Cash Collection	27/10/2020	1,182.65
EF134153	27277	Department Of Water And Environmental Regulation	Quarterly Land Fill Levy	28/10/2020	1,401,090.42
EF134154	11867	Kevin John Allen	Monthly Elected Member Allowance	30/10/2020	6,139.83
EF134155	12740	Logan Howlett	Monthly Elected Member Allowance	30/10/2020	14,939.09
EF134156	20634	Lee-Anne Smith	Monthly Elected Member Allowance	30/10/2020	5,639.83
EF134157	25353	Philip Eva	Monthly Elected Member Allowance	30/10/2020	6,139.83

EF134158	26696	Chamonix Terblanche	Monthly Elected Member Allowance	30/10/2020	6,139.83
EF134159	27326	Michael Separovich	Monthly Elected Member Allowance	30/10/2020	6,139.83
EF134160	27327	Chontelle Stone	Monthly Elected Member Allowance	30/10/2020	6,139.83
EF134161	27475	Lara Kirkwood	Monthly Elected Member Allowance	30/10/2020	8,009.66
EF134162	27871	Tom Widenbar	Monthly Elected Member Allowance	30/10/2020	6,139.83
EF134163	27872	Phoebe Corke	Monthly Elected Member Allowance	30/10/2020	6,139.83
EF134164	23250	Department Of Planning, Lands & Heritage	Dap Applications & Dap Fees	30/10/2020	5,603.00
EF134165	88888	Aurora Montejo	Bond refund	30/10/2020	1,000.00
EF134166	88888	Melissa Madgwick	Bond refund	30/10/2020	250.00
EF134167	88888	Property Nominees Pty Ltd	Bond refund	30/10/2020	6,456.61
EF134168	99997	Claire Lyons And Karen Denny	Waterwise Verge Rebate - Claire Lyons	30/10/2020	436.21
EF134169	99997	Mathilda Carmichael	Waterwise Rebate - Mathilda Carmichael	30/10/2020	500.00
EF134170	99997	Kathleen Edmonson	Cockburn Care Reimbursement	30/10/2020	140.00
EF134171	99997	Rh & Ja Johnson	Peace day - doves	30/10/2020	250.00
EF134172	99997	Patricia Orr	Course Reimbursement - Patricia Orr	30/10/2020	2,350.00
EF134173	99997	Elsie Lofthouse	Overcharged Fees Refund	30/10/2020	1,080.10
EF134174	99997	Servau Offcl Departmental Recpts & Pymts	Document No: 180115090 Centrepay	30/10/2020	261.36
EF134175	99997	Darlene Murray	Senior Security Subsidy Scheme	30/10/2020	200.00
EF134176	99997	Gary Mosher	Senior Security Subsidy Scheme	30/10/2020	45.00
EF134177	99997	Judith Fauzi	Senior Security Subsidy Scheme	30/10/2020	300.00
EF134178	99997	Raymond Agombar	Senior Security Subsidy Scheme	30/10/2020	200.00
EF134179	99997	Judith Platten	Senior Security Subsidy Scheme	30/10/2020	100.00
EF134180	99997	Violet Hockley	Senior Security Subsidy Scheme	30/10/2020	90.00
EF134181	99997	Rosslyn Minson	Senior Security Subsidy Scheme	30/10/2020	300.00
EF134182	99997	Maria Antunes	Senior Security Subsidy Scheme	30/10/2020	300.00
EF134183	99997	Coral Wood	Senior Security Subsidy Scheme	30/10/2020	200.00
EF134184	99997	Kaye Clark	Senior Security Subsidy Scheme	30/10/2020	300.00
EF134185	99997	Francesco Scilipoti	Senior Security Subsidy Scheme	30/10/2020	200.00
EF134186	99997	Eris Toop	Senior Security Subsidy Scheme	30/10/2020	300.00
EF134187	99997	Kevin Hughes	Senior Security Subsidy Scheme	30/10/2020	200.00
EF134188	99997	Reginald Bridle	Senior Security Subsidy Scheme	30/10/2020	300.00
EF134189	99997	Anthony Gray	Senior Security Subsidy Scheme	30/10/2020	300.00
EF134190	99997	Ian Jones	Senior Security Subsidy Scheme	30/10/2020	200.00
EF134191	99997	Catherine Stuart	Senior Security Subsidy Scheme	30/10/2020	200.00
EF134192	99997	Rosemarie Rees	Senior Security Subsidy Scheme	30/10/2020	300.00
EF134193	99997	June Menner	Senior Security Subsidy Scheme	30/10/2020	200.00
EF134194	99997	Victor Rodrigues	Senior Security Subsidy Scheme	30/10/2020	200.00
EF134195	99997	Dale Campbell	One Off Payment For Entertainer	30/10/2020	585.00
EF134196	99997	Stuart Greer	Crossover Claim - S Greer	30/10/2020	300.00
EF134197	99997	Marie Aurellie Foong Moy Li Mow Kwan	Crossover Claim	30/10/2020	300.00
EF134198	99997	Addie Choon	Crossover Claim - A Choon	30/10/2020	300.00
EF134199	99997	Boon Hong Tay	Crossover Claim	30/10/2020	300.00
EF134200	99997	Cockburn Junior Cricket Club Oli Yonge	Sports Equipment Grant #20/4	30/10/2020	1,000.00
EF134201	99997	Cockburn City Soccer Club Heidi Lazzaro	Sports Equipment Grant #20/131	30/10/2020	1,000.00
EF134202	99997	Pineview Community Kindergarten	Donation - Pineview Preschool Maintenanc	30/10/2020	8,125.92
EF134203	99997	Cockburn Cricket Club	Donation - Cockburn Cricket Insurance Co	30/10/2020	1,500.00
EF134204	99997	Noel Morich	Whadjuk Working Group Party Workshop	30/10/2020	526.32

EF134205	99997	Trevor Walley	Whadjuk Working Group Party Workshop	30/10/2020	526.32
EF134206	99997	Kristy Anne Indich	Whadjuk Working Group Party Workshop	30/10/2020	526.32
EF134207	99997	Diana Ponton	Whadjuk Working Group Party Workshop	30/10/2020	526.32
EF134208	99997	Reginald Yarran	Whadjuk Working Group Party Workshop	30/10/2020	526.32
EF134209	99997	Garry Bennell	Whadjuk Working Group Party Workshop	30/10/2020	526.32
EF134210	99997	Brendan Moore	Whadjuk Working Group Party Workshop	30/10/2020	578.95
EF134211	99997	Trevor McMahon	Whadjuk Working Group Party Workshop	30/10/2020	578.95
EF134212	99997	Jandakot Lakes Junior Cricket Club Danie	Sports Equipment Grant #20/5	30/10/2020	975.00
EF134213	99997	Raymond Carter	Senior Security Subsidy Scheme	30/10/2020	200.00
EF134214	99997	French Bulldog Awareness Group Of Wa	Stallholder Fur Run Prize F.B.A.G Of Wa	30/10/2020	200.00
EF134215	99997	Alan Clarke & Lesley Chegwidden	Waterwise Rebate - Alan Clarke	30/10/2020	750.00
EF134216	99997	Katarzyna Millington	Cloth Nappies Rebate - Kasia Millington	30/10/2020	50.00
EF134217	99997	Mrs Alice Bryant	Cloth Nappies Rebate - Alice Bryant	30/10/2020	50.00
EF134218	99997	Jessica Fleury	Cloth Nappies Rebate - Jessica Fleury	30/10/2020	50.00
EF134219	99997	Carly Luff	Cloth Nappies Rebate - Carly Luff	30/10/2020	50.00
EF134220	99997	Miss Kate Parkey	Cloth Nappies Rebate - Kate Parkey	30/10/2020	50.00
EF134221	99997	Lauren And James Bondy	Compost Bin Rebate - Lauren Bondy	30/10/2020	50.00
EF134222	99997	Bi & Km Sprunt	Crossover Contribution - Benjamin Sprunt	30/10/2020	300.00
EF134223	99997	Kane Greer	Crossover Contribution - Kane Greer	30/10/2020	300.00
EF134224	99997	Ka & Pj Minahan-Muir	Reimburse Medical Assessment Fees	30/10/2020	65.00
EF134225	99997	Curtin University	Invoice # 135026	30/10/2020	2,600.00
EF134226	99997	Esther Sofair	Parent Massage Teddy Bears Picnic	30/10/2020	270.00
EF134227	99997	Bibra Lake Primary School	Donations To Schools - Acs7	30/10/2020	270.00
EF134228	99997	Spearwood Alternateve School	Donations To Schools - Acs7	30/10/2020	516.00
EF134229	10010	Aac Id Solutions	Security & Promotional Products	30/10/2020	3,328.17
EF134230	10184	Benara Nurseries	Plants	30/10/2020	5,711.55
EF134231	10201	Big W Discount Stores	Various Supplies	30/10/2020	15.00
EF134232	10207	Boc Gases	Gas Supplies	30/10/2020	110.22
EF134233	10226	Bridgestone Australia Ltd	Tyre Services	30/10/2020	23,285.32
EF134234	10246	Bunnings Building Supplies Pty Ltd	Hardware Supplies	30/10/2020	1,943.66
EF134235	10279	Castrol Australia Pty Ltd	Grease/Lubricants	30/10/2020	4,581.52
EF134236	10333	Cjd Equipment Pty Ltd	Hardware Supplies	30/10/2020	32,006.73
EF134237	10359	Cockburn Painting Service	Painting Supplies/Services	30/10/2020	7,837.50
EF134238	10375	Veolia Environmental Services	Waste Services	30/10/2020	13,768.28
EF134239	10483	Landgate	Mapping/Land Title Searches	30/10/2020	2,028.77
EF134240	10502	Disability Services Commission	Disability Services	30/10/2020	4,004.00
EF134241	10526	E & Mj Roshier Pty Ltd	Mower Equipment	30/10/2020	4,908.12
EF134242	10535	Workpower Incorporated	Employment Services - Planting	30/10/2020	11,016.71
EF134243	10573	Fairbridge Western Australia Inc	Outdoor Recreation Services	30/10/2020	1,050.00
EF134244	10590	Department Of Fire And Emergency Services	Esl Levy & Related Costs	30/10/2020	2,045.93
EF134245	10597	Flexi Staff Pty Ltd	Employment Services	30/10/2020	8,474.37
EF134246	10787	Jandakot Accident Repair Centre	Panel Beating Services	30/10/2020	2,173.70
EF134247	10794	Jason Signmakers	Signs	30/10/2020	16,407.60
EF134248	10888	Lj Caterers	Catering Services	30/10/2020	4,769.82
EF134249	10909	Lyons Airconditioning Service Wa Pty Ltd	Repairs/Maintenance Services	30/10/2020	8,997.01
EF134250	10913	Bucher Municipal Pty Ltd	Purchase Of New Plant / Repair Services	30/10/2020	3,784.62
EF134251	10923	Major Motors Pty Ltd	Repairs/Maintenance Services	30/10/2020	1,496.13

EF134252	10938	Maxwell Robinson & Phelps	Pest & Weed Management	30/10/2020	1,502.22
EF134253	10944	Mcleods	Legal Services	30/10/2020	5,779.82
EF134254	10951	Melville Motors Pty Ltd	Motor Cars	30/10/2020	525.00
EF134255	10991	Beacon Equipment	Mowing Equipment	30/10/2020	6,843.85
EF134256	11028	Neverfail Springwater Ltd	Bottled Water Supplies	30/10/2020	497.57
EF134257	11036	Northlake Electrical	Electrical Services	30/10/2020	80,719.41
EF134258	11182	Premium Brake & Clutch Service	Brake Services	30/10/2020	7,147.58
EF134259	11208	Quick Corporate Australia Pty Ltd	Stationery/Consumables	30/10/2020	2,811.12
EF134260	11307	Satellite Security Services Pty Ltd	Security Services	30/10/2020	7,692.59
EF134261	11308	Boss Industrial Formally Sba Supplies	Hardware Supplies	30/10/2020	2,974.00
EF134262	11331	Shawmac Pty Ltd	Consultancy Services - Civil	30/10/2020	9,900.00
EF134263	11332	Sheet Metal Fabricators Spearwood	Metal Fabrication	30/10/2020	7,007.00
EF134264	11334	Shenton Enterprises Pty Ltd	Pool Equipment/Services	30/10/2020	17,482.89
EF134265	11337	Sheridans For Badges	Name Badges & Engraving	30/10/2020	2,451.19
EF134266	11375	Slater-Gartrell Sports	Sport Supplies	30/10/2020	4,939.00
EF134267	11387	Bibra Lake Soils	Soil & Limestone Supplies	30/10/2020	35.00
EF134268	11449	Spearwood Florist Ultimate Co Pty Ltd	Floral Arrangements	30/10/2020	100.00
EF134269	11459	Spearwood Veterinary Hospital	Veterinary Services	30/10/2020	150.00
EF134270	11483	St John Ambulance Aust Wa Operations	First Aid Courses	30/10/2020	347.60
EF134271	11502	State Law Publisher	Advertising Services	30/10/2020	185.40
EF134272	11511	Statewide Bearings	Bearing Supplies	30/10/2020	154.00
EF134273	11625	Total Eden Pty Ltd	Reticulation Supplies	30/10/2020	10,744.26
EF134274	11642	Trailer Parts Pty Ltd	Trailer Parts	30/10/2020	69.89
EF134275	11699	Vernon Design Group	Architectural Services	30/10/2020	750.00
EF134276	11701	Vibra Industrial Filtration Australasia	Filter Supplies	30/10/2020	970.42
EF134277	11722	Wa Hino Sales & Service	Purchase Of New Trucks / Maintenance	30/10/2020	3,259.12
EF134278	11749	Warren's Earthmoving Contractors	Earthmoving Services	30/10/2020	555.50
EF134279	11787	Department Of Transport	Vehicle Search Fees	30/10/2020	548.80
EF134280	11793	Western Irrigation Pty Ltd	Irrigation Services/Supplies	30/10/2020	67,349.99
EF134281	11806	Westrac Pty Ltd	Repairs/Mtnce - Earthmoving Equipment	30/10/2020	259.82
EF134282	11854	Zipform	Printing Services	30/10/2020	2,338.39
EF134283	12014	Tutt Bryant Equipment Bt Equipment Pty Ltd T/As	Excavating/Earthmoving Equipment	30/10/2020	2,715.86
EF134284	12028	City Of Armadale	Animal Disposal Services	30/10/2020	47.44
EF134285	12153	Hays Personnel Services Pty Ltd	Employment Services	30/10/2020	9,281.40
EF134286	12500	Ellenby Tree Farm	Plant Supplies	30/10/2020	2,046.00
EF134287	12507	Technology For Ageing And Disability Wa	Medical Supplies	30/10/2020	440.00
EF134288	12589	Australian Institute Of Management	Training Services	30/10/2020	2,064.00
EF134289	13102	Michael Page International (Australia) Pty Ltd	Employment Services	30/10/2020	5,354.39
EF134290	13492	Chivers Marine	Marine Equipment	30/10/2020	208.59
EF134291	13558	Engineering Technology Consultants	Consultants Services	30/10/2020	13,102.10
EF134292	13825	Jackson Mcdonald	Legal Services	30/10/2020	13,405.70
EF134293	13860	Krs Contracting	Waste Collection Services	30/10/2020	8,780.75
EF134294	14297	Artref Pty Ltd	Printing Cartridges	30/10/2020	947.76
EF134295	14350	Baileys Fertilisers	Fertiliser Supplies	30/10/2020	4,229.50
EF134296	14631	Waste Gas Resources Pty Ltd	Power Generation	30/10/2020	4,942.76
EF134297	14831	Anglicare Wa	Community Services	30/10/2020	539.00
EF134298	15098	Brook & Marsh Pty Ltd	Surveying Services	30/10/2020	8,800.00

EF134299	15271	Ple Computers Pty Ltd	Computer Hardware	30/10/2020	1,030.00
EF134300	15588	Natural Area Holdings Pty Ltd	Weed Spraying	30/10/2020	16,545.33
EF134301	15868	Cardno (Wa) Pty Ltd	Consultancy Services - Engineering	30/10/2020	5,021.50
EF134302	15916	1Spatial Australia Pty Ltd	Annual Software Subscription	30/10/2020	17,160.00
EF134303	16064	Cms Engineering Pty Ltd	Airconditioning Services	30/10/2020	8,737.30
EF134304	16107	Wren Oil	Waste Disposal Services	30/10/2020	401.50
EF134305	16846	Action Glass & Aluminium	Glazing Services	30/10/2020	467.50
EF134306	16985	Wa Premix	Concrete Supplies	30/10/2020	5,236.00
EF134307	17097	Value Tissue	Paper Products	30/10/2020	606.98
EF134308	17121	Underground Power Development Pty Ltd	Electrical Services	30/10/2020	1,831.50
EF134309	17345	Kennards Hire - Myaree	Equipment Hire	30/10/2020	4,200.00
EF134310	17471	Pirtek (Fremantle) Pty Ltd	Hoses & Fittings	30/10/2020	4,014.79
EF134311	17553	Altus Traffic Pty Ltd	Traffic Control Services	30/10/2020	4,527.33
EF134312	17827	Nilsen (Wa) Pty Ltd	Electrical Services	30/10/2020	3,801.34
EF134313	17927	Sharyn Egan	Artistic Services	30/10/2020	16,500.00
EF134314	18126	Dell Australia Pty Ltd	Computer Hardware	30/10/2020	5,493.40
EF134315	18203	Natsync Environmental	Pest Control	30/10/2020	1,791.20
EF134316	18533	Friends Of The Community Inc.	Donation	30/10/2020	2,079.20
EF134317	18801	Fremantle Bin Hire	Bin Hire - Skip Bins	30/10/2020	420.00
EF134318	18941	Allstamps	Stationery	30/10/2020	54.30
EF134319	18962	Sealanes (1985) P/L	Catering Supplies	30/10/2020	881.99
EF134320	19107	Forever Shining	Monument	30/10/2020	940.00
EF134321	19533	Woolworths Ltd	Groceries	30/10/2020	1,540.69
EF134322	19541	Turf Care Wa Pty Ltd	Turf Services	30/10/2020	36,729.00
EF134323	19762	Australian Training Management Pty Ltd	Training Services	30/10/2020	6,690.00
EF134324	20000	Aust West Auto Electrical Pty Ltd	Auto Electrical Services	30/10/2020	20,952.08
EF134325	20146	Data#3 Limited	Contract It Personnel & Software	30/10/2020	785.73
EF134326	20321	Riverjet Pty Ltd	Educting-Cleaning Services	30/10/2020	22,812.90
EF134327	20549	A1 Carpet, Tile & Grout Cleaning	Cleaning Services - Tiles/Carpet	30/10/2020	165.00
EF134328	21120	Shorewater Marine Pty Ltd	Marine Construction Services	30/10/2020	1,916.91
EF134329	21127	Joanna Ayckbourn (Voices In Sinc)	Instruction - Singing	30/10/2020	500.00
EF134330	21471	Wa Machinery Glass	Glazing Services	30/10/2020	869.00
EF134331	21627	Manheim Pty Ltd	Impounded Vehicles	30/10/2020	1,034.00
EF134332	21697	Ict Express Pty Ltd	Consultancy Services - It	30/10/2020	17,552.70
EF134333	21747	Unicare Health	Wheelchair Hire	30/10/2020	277.00
EF134334	22106	Intelife Group	Services - Daip	30/10/2020	2,905.07
EF134335	22337	Segafredo Zanetti Aust Pty Ltd	Coffee & Coffee Machines	30/10/2020	414.40
EF134336	22375	Tcd Civil Construction	Contract C100725 - Drainage services Tolley Court	30/10/2020	188,388.87
EF134337	22553	Brownes Food Operations	Catering Supplies	30/10/2020	360.86
EF134338	22569	Sonic Health Plus Pty Ltd	Medical Services	30/10/2020	5,474.70
EF134339	22613	Vicki Royans	Artistic Services	30/10/2020	450.00
EF134340	22619	Ksc Training	Training Services	30/10/2020	1,368.00
EF134341	22623	Landmark Products Ltd	Landscape Infrastructure	30/10/2020	55,275.00
EF134342	22624	Aussie Earthworks Pty Ltd	Earthworks	30/10/2020	22,281.05
EF134343	22639	Shatish Chauhan	Training Services - Yoga	30/10/2020	1,620.00
EF134344	22651	Spraymaster Spray Shop	Spaying Equipment	30/10/2020	202.84
EF134345	22658	South East Regional Centre For Urban Landcare Inc (Sercul)	Urban Landcare Services	30/10/2020	3,023.44

EF134346	22682	Beaver Tree Services Pty Ltd	Tree Pruning Services	30/10/2020	93,573.16
EF134347	22752	Elgas Limited	Gas Supplies	30/10/2020	473.80
EF134348	22806	Chevron Australia Downstream Fuels Pty Ltd	Fuel Supplies	30/10/2020	16,017.38
EF134349	22859	Top Of The Ladder	Gutter Cleaning Services	30/10/2020	13,761.00
EF134350	23288	Ariane Roemmele	Amusement - Children's Activities	30/10/2020	620.00
EF134351	23351	Cockburn Gp Super Clinic Limited T/A Cockburn Integrated Health	Leasing Fees	30/10/2020	23,435.00
EF134352	23457	Totally Workwear Fremantle	Clothing - Uniforms	30/10/2020	1,688.16
EF134353	23570	A Proud Landmark Pty Ltd	Landscape Contruction Services	30/10/2020	26,574.46
EF134354	23579	Daimler Trucks Perth	Purchase Of New Truck	30/10/2020	506.00
EF134355	24275	Truck Centre Wa Pty Ltd	Purchase Of New Truck	30/10/2020	1,874.86
EF134356	24506	Amaranti's Personal Training	Personal Training Services	30/10/2020	450.00
EF134357	24655	Automasters Spearwood	Vehicle Servicing	30/10/2020	3,991.00
EF134358	24718	Solar Lighting Designs	Solar Design	30/10/2020	495.00
EF134359	24748	Pearmans Electrical & Mechanical Services P/L	Electrical Services	30/10/2020	15,813.81
EF134360	24864	Fremantle Football Club	Merchandise Stock For Retail Sale	30/10/2020	4,622.45
EF134361	24945	Ns Projects Pty Ltd	Project Management Services	30/10/2020	14,531.00
EF134362	25121	Imagesource Digital Solutions	Billboards	30/10/2020	3,559.16
EF134363	25127	Milmar Distributors	Printing Services - Id Cards	30/10/2020	29.70
EF134364	25128	Horizon West Landscape & Irrigation P/L	Landscaping Services	30/10/2020	1,518.00
EF134365	25264	Acurix Networks Pty Ltd	Wifi Access Service	30/10/2020	12,733.60
EF134366	25325	Natsales Advertising Pty Ltd	Printing Services	30/10/2020	550.00
EF134367	25415	Jandakot Stock & Pet Supplies	Pet Supplies	30/10/2020	87.80
EF134368	25645	Yelakitj Moort Nyungar Association Inc	Welcome To The Country Performances	30/10/2020	800.00
EF134369	25733	Miracle Recreation Equipment	Playground Installation / Repairs	30/10/2020	2,970.00
EF134370	25736	Blue Tang (Wa) Pty Ltd T/As Emerge Associates (The Trustee For The Reef Unit	Consultancy Services	30/10/2020	4,290.00
EF134371	25832	Exteria	Street And Park Infrastructure	30/10/2020	2,671.90
EF134372	25962	All Lines	Linemarking Services	30/10/2020	5,335.00
EF134373	26117	Samantha Hughes	Entertainment Services	30/10/2020	300.00
EF134374	26211	Amcom Pty Ltd	Internet/Data Services	30/10/2020	14,708.55
EF134375	26257	Paperbark Technologies	Arboricultural Consultancy Services	30/10/2020	1,828.75
EF134376	26303	Gecko Contracting Turf & Landscape Maintenance	Turf & Landscape Maintenance	30/10/2020	95,050.64
EF134377	26314	Cpe Group	Temporary Employment Services	30/10/2020	5,480.55
EF134378	26321	Skateboarding Wa	Skateboarding Clinics	30/10/2020	1,897.50
EF134379	26354	Electrofen	Repair Serivces - Security Fences	30/10/2020	360.00
EF134380	26369	All Retaining Systems	Construction Services	30/10/2020	6,270.00
EF134381	26399	Paperscout The Trustee For Peters Morrison Family Trust	Graphic Design Services	30/10/2020	3,124.00
EF134382	26403	Ches Power Group	Engineering Solutions / Back Up Generato	30/10/2020	687.30
EF134383	26442	Bullant Security Pty Ltd Key West Lock Service & Sales	Locksmith & Secruity Services	30/10/2020	765.50
EF134384	26470	Scp Conservation	Fencing Services	30/10/2020	8,877.00
EF134385	26558	Healthcare Australia Pty Ltd	Temporary Employment Services	30/10/2020	103.00
EF134386	26574	Eva Bellydance	Entertainment - Belly Dancing	30/10/2020	375.00
EF134387	26606	Enviro Infrastructure Pty Ltd	Construction& Fabrication	30/10/2020	38,100.74
EF134388	26614	Marketforce Pty Ltd	Advertising	30/10/2020	12,641.71
EF134389	26650	Carnival Amusements	Rides And Amusements	30/10/2020	5,021.00
EF134390	26655	Worldwide Printing Solutions East Perth	Printing Services	30/10/2020	638.00
EF134391	26656	Environmental Health Australia (Western Australia) Inc.	Membershsip, Conferences And Training Fo	30/10/2020	398.00
EF134392	26698	Melville Mitsubishi	Purchase Of New Vehicles & Maintenance	30/10/2020	17.42

EF134393	26721	Quad Services Pty Ltd	Cleaning Services	30/10/2020	29,357.05
EF134394	26735	Shane McMaster Surveys	Survey Services	30/10/2020	10,450.00
EF134395	26745	Embroidme Myaree	Embroidery	30/10/2020	796.40
EF134396	26754	Insight Call Centre Services	Call Centre Services	30/10/2020	13,026.15
EF134397	26757	Incredible Creatures Mobile Farm	Bringing Animals To Shows For Public Int	30/10/2020	1,310.00
EF134398	26761	The Sand Card Company	Entertainment Services	30/10/2020	550.00
EF134399	26766	Jpw Earthmoving Pty Ltd	Earthmoving Services	30/10/2020	22,440.00
EF134400	26768	Esplanade Hotel Fremantle By Rydges	Venue Hire	30/10/2020	25,939.56
EF134401	26773	Laser Corps Combat Adventruers	Entry Fees	30/10/2020	990.00
EF134402	26779	Safemaster Safety Products Pty Ltd	Safety Products	30/10/2020	10,936.20
EF134403	26846	Visability Limited	Disability Services	30/10/2020	313.52
EF134404	26883	Gta Consultants	Transport Planning	30/10/2020	12,669.80
EF134405	26898	Spandex Asia Pacific Pty Ltd	Signage Supplier	30/10/2020	3,044.79
EF134406	26901	Alyka Pty Ltd	Digital Consultancy And Web Development	30/10/2020	8,662.50
EF134407	26917	Cirrus Networks Pty Ltd	It Network & Telephony Services	30/10/2020	44,363.44
EF134408	26929	Elan Energy Matrix Pty Ltd	Recycling Services	30/10/2020	2,330.70
EF134409	26938	Majestic Plumbing	Plumbing Services	30/10/2020	32,148.21
EF134410	26946	Av Truck Services Pty Ltd	Truck Dealership	30/10/2020	2,229.00
EF134411	26950	Walcon Marine Australasia Pty Ltd	Marine Services	30/10/2020	17,767.20
EF134412	26953	Rock And Roll Mountain Biking	Mountain Bike Tours	30/10/2020	855.00
EF134413	26957	Jbs & G Australia Pty Ltd	Consultancy - Enviromental	30/10/2020	15,943.13
EF134414	26982	Plantrite	Plants	30/10/2020	550.00
EF134415	26985	Access Icon Pty Ltd	Drainage Products	30/10/2020	1,859.00
EF134416	26988	Bladon Wa Pty Ltd	Promotional Products	30/10/2020	770.00
EF134417	27002	Cockburn Party Hire	Hire Services	30/10/2020	2,750.50
EF134418	27011	Baileys Marine Fuel Australia	Fuel	30/10/2020	1,442.25
EF134419	27015	Intelli Trac	Gps Tracking	30/10/2020	2,596.00
EF134420	27031	Downer Edi Works Pty Ltd	Asphalt Services	30/10/2020	269,907.44
EF134421	27044	Graffiti Systems Australia	Graffiti Removal & Anti-Graffiti Coating	30/10/2020	1,177.46
EF134422	27045	Gantner Electronics Pty Ltd	Electrical	30/10/2020	11,504.90
EF134423	27052	Event Marquees	Marquee Hire	30/10/2020	890.00
EF134424	27059	Frontline Fire And Rescue Equipment	Manufacture-Fire Vehicles/Equipment	30/10/2020	361.34
EF134425	27065	Westbooks	Books	30/10/2020	1,197.84
EF134426	27072	Nordic Fitness Equipment	Fitness Equipment	30/10/2020	4,080.00
EF134427	27085	Savills Project Management Pty Ltd	Project Management	30/10/2020	3,322.00
EF134428	27131	West Coast Commercial Industries	Lockers	30/10/2020	300.00
EF134429	27132	Wilma Scenini	Training & Instructor	30/10/2020	300.00
EF134430	27168	Nightlife Music Pty Ltd	Music Management	30/10/2020	465.53
EF134431	27177	Initial Hygiene	Hygiene	30/10/2020	7,644.60
EF134432	27184	Birdlife Australia Western Australia	Conservation Projects And Education	30/10/2020	220.00
EF134433	27185	Stonecraft Masonry Solutions	Stone Mason	30/10/2020	5,280.00
EF134434	27187	Neve Contracting	Design Services	30/10/2020	1,430.00
EF134435	27189	Healthstrong Pty Ltd	Home Care	30/10/2020	110.00
EF134436	27198	Green Promotions Pty Ltd	Promotional Supplies	30/10/2020	1,595.00
EF134437	27205	Cameron Chisholm Nicol	Architectural Services	30/10/2020	1,443.75
EF134438	27211	Chris Melsom	Urban Planning And Design	30/10/2020	1,020.00
EF134439	27238	Auto Ingress Pty Ltd	Service Auto Doors	30/10/2020	576.79

EF134440	27241	Landscape Elements Pty Ltd	Landscaping Services	30/10/2020	38,504.46
EF134441	27246	Veale Auto Parts	Spare Parts Mechanical	30/10/2020	2,292.80
EF134442	27269	Integrpay Pty Ltd	Payment Processing	30/10/2020	12,344.27
EF134443	27308	Jatu Clothing & Ppe Pty Ltd	Clothing Ppe	30/10/2020	190.98
EF134444	27324	Bebbcart Pty Ltd	Cartographic And Drafting Services	30/10/2020	462.00
EF134445	27334	Westcare Print	Printing Services	30/10/2020	2,271.50
EF134446	27348	Message Media	Telecommunications	30/10/2020	608.90
EF134447	27364	Balshaws Florist	Florist	30/10/2020	700.00
EF134448	27384	Sifting Sands	Sand Cleaning	30/10/2020	1,200.60
EF134449	27396	Ankeet Mehta Spearwood Newspaper Round Delivery	Newspaper Delivery	30/10/2020	32.85
EF134450	27401	Emprise Mobility Pty Ltd	Mobility Equipment	30/10/2020	165.00
EF134451	27404	K2 Audiovisual	Audio Visual Equipment	30/10/2020	4,345.00
EF134452	27423	Mechanical Project Services Pty Ltd	Airconditioning Services	30/10/2020	2,233.00
EF134453	27427	Home Chef	Cooking/Food Services	30/10/2020	735.99
EF134454	27434	Cartwright Media	Video Production	30/10/2020	720.00
EF134455	27443	Global Food Safety Auditing	Auditing Services	30/10/2020	742.50
EF134456	27455	Site Protective Services	Cctv Parts	30/10/2020	126,220.16
EF134457	27456	Securepay Pty Ltd	Payment Solutions	30/10/2020	1,241.02
EF134458	27463	Agile Dogs	Dog Training	30/10/2020	450.00
EF134459	27482	Billi Australia Pty Ltd	Water Filter Taps	30/10/2020	1,549.90
EF134460	27499	Hodge Collard Preston Architects	Architects	30/10/2020	18,343.19
EF134461	27507	Facilities First Australia	Cleaning Services	30/10/2020	143,767.24
EF134462	27512	Agent Sales & Services Pty Ltd	Pool Chemicals	30/10/2020	598.40
EF134463	27518	Kyocera Document Solutions Australia Pty Ltd	Photocopying Machines	30/10/2020	4,210.66
EF134464	27519	Euphorium Creative	Events Management	30/10/2020	16,500.00
EF134465	27523	Robert Lawrence Toohey	High Pressure Cleaning	30/10/2020	2,046.00
EF134466	27530	Push Mobility	Beach Access Equipment	30/10/2020	400.00
EF134467	27539	Jasmin Carpentry & Maintenance	Carpentry	30/10/2020	506.00
EF134468	27546	Bpa Engineering	Consultancy - Engineering	30/10/2020	17,424.00
EF134469	27548	Standing Fork	Catering	30/10/2020	2,626.80
EF134470	27560	Artem Design Studio Pty Ltd	Architectural Services	30/10/2020	8,520.60
EF134471	27579	Travis Hayto Photography	Photography Services	30/10/2020	1,265.00
EF134472	27592	Hey Jay Fix It!! Home Maintenance Service	Home Maintenance	30/10/2020	315.00
EF134473	27602	Rawlinsons (Wa)	Surveying Services	30/10/2020	2,420.00
EF134474	27604	Rock 'N' Toddle	Entertainment	30/10/2020	2,640.00
EF134475	27620	Gold Corporation	Ceremonial Coins	30/10/2020	2,646.05
EF134476	27622	Truegrade Medical Supplies	Medical Supplies	30/10/2020	8,528.26
EF134477	27631	Aquatic Services Wa Pty Ltd	Pool Equipment & Maintenance	30/10/2020	9,271.90
EF134478	27635	Threat Protect	Security	30/10/2020	198.00
EF134479	27646	The Trustee For Sas Unit Trust (Site Architecture Studio)	Architectural Services	30/10/2020	4,136.00
EF134480	27657	Positive Balance Massage	Massage Therapy	30/10/2020	200.00
EF134481	27675	Wgawa Pty Ltd	Consultancy Engineering	30/10/2020	50,247.79
EF134482	27684	Jani Murphy Pty Ltd	Training	30/10/2020	2,475.00
EF134483	27695	Qtm Pty Ltd	Traffic Management	30/10/2020	5,807.20
EF134484	27722	Metra Australia	Software	30/10/2020	2,655.10
EF134485	27733	Midnight Tuesday	Artistic	30/10/2020	678.25
EF134486	27749	Advisian Pty Ltd	Consulting - Enginnering	30/10/2020	4,628.58

EF134487	27776	Urban Resources Pty Ltd	Hire Paint & Equipment	30/10/2020	17,600.00
EF134488	27784	Rops Engineering Australia Pty Ltd	Crane Repairs	30/10/2020	953.28
EF134489	27797	City Lifts	Lift Maintenance	30/10/2020	2,794.00
EF134490	27799	Wa Profiling And Stabilisation Pty Ltd	Road Profiling	30/10/2020	50,710.07
EF134491	27815	Adilam Technologies	Technologie Solutions	30/10/2020	23,034.00
EF134492	27819	Axiis Contracting Pty Ltd	Concrete Works	30/10/2020	495.00
EF134493	27825	Wespray On Paving	Concrete Works	30/10/2020	970.20
EF134494	27829	Smec Australia Pty. Ltd.	Consultancy - Engineering	30/10/2020	11,000.00
EF134495	27831	Butler And Brown	Event Management	30/10/2020	38,500.00
EF134496	27834	Alemba Pty Ltd		30/10/2020	8,910.00
EF134497	27842	Light House Laundry	Laundering	30/10/2020	207.85
EF134498	27847	Matrix Traffic And Transport Data Pty Ltd	Traffic Surveys	30/10/2020	5,357.00
EF134499	27863	Carers Plus	Nursing Services	30/10/2020	497.13
EF134500	27879	Precision Badges Wa	Badges	30/10/2020	187.55
EF134501	27886	Bbc Entertainment	Entertainment Agency	30/10/2020	605.00
EF134502	27889	Mbl Food Services	Packaging Supplies	30/10/2020	277.20
EF134503	27894	Lifecare Homecare	Healthcare	30/10/2020	2,656.50
EF134504	27899	Nature Calls Portable Toilets	Hire - Portable Loos	30/10/2020	915.00
EF134505	27901	les Cultural Heritage	Cultural Training	30/10/2020	375.00
EF134506	27917	Go Doors Pty Ltd	Door Maintenance & Repair	30/10/2020	10,705.48
EF134507	27930	Be Projects (Wa) Pty Ltd	Construction Services - Contract C100683 Wetlands Precinct	30/10/2020	522,877.77
EF134508	27940	A-Smart Pty Ltd	Service & Maintenance	30/10/2020	677.94
EF134509	27953	Truckline	Spare Parts, Truck/Trailer	30/10/2020	962.28
EF134510	27958	Execugifts	Promotional/Merchandise Items	30/10/2020	819.50
EF134511	27962	Beingthere Solutions Pty Ltd	Communications	30/10/2020	8,250.00
EF134512	27965	Stantec Australia Pty Ltd	Engineering Services	30/10/2020	14,691.60
EF134513	27969	Perfect Gym Solutions	Software For Gym's	30/10/2020	148,405.40
EF134514	27972	David Castelanelli Pty Ltd.	Training/Education Workshops	30/10/2020	2,497.50
EF134515	27982	Pep Transport	Transport	30/10/2020	1,889.51
EF134516	27984	Sabrina Fenwick	Excercise Classes	30/10/2020	640.00
EF134517	27986	Daily Living Products	Mobility Equip	30/10/2020	2,795.00
EF134518	27991	All Signs Wa Pty Ltd	Signs	30/10/2020	533.50
EF134519	27992	Learning Horizons	Training/Education	30/10/2020	9,350.00
EF134520	28001	Corsign Wa Pty Ltd	Sign Making Material	30/10/2020	88.00
EF134521	28002	Little Aussie Directories	Advertising	30/10/2020	1,182.50
EF134522	28003	Taylor Made Design	Graphic Design	30/10/2020	2,062.50
EF134523	28013	Rps Aap Consulting Pty Ltd	Project Management	30/10/2020	2,285.25
EF134524	28017	Terra Firma Industries Pty Ltd	Composite Pit Lids And Frp Grating	30/10/2020	3,201.00
EF134525	28022	Grafton General Products	Home Safety Modifications	30/10/2020	845.14
EF134526	28023	Department Of Finance	Govt Dept	30/10/2020	3,608.00
EF134527	28025	The Nappy Guru	Nappy Workshops	30/10/2020	500.00
EF134528	28026	The Gate Bar & Bistro	Hospitality	30/10/2020	1,500.00
EF134529	28031	Brandon's Shredding Boxes	Recycling	30/10/2020	15.00
EF134530	28037	Lance Chadd	Artwork	30/10/2020	35,750.00
EF134531	99996	Maria Dc Cantanho	Rates and Property related refunds	30/10/2020	2,402.79
EF134532	99996	Tracey Rees	Rates and Property related refunds	30/10/2020	15.00
EF134533	99996	David Wilson	Rates and Property related refunds	30/10/2020	20.00

EF134534	99996	Infrastructure Development Builders	Rates and Property related refunds	30/10/2020	56.65
EF134535	99996	Tangent Nominees	Rates and Property related refunds	30/10/2020	711.61
EF134536	99996	Mapel Building Pty Ltd	Rates and Property related refunds	30/10/2020	642.50
EF134537	99996	Dan Scopinich	Rates and Property related refunds	30/10/2020	1,024.00
EF134538	99996	Vera Oslopova	Rates and Property related refunds	30/10/2020	611.78
EF134539	99996	Marcello Greco	Rates and Property related refunds	30/10/2020	1,645.23
EF134540	99996	Fiona Catherine Castle	Rates and Property related refunds	30/10/2020	299.12
EF134541	99996	Duilio E Cutrali	Rates and Property related refunds	30/10/2020	2,078.91
EF134542	99996	Eduard Koscec	Rates and Property related refunds	30/10/2020	1,102.24
EF134543	99996	Etuate Lma Palelei	Rates and Property related refunds	30/10/2020	837.23
EF134544	99996	Jasmin Zukanovic	Rates and Property related refunds	30/10/2020	1,444.74
EF134545	99996	Semple Property Group	Rates and Property related refunds	30/10/2020	397.35
EF134546	99996	Developmentwa	Rates and Property related refunds	30/10/2020	21,821.45
EF134547	99996	Chantelle Brown	Rates and Property related refunds	30/10/2020	100.89
EF134548	99996	Craig Woolley	Rates and Property related refunds	30/10/2020	91.53
EF134549	99996	G & A Woodcock	Rates and Property related refunds	30/10/2020	1,534.33
EF134550	99996	Hb & B Funds Management Pty Ltd	Rates and Property related refunds	30/10/2020	559.00
EF134551	99996	Hb & B Funds Management Pty Ltd	Rates and Property related refunds	30/10/2020	197.88
EF134552	99996	Tribal Mining Pty Ltd	Rates and Property related refunds	30/10/2020	26.52
EF134553	99996	Stephanie Howard	Rates and Property related refunds	30/10/2020	150.00
EF134554	99996	Amanda Lee Beaton	Rates and Property related refunds	30/10/2020	150.00
EF134555	99996	Daniel Watterson	Rates and Property related refunds	30/10/2020	75.00
EF134556	99996	Aveling Homes Pty Ltd	Rates and Property related refunds	30/10/2020	704.90
EF134557	99996	Wow Homes	Rates and Property related refunds	30/10/2020	798.26
EF134558	99996	Bruno Baiamonte	Rates and Property related refunds	30/10/2020	1,961.95
EF134559	99996	K & M Powdercoating	Rates and Property related refunds	30/10/2020	56.65
EF134560	99996	Redink Homes Pty Ltd	Rates and Property related refunds	30/10/2020	276.90
EF134561	99996	Cleverley Done Patios	Rates and Property related refunds	30/10/2020	56.65
EF134562	99996	Cleverley Done Patios	Rates and Property related refunds	30/10/2020	56.65
EF134563	99996	B1 Homes	Rates and Property related refunds	30/10/2020	673.07
EF134564	99996	Ssb Pty Ltd	Rates and Property related refunds	30/10/2020	600.19
EF134565	99996	Venture Outdoor Wa Pty Ltd	Rates and Property related refunds	30/10/2020	147.00
EF134566	99996	Paul Twiss	Rates and Property related refunds	30/10/2020	69.86
EF134567	10047	Alinta Energy	Natural Gas & Electricity Supply	30/10/2020	30,006.75
EF134568	11794	Synergy	Electricity Usage/Supplies	30/10/2020	26,085.92
EF134569	12025	Telstra Corporation	Communications Services	30/10/2020	22,507.21
EF134570	10747	inet Limited	Internet Services	30/10/2020	839.87
EF134571	11758	Water Corp Utility Account Only - Please Refer To 11760 When Raising Po	Water Usage / Sundry Charges	30/10/2020	5,594.77
TOTAL OF 833 EFT PAYMENTS					12,974,520.97
EF133389	99997	LESS: CANCELLED EFT PAYMENTS: Pauline Harris	Bibra lake fun run winner	1/10/2020	-50.00
					50.00
TOTAL EFT PAYMENTS (NET OF CANCELLED PAYMENTS)					12,974,470.97
ADD: BANK FEES					

BANK FEES			9.45
MERCHANT FEES COC			66,634.76
MERCHANT FEES MARINA			404.83
MERCHANT FEES ARC			5859.97
MERCHANT FEES VARIOUS OUT CENTRES			5,142.71
NATIONAL BPAY CHARGE			4,736.00
RTGS/ACLR FEE			
NAB TRANSACT FEE			5,429.40
MERCHANDISE / OTHER FEES			
			88,217.12
ADD: CREDIT CARD PAYMENTS			91,931.15
ADD: PAYROLL PAYMENTS			
COC11/10/20 Pmt 000168993239 City of Cockburn		14/10/2020	1,506,427.61
COC13/10/20 Pmt 000169119521 City of Cockburn		15/10/2020	15,527.61
COC20/10/20 Pmt 000169364832 City of Cockburn		20/10/2020	12,202.44
COC23/10/20 Pmt 000169835589 City of Cockburn		28/10/2020	1,491,798.92
			<u>3,025,956.58</u>
TOTAL PAYMENTS MADE FOR THE MONTH			16,180,575.82

Credit Card Transactions September 2020	
Card Holder Name	\$
ALEXANDRA K MORTON	2,455.70
ALISON WATERS	1,917.98
ANTON LEES	1,868.99
CHRISTOPHER BEATON	254.75
CLIFF MCKINLEY	5,803.90
COLLEEN MILLER	336.94
COURTNEE THOMSON	721.29
DEAN BURTON	1,599.68
DEBORAH RIGBY	944.50
KAREN O'REILLY	1,832.47
KAROLINE JAMIESON	2,095.85
LINDA SEYMOUR	1,569.57
LINDA WALKER	1,098.42
LORENZO SANTORIELLO	1,339.21
MARIE LA FRENIAIS	770.18
MICHAEL EMERY	104.93
MIJALCE DANILOV	397.80
MIRANDO RADJA	632.93
MISS JESSICA DONALD	1,990.53
MISS KAYLA MALONEY	4,660.75
MR ANTONIO NATALE	14,302.66
MR BRETT FELLOWS	867.84
MR BRETT MCEWIN	4,000.51
MR C MACMILLAN	1,508.76
MR CHARLES SULLIVAN	126.85
MR CLIFFORD RYAN	1,183.37
MR CLIVE J CROCKER	1,241.07
MR DANIEL ARNDT	128.52
MR GLEN WILLIAMSON	300.00
MR GLENN PETHICK	362.75
MR JOHN WEST	23.18
MR LAWLEY MARIN YUKICH	1,939.79
MR MICHAEL HAYNES	1,765.58
MR NELSON MAURICIO	143.97
MR NICHOLAS JONES	510.66
MR PAUL HOGAN	756.61
MR PAUL J DE BRUIN	1,024.05
MR S ATHERTON	484.08
MR S PALMER	1,565.90
MRS GLORIA ASKANDER	292.17
MRS J KIURSKI	547.00
MRS JULIE MCDONALD	1,875.27
MRS KIM HUNTER	1,544.47
MRS S SEYMOUR-EYLES	1,180.69
MRS SANDRA TAYLOR	990.00
MRS SARAH KAHLE	1,000.93
MRS SHARON STILL	556.34
MS BARBARA FREEMAN	970.00
MS CAROLINE LINDSAY	3,482.89
MS DONNA JORDAN	609.77
MS GAIL M BOWMAN	831.40
MS JILL ZUMACH	400.00
MS MICHELLE CHAMPION	838.37
MS SAMANTHA BARON	1,676.11
MS SAMANTHA STANDISH	532.49
MS SANDRA EDGAR	537.84
MS SIMONE SIEBER	1,611.77
PAUL DANIEL NORLIN	973.47
RACHEL JANE PLEASANT	818.26
STEVEN JOHN ELLIOT	406.40
STUART DOWNING	5,622.99
Total	91,931.15

Daniel Arndt Credit Card Transactions August 2020				
Date	Narrative	Narrative	Budget Number	Amount
18/09/2020	CITY OF VINCENT	Parking - NGAA attend workshop	OP 9849-6110-853	8.40
16/09/2020	CPP CONCERT HALL	Parking - meeting at Jackson McDonald	OP 9849-6110-853	12.12
14/09/2020	WILSON PARKING PER097	Parking - meeting at Jackson McDonald	OP 9849-6110-853	32.40
10/09/2020	SECURE PARKING - 164-1	Parking - Meeting at Element	OP 9849-6110-853	9.23
9/09/2020	CPP PIER STREET	Parking - Insights from COP Inquiry	OP 9849-6110-853	14.13
25/09/2020	CROWN PERTH PARKING	Parking - WALGA 2020 Political Forum	OP 9849-6110-853	20.24
3/09/2020	CROWN PERTH PARKING	Parking - City of Perth Report briefing	OP 9849-6110-853	20.24
31/08/2020	EB *Good Government am	Seminar -Good Government & Decision Make	GL 500-6110	11.76
			Total:	128.52

15.2 STATEMENT OF FINANCIAL ACTIVITY AND ASSOCIATED REPORTS - OCTOBER 2020

Author N Mauricio

Attachments 1. Monthly Financial Report - October 2020 [↓](#)

RECOMMENDATION

That Council:

- (1) adopt the Monthly Financial Report for October 2020, as attached to the Agenda; and
- (2) amend the 2020/21 Municipal Budget as detailed in the Monthly Financial Report for October 2020 and summarised below:

Operating Revenue	(529,500)	Increase
Operating Expenses	580,800	Decrease
Capital Revenue	(283,810)	Increase
Capital Expenses	283,810	Increase
Transfers from Reserve	(51,300)	Increase
Net Budget Surplus impact	Nil	

- (3) impose the following new Jet Ski Berth Fees at the Port Coogee Marina effective 4th January 2021 financial year, following the giving of local public notice in accordance with statutory requirements:

Permanent

- Annual fee \$2,948
- Quarterly fee \$737
- Six month fee \$1,474
- Two year fee \$5,719

Short Stay

- Day \$50
- Week \$118
- Month \$354

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

Background

Local Government (Financial Management) Regulations 1996 prescribe that a Local Government is to prepare each month a Statement of Financial Activity.

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

1. Details of the composition of the closing net current assets (less restricted and committed assets);
2. Explanation for each material variance identified between YTD budgets and actuals; and
3. Any other supporting information considered relevant by the Local Government.

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

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

Local Government (Financial Management) Regulations - Regulation 34 (5) states "Each financial year, a Local Government is to adopt a percentage or value, calculated in accordance with the Australian Accounting Standards, to be used in statements of financial activity for reporting material variances."

This regulation requires Council to annually set a materiality threshold for the purpose of disclosing budget variances within monthly financial reporting. Council adopted a materiality threshold of \$300,000 for the 2020/21 financial year (FY) at the August 2020 ordinary Council meeting.

Detailed analysis of budget variances is an ongoing exercise, with necessary budget amendments either submitted to Council each month via this standing agenda item or included in the City's mid-year budget review, as required by legislation.

Submission

N/A

Report

Budget Amendments

There are a number of budget amendments proposed within the financial report as follows:

1. \$80,000 grant from the RAC for the Healy Road activation project.
2. Use of \$203,810 in forfeited bond monies for boundary wall and fencing works at former Koorilla school site.
3. \$51,300 for the purchase of IT monitors at end of lease for continued use, funded from the IT Reserve.

4. A budget allocation of \$515,000 in both revenue and expenditure to accommodate the City's property insurance claims throughout the year.
5. \$4,500 grant received for the Inclusion Support Project (Innovative Solutions).
6. \$10,000 grant received for the Animal Welfare in emergencies Program.

The following summary shows the impact of the proposed budget amendments at the nature or type level:

Classification	Amount	Budget Impact
Operating Grants, Subsidies and Contributions	(\$529,500)	Increase
Operating Revenue Adjustment	(\$529,500)	Increase
Materials and Contracts	\$580,800	Decrease
Operating Expenditure Adjustment	\$580,800	Decrease
Net Operating Adjustment	\$51,300	Increase
Capital Grants, Subsidies and Contributions	(\$283,810)	Increase
Capital Expenditure	\$283,810	Increase
Transfers from Reserves	(\$51,300)	Increase
Net Budget Surplus impact	\$0	Nil

Opening Surplus

The opening surplus from FY 2019/20 was budgeted at \$2.0 million, with another \$9.88 million added to fund carry forward projects, making a total of \$11.88 million. The actual opening surplus is currently shown at \$12.18 million, subject to end of year audit currently underway.

Closing Surplus

The City's actual closing surplus to the end of October of \$92.32 million was \$8.06 million over the YTD budget target. This budget variance is a product of all variances across the operating and capital programs, as well as any variance in the opening budget surplus.

Operating Revenue

Operating revenue of \$125.76 million was ahead of the YTD budget by \$2.02 million. The following table summarises the operating revenue budget performance by nature and type:

	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
	\$	\$	\$	\$	%	
Revenue from operating activities						
Rates	107,770,659	106,659,259	107,156,896	497,637	0.47%	▲
Specified area rates	550,600	550,600	541,025	(9,575)	(1.74%)	
Operating grants, subsidies and contributions	13,259,128	4,180,920	3,984,495	(196,425)	(4.70%)	
Fees and charges	28,361,920	11,387,110	12,589,429	1,202,319	10.56%	▲
Interest earnings	2,930,000	966,667	794,751	(171,916)	(17.78%)	
Profit on disposal of assets	639,536	0	695,299	695,299	0.00%	
	153,511,843	123,744,556	125,761,895	2,017,339		

The material variances identified within business units for the month included:

- Rates income was \$0.50 million ahead of budget due to stronger part year rating.
- Fees and Charges (\$1.20 million over budget)
 - Port Coogee marina pen fees were \$0.27 million ahead of budget due to a timing issue (two year lease payments brought forward into July).
 - Landfill fees income of \$2.39 million was \$0.54 million ahead of the YTD budget.
 - Cockburn ARC YTD revenue of \$3.62 million was on budget target.
- Profit on asset disposals was ahead of budget by \$0.69 million (timing issue only).

Operating Expenditure

Operating expenditure for the month of \$48.85 million was under the YTD budget by \$2.05 million. The following table shows the operating expenditure budget variance at the nature and type level:

	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
	\$	\$	\$	\$	%	
Expenditure from operating activities						
Employee costs	(61,822,314)	(19,615,039)	(19,583,361)	31,678	0.16%	
Materials and contracts	(37,722,775)	(12,874,814)	(10,793,548)	2,081,266	16.17%	▲
Utility charges	(5,749,538)	(1,901,890)	(1,943,098)	(41,208)	(2.17%)	
Depreciation on non-current assets	(35,641,134)	(11,892,146)	(11,934,302)	(42,156)	(0.35%)	
Interest expenses	(696,000)	(42,500)	(38,126)	4,374	10.29%	
Insurance expenses	(1,723,200)	(1,883,200)	(1,693,252)	189,948	10.09%	
Other expenditure	(9,565,264)	(2,613,285)	(2,868,565)	(255,280)	(9.77%)	
Loss on disposal of assets	0	(82,848)	0	82,848	100.00%	
	(152,920,225)	(50,905,722)	(48,854,252)	2,051,470		

The areas with material variances identified for the month included:

- **Materials and Contracts** - Although expenditure overall was \$2.08 million under YTD budget, there was no material variance in any one service area.
- **Other Expenses** – The landfill levy was \$0.52 million over YTD budget, reflecting the higher tonnage and revenue to date.

Capital Expenditure

The City's adopted capital budget of \$51.22 million has increased to \$94.74 million with the inclusion of carried forward projects and other budget amendments.

The City's capital expenditure to the end of the month was \$12.72 million against a revised YTD budget setting of \$13.40 million (\$0.69 million timing variance).

The following table details this budget variance by asset class:

Capital acquisitions	Amended			YTD Actual Variance
	Budget	YTD Budget	YTD Actual	
	\$	\$	\$	\$
Land	2,800,000	280,000	280,000	0
Buildings	32,042,846	3,152,138	2,875,084	(277,054)
Furniture and equipment	4,472	0	0	0
Plant and equipment	7,202,853	846,304	818,195	(28,109)
Information technology	1,488,091	527,422	158,034	(369,388)
Infrastructure - roads	23,895,974	3,841,783	4,824,524	982,741
Infrastructure - drainage	1,955,892	318,667	664,060	345,393
Infrastructure - footpath	2,887,217	699,550	126,098	(573,452)
Infrastructure - parks hard	7,950,933	1,835,983	1,447,638	(388,345)
Infrastructure - parks landscaping	3,241,649	464,244	451,359	(12,885)
Infrastructure - landfill site	5,092,043	979,249	927,440	(51,809)
Infrastructure - marina	5,806,029	318,229	134,409	(183,820)
Infrastructure - coastal	372,473	142,024	9,612	(132,412)
Total Capital Acquisitions	94,740,472	13,405,593	12,716,452	(689,141)

There were no material project variances identified for the month of October.

Non-Operating Grants, Subsidies and Contributions

The City has received a total of \$2.63 million against the YTD budget of \$2.28 million. This comprised the following:

- Developer Contribution Plans - \$2.87 million received against the YTD budget of \$1.17 million, with \$2.46 million for community infrastructure (DCP13). Unspent revenue at the end of the financial year will be recognised as a liability on the balance sheet in accordance with Australian accounting standards.
- Payments for land vested in and under the control of Council (crown land) totalling \$1.69 million were \$1.15 million ahead of the YTD budget .

Reserve Transfers

A detailed schedule of the City's financial reserves is attached to the financial report, showing total reserves of \$148.44 million at reporting date (slightly down from \$149.16m last month).

There were transfers into reserves of \$13.92 million to the end of the month, with \$9.88 million from surplus funds brought forward to cover carried forward projects. Another \$2.87 million related to developer contribution plans, \$0.49 million from land sales and \$0.32 million for the Cockburn Integrated Health and Community Facility building maintenance sinking fund.

There were \$15.33 million in transfers out of reserve to the end of the month, with \$10.22 million relating to capital works, another \$0.98m for road reserve acquisitions). There was also \$2.10 million withdrawn for FAG grant payments received in advance last financial year.

Interest earnings of \$69k have been transferred into interest bearing reserves to the end of October.

Cash and Investments

The closing cash and financial investment holding at month's end totalled \$208.76 million, little changed from \$208.97 million last month. The City's financial reserves comprised \$148.44 million of the total, another \$4.88 million covered the City's bonds and deposits liability, with the balance representing unrestricted funds available for the City's operating activities.

Investment Performance, Ratings and Maturity

The City's investment portfolio yielded a weighted annualised return of 1.03 percent for the month (down from 1.06% last month and 1.27% the month before). The City's longer dated deposits have somewhat buffered the overall yield, although new placements are now attracting rates between 0.50% and 0.60%. The yield for July outperformed the City's target rate of 0.75 percent (RBA cash rate of 0.25% plus 0.50% performance margin) by 0.28 percent. Given the Reserve Bank reduced the official cash rate to 0.10% at its November meeting, the performance target will be further reduced to 0.60%. Interest earned from investments was \$0.79 million, \$0.17m under the YTD budget of \$0.96 million.

Current investments held are compliant with Council's Investment Policy, other than those made under previous policy and statutory provisions. This includes Australian reverse mortgage funds with a face value of \$2.517 million and book value of \$0.942 million (net of a \$1.575 million impairment provision), which continue paying interest and returning capital (\$0.48 million returned to date of the original \$3.0 million). All previous term deposits with foreign owned banks have now matured, ensuring the current term deposit portfolio is fully within policy settings.

The City is expecting a low interest rate environment for the few years, limiting investment returns from its substantial cash holdings. Whilst the City is allowed to invest in bank term deposits and Government issued bonds for up to three years, the relatively flat yield curve does not offer any incentive for longer term investment. The City has recently opened a cash management account that pays an attractive rate of interest on at call funds (up to \$10 million).

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

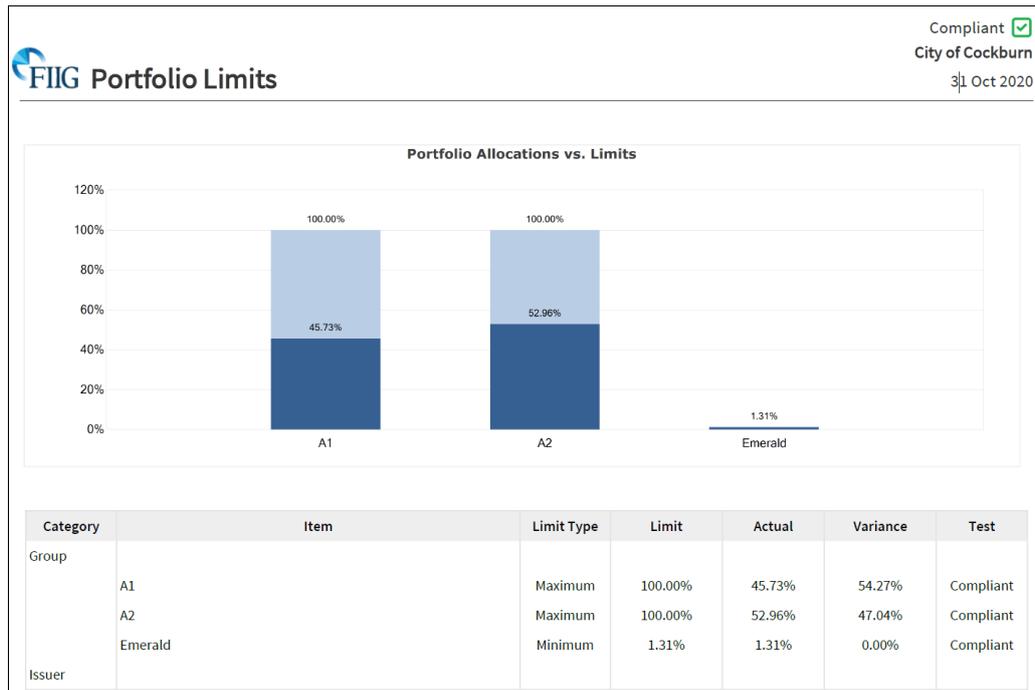


Figure 1: Portfolio allocations compared to Investment Policy limits

The City’s investment portfolio duration as at the end of the month was 203 days (an increase on 141 days last month). The maturity profile of the City’s investments is graphically depicted below, showing adequate maturities across the next few months to satisfy liquidity requirements.

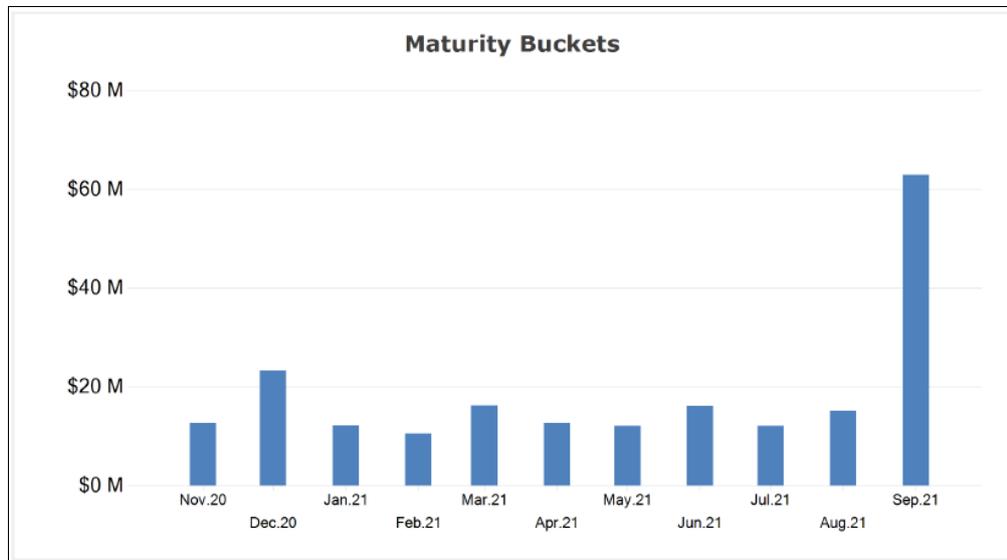


Figure 2: Council Investment Maturity Profile

Investment in Fossil Fuel Free Banks

At month end, the City held just 16% or \$33.0 million of its investment portfolio with banks considered non-funders of fossil fuel related industries (down from 22% previous month). The amount invested with fossil fuel free banks fluctuates month to month, due to the attractiveness of deposit rates being offered and the capacity of fossil fuel free banks to accept funds. In particular, two of the major non-fossil fuel bankers used by the City have either not been quoting, or their rates have been uncompetitive.

Rates Debt Recovery

The amount of collectible rates and charges for 2020/21 (comprising arrears, annual levies and part year rating) currently totals \$130.86 million. At the end of October, the City had \$61.50 million (47%) of this balance outstanding (\$71.34 million last month). This excludes \$0.81 million in prepaid rates that is to be applied to future year’s charges.

Importantly, the rate of collection has not been adversely impacted by the COVID19 pandemic, reflecting a degree of success from Government stimulus packages and the health response to the pandemic by Western Australia.

In terms of overdue and delinquent rates accounts under formal and legal debt recovery processes, the City had 693 properties owing \$2.49 million (up from 100 properties owing \$0.40 million previous month). Formal debt recovery activities have recommenced now that rate are past due and payable (if not on instalments or other payment arrangements).

Trust Fund

At month's end, the City held \$5.76 million within its trust fund (unchanged from last month), fully comprising POS cash in lieu contributions held for future recreation requirements across specific suburbs within the City. A recent change to the Town Planning and Development Act now requires POS cash in lieu monies to be held within financial reserves in the Municipal fund. This change will be transitioned over the next month or so.

New Fees and Charges – Jet Ski Berths

Three new jet ski berths have been established within the Port Coogee Marina and the City has proposed various licence fees for these based on the same formula as the current fee schedule for all marina licence areas. However, these also include a depreciation charge for the 'Floatbricks' dock, supplied by the marina.

Based on the marina fees that became effective on 1 September 2019, the annual fee proposed for a jet ski berth is \$2,948. The breakdown being:

- Base \$2,090
- Square M rate \$94.05 – 7 squares
- Depreciation of dock - \$3,000 over 15 years - \$200/year

The jet ski berths will also be available for varying tenures on the following fee basis:

Permanent

Quarterly	6 Months	2 Years
\$737	\$1,474	\$5,719

Short Stay

Day	Week	Month
\$50	\$118.00	\$354.00

Section 6.16 (3) (a) of the Local Government Act allows Council to impose new fees and charges during the financial year. However, section 6.19 requires the City to give local public notice of its intention to do so and the proposed date, before introducing the fees or charges. The prescribed requirements for giving local public notice were recently amended in the Local Government (Administration) Regulations, allowing for digital and electronic mediums to also be used (newsletters, social media, email, text message etc.). If adopted by Council, the City will give appropriate local public notice of the new fees with an effective start date of 4 January 2021.

Strategic Plans/Policy ImplicationsListening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.
- Deliver value for money through sustainable financial management, planning and asset management.

Budget/Financial Implications

The budget amendments included in this monthly financial report do not change the City's current budget surplus of \$70,437.

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Council's adopted budget for revenue, expenditure and the closing financial position could factually misrepresent actual financial outcomes if the recommended budget amendments are not adopted. Further, some services and projects could be disrupted if budgetary requirements are not appropriately addressed.

Advice to Proponents/Submitters

N/A

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

Nil

CITY OF COCKBURN
MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
For the period ending 31 October 2020

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 OCTOBER 2020

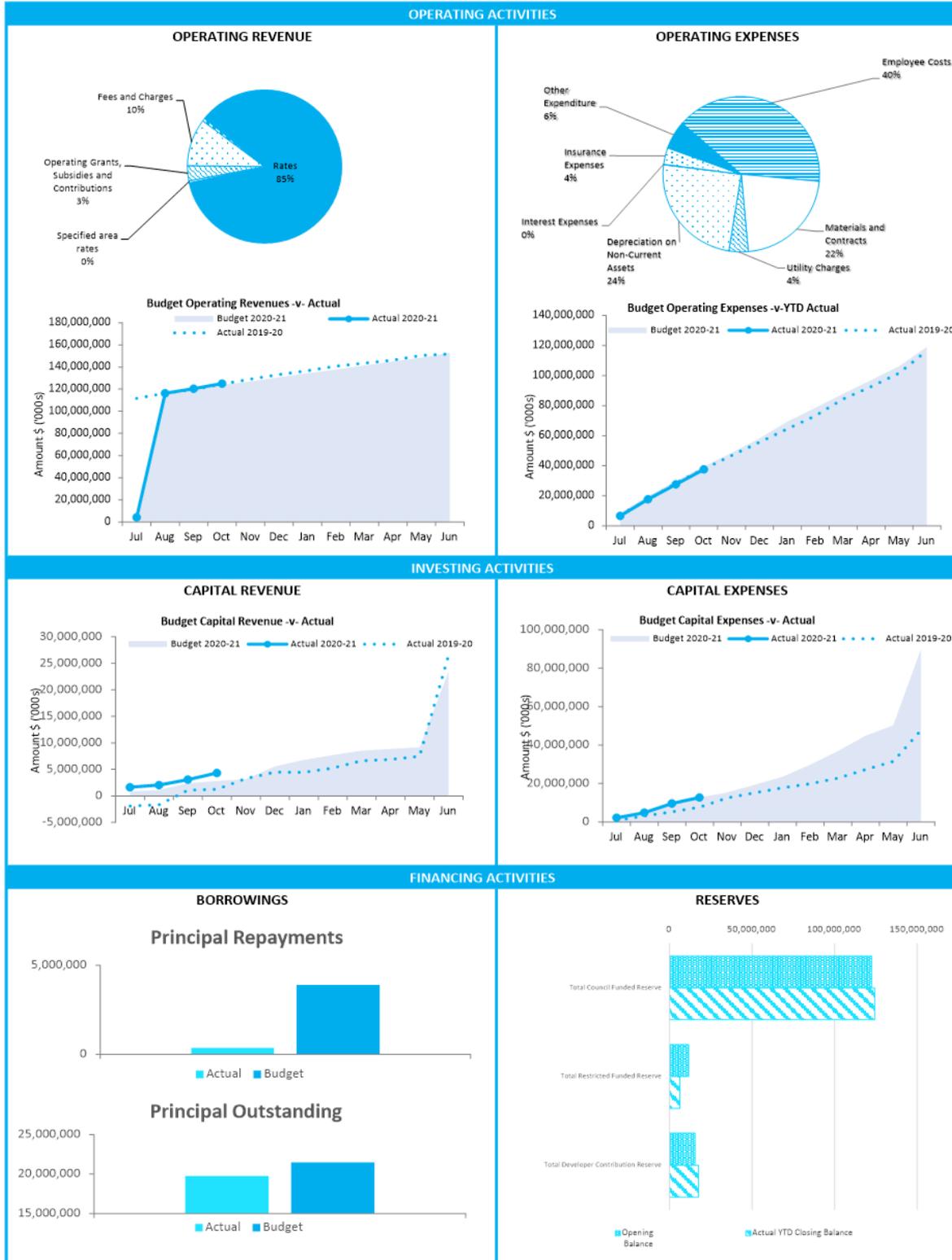
SUMMARY INFORMATION

Funding surplus / (deficit) Components					
Funding surplus / (deficit)					
	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	
Opening	\$11.88 M	\$11.88 M	\$12.17 M	\$0.29 M	
Closing	\$0.07 M	\$84.26 M	\$92.32 M	\$8.06 M	
Refer to Statement of Financial Activity					
Cash and cash equivalents					
	\$208.77 M	% of total			
Unrestricted Cash	\$72.55 M	34.8%			
Restricted Cash	\$136.21 M	65.2%			
Refer to Note 2 - Cash and Financial Assets					
Key Operating Activities					
Amount attributable to operating activities					
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)		
\$35.59 M	\$84.81 M	\$88.56 M	\$3.74 M		
Refer to Statement of Financial Activity					
		Employee Cost			
		YTD Actual	(\$19.58 M)	% Variance	
		YTD Budget	(\$19.62 M)	(0.2%)	
				Refer to Statement of Financial Activity	
Rates Revenue		Fees and Charges		Materials & Contracts	
YTD Actual	\$107.70 M	% Variance	YTD Actual	\$12.59 M	% Variance
YTD Budget	\$107.21 M	0.0%	YTD Budget	\$11.39 M	10.6%
Refer to Statement of Financial Activity		Refer to Statement of Financial Activity		Refer to Statement of Financial Activity	
Key Investing Activities					
Amount attributable to investing activities					
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)		
(\$66.49 M)	(\$10.89 M)	(\$9.39 M)	\$1.50 M		
Refer to Statement of Financial Activity					
Proceeds on sale		Asset Acquisition		Capital Grants	
YTD Actual	\$0.70 M	%	YTD Actual	\$12.72 M	% Spent
Amended Budget	\$6.39 M	(89.1%)	Amended Budget	\$94.74 M	(86.6%)
Refer to Note 3 - Disposal of Assets		Refer to Note 4 - Capital Acquisition		Refer to Note 4 - Capital Acquisition	
Key Financing Activities					
Amount attributable to financing activities					
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)		
\$19.09 M	(\$1.54 M)	\$0.98 M	\$2.52 M		
Refer to Statement of Financial Activity					
Borrowings		Reserves			
Principal repayments	\$0.36 M	Reserves balance	\$148.44 M		
Interest expense	\$0.04 M	Interest earned	\$0.07 M		
Principal due	\$19.74 M				
Refer to Note 5 - Borrowings		Refer to Note 6 - Cash Reserves			

This information is to be read in conjunction with the accompanying Financial Statements and notes.

**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 OCTOBER 2020**

SUMMARY INFORMATION - GRAPHS



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020

BY NATURE OR TYPE

	Ref Note	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Opening funding surplus / (deficit)	1(c)	11,878,427	11,878,427	12,171,051	292,624	2.46%	
Revenue from operating activities							
Rates		107,770,659	106,659,259	107,156,896	497,637	0.47%	▲
Specified area rates		550,600	550,600	541,025	(9,575)	(1.74%)	
Operating grants, subsidies and contributions		13,259,128	4,180,920	3,984,495	(196,425)	(4.70%)	
Fees and charges		28,361,920	11,387,110	12,589,429	1,202,319	10.56%	▲
Interest earnings		2,930,000	966,667	794,751	(171,916)	(17.78%)	
Profit on disposal of assets		639,536	0	695,299	695,299	0.00%	
		153,511,843	123,744,556	125,761,895	2,017,339		
Expenditure from operating activities							
Employee costs		(61,822,314)	(19,615,039)	(19,583,361)	31,678	0.16%	
Materials and contracts		(37,722,775)	(12,874,814)	(10,793,548)	2,081,266	16.17%	▲
Utility charges		(5,749,538)	(1,901,890)	(1,943,098)	(41,208)	(2.17%)	
Depreciation on non-current assets		(35,641,134)	(11,892,146)	(11,934,302)	(42,156)	(0.35%)	
Interest expenses		(696,000)	(42,500)	(38,126)	4,374	10.29%	
Insurance expenses		(1,723,200)	(1,883,200)	(1,693,252)	189,948	10.09%	
Other expenditure		(9,565,264)	(2,613,285)	(2,868,565)	(255,280)	(9.77%)	
Loss on disposal of assets		0	(82,848)	0	82,848	100.00%	
		(152,920,225)	(50,905,722)	(48,854,252)	2,051,470		
Non-cash amounts excluded from operating activities	1(a)	35,001,598	11,974,994	11,649,570	(325,424)	(2.72%)	▼
Amount attributable to operating activities		35,593,216	84,813,828	88,557,213	3,743,385		
Investing activities							
Proceeds from non-operating grants, subsidies and contributions		21,853,962	2,283,070	2,632,178	349,108	15.29%	▲
Proceeds from disposal of assets	3	6,393,380	235,100	695,299	460,199	195.75%	▲
Payments for property, plant and equipment and infrastructure	4	(94,740,472)	(13,405,593)	(12,716,452)	689,141	5.14%	▲
Amount attributable to investing activities		(66,493,130)	(10,887,423)	(9,388,975)	1,498,448		
Financing Activities							
Proceeds from new debentures	5	5,277,400	0	0	0	0.00%	
Transfer from reserves	6	62,022,969	10,814,871	15,329,301	4,514,430	41.74%	▲
Repayment of debentures	5	(3,900,000)	(350,000)	(362,611)	(12,611)	(3.60%)	
Transfer to reserves	6	(44,308,445)	(12,009,273)	(13,988,998)	(1,979,725)	(16.48%)	▼
Amount attributable to financing activities		19,091,924	(1,544,403)	977,692	2,522,094		
Closing funding surplus / (deficit)	1(c)	70,437	84,260,429	92,316,980	8,056,551		

KEY INFORMATION

▲ ▼ Indicates a variance between Year to Date (YTD) Actual and YTD Actual data as per the adopted materiality threshold.

Refer to Note 10 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

**KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 31 OCTOBER 2020**

NATURE OR TYPE DESCRIPTIONS

REVENUE

RATES

All rates levied under the *Local Government Act 1995*. Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Exclude administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refers to all amounts received as grants, subsidies and contributions that are not non-operating grants.

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Amounts received specifically for the acquisition, construction of new or the upgrading of identifiable non financial assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

FEES AND CHARGES

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

SERVICE CHARGES

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995*. *Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

INTEREST EARNINGS

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE / INCOME

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates etc.

PROFIT ON ASSET DISPOSAL

Excess of assets received over the net book value for assets on their disposal.

EXPENSES

EMPLOYEE COSTS

All costs associate with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)

Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL

Shortfall between the value of assets received over the net book value for assets on their disposal.

DEPRECIATION ON NON-CURRENT ASSETS

Depreciation expense raised on all classes of assets.

INTEREST EXPENSES

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE

Statutory fees, taxes, allowance for impairment of assets, member's fees or State taxes. Donations and subsidies made to community groups.

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020

STATUTORY REPORTING BY BUSINESS UNIT

	Ref Note	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Opening funding surplus / (deficit)	1(c)	11,878,427	11,878,427	12,171,051	292,624	2.46%	
Revenue from operating activities							
Executive Services		0	0	2,000	2,000	0.00%	
Financial Services		113,441,615	108,793,996	109,187,591	393,595	0.36%	▲
Information Services		1,500	500	91	(409)	(81.80%)	
Human Resource Management		297,000	98,997	104,728	5,731	5.79%	
Library Services		48,550	16,183	14,219	(1,964)	(12.14%)	
Recreation and Community Safety		12,776,404	4,170,178	4,302,156	131,978	3.16%	
Community Development and Services		9,544,478	3,375,991	3,262,657	(113,334)	(3.36%)	
Corporate Communications		104,600	13,200	30,401	17,201	130.31%	
Governance and Risk Management		800	267	775	508	190.26%	
Statutory Planning Services		1,142,000	429,333	560,998	131,665	30.67%	
Strategic Planning Services		3,248,845	1,183,731	1,719,952	536,221	45.30%	▲
Building Services		1,380,547	668,033	696,135	28,102	4.21%	
Environmental Health Services		351,434	260,145	287,728	27,583	10.60%	
Waste Services		7,862,147	3,928,060	4,487,503	559,443	14.24%	▲
Parks and Environmental Services		1,628,358	304,491	131,251	(173,240)	(56.89%)	
Engineering Services		283,472	67,757	71,121	3,364	4.96%	
Infrastructure Services		1,400,094	433,694	902,589	468,895	108.12%	▲
		153,511,844	123,744,556	125,761,895	2,017,339		
Expenditure from operating activities							
Executive Services		(3,114,319)	(1,006,270)	(830,420)	175,850	17.48%	
Executive Support Services		(286,558)	(100,714)	(53,875)	46,839	46.51%	
Strategy and Civic Support		(1,169,606)	(332,739)	(299,845)	32,894	9.89%	
Financial Services		(6,063,501)	(3,210,792)	(3,304,326)	(93,534)	(2.91%)	
Information Services		(7,737,164)	(3,209,685)	(3,273,718)	(64,033)	(1.99%)	
Human Resource Management		(2,814,415)	(831,395)	(856,610)	(25,215)	(3.03%)	
Library Services		(4,063,693)	(1,359,064)	(1,265,165)	93,899	6.91%	
Recreation and Community Safety		(19,838,339)	(6,328,180)	(5,899,850)	428,330	6.77%	▲
Community Development and Services		(13,170,363)	(4,219,242)	(3,548,796)	670,446	15.89%	▲
Corporate Communications		(4,169,163)	(1,218,312)	(1,188,441)	29,871	2.45%	
Governance and Risk Management		(669,283)	(215,695)	(171,189)	44,506	20.63%	
Statutory Planning Services		(1,592,431)	(501,992)	(516,685)	(14,693)	(2.93%)	
Strategic Planning Services		(2,272,695)	(731,083)	(945,448)	(214,365)	(29.32%)	
Building Services		(1,855,012)	(574,435)	(564,983)	9,452	1.65%	
Environmental Health Services		(2,121,340)	(703,980)	(609,365)	94,615	13.44%	
Waste Services		(16,943,233)	(5,056,379)	(5,372,658)	(316,279)	(6.26%)	▼
Parks and Environmental Services		(21,854,779)	(6,904,697)	(6,499,162)	405,535	5.87%	▲
Engineering Services		(25,023,174)	(8,272,402)	(8,093,243)	179,159	2.17%	
Infrastructure Services		(19,757,909)	(6,635,353)	(6,211,405)	423,948	6.39%	▲
Internal Recharging		1,596,749	506,684	650,934	144,250	(28.47%)	
		(152,920,228)	(50,905,725)	(48,854,250)	2,051,475		
Non-cash amounts excluded from operating activities	1(a)	35,001,598	11,974,994	11,649,570	(325,424)	(2.72%)	▼
Amount attributable to operating activities		35,593,214	84,813,825	88,557,215	3,743,390		
Investing Activities							
Proceeds from non-operating grants, subsidies and contributions		21,853,962	2,283,070	2,632,178	349,108	15.29%	▲
Proceeds from disposal of assets	3	6,393,380	235,100	695,299	460,199	195.75%	▲
Payments for property, plant and equipment and infrastructure	4	(94,740,472)	(13,405,593)	(12,716,452)	689,141	5.14%	▲
Amount attributable to investing activities		(66,493,130)	(10,887,423)	(9,388,975)	1,498,448		
Financing Activities							
Proceeds from new debentures	5	5,277,400	0	0	0	0.00%	
Transfer from reserves	6	62,022,969	10,814,871	15,329,301	4,514,430	41.74%	▲
Repayment of debentures	5	(3,900,000)	(350,000)	(362,611)	(12,611)	(3.60%)	
Transfer to reserves	6	(44,308,445)	(12,009,273)	(13,988,998)	(1,979,725)	(16.48%)	▼
Amount attributable to financing activities		19,091,924	(1,544,403)	977,692	2,522,094		
Closing funding surplus / (deficit)	1(c)	70,437	84,260,429	92,316,980			

KEY INFORMATION

▲ ▼ Indicates a variance between Year to Date (YTD) Actual and YTD Actual data as per the adopted materiality threshold. Refer to threshold. Refer to Note 10 for an explanation of the reasons for the variance.

The material variance adopted by Council for the 2020-21 year is \$300,000 or 0.00% whichever is the greater.

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 OCTOBER 2020**

BASIS OF PREPARATION

BASIS OF PREPARATION

REPORT PURPOSE

This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996, Regulation 34*. Note: The statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING

This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying regulations.

The *Local Government (Financial Management) Regulations 1996* take precedence over Australian Accounting Standards. Regulation 16 prohibits a local government from recognising as assets Crown land that is a public thoroughfare, such as land under roads, and land not owned by but under the control or management of the local government, unless it is a golf course, showground, racecourse or recreational facility of State or regional significance. Consequently, some assets, including land under roads acquired on or after 1 July 2008, have not been recognised in this financial report. This is not in accordance with the requirements of *AASB 1051 Land Under Roads paragraph 15* and *AASB 116 Property, Plant and Equipment paragraph 7*.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has 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.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 31 August 2020

SIGNIFICANT ACCOUNTING POLICES

CRITICAL ACCOUNTING ESTIMATES

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

THE LOCAL GOVERNMENT REPORTING ENTITY

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

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.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 8 to these financial statements.

GOODS AND SERVICES TAX

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or 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.

ROUNDING OFF FIGURES

All figures shown in this statement are rounded to the nearest dollar.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020

NOTE 1
STATEMENT OF FINANCIAL ACTIVITY INFORMATION

(a) Non-cash items excluded from operating activities

The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with Financial Management Regulation 32.

	Notes	Amended Budget	YTD Budget (a)	YTD Actual (b)
Non-cash items excluded from operating activities				
		\$	\$	\$
Adjustments to operating activities				
Less: Profit on asset disposals	3	(639,536)	0	(695,299)
Movement in pensioner deferred rates (non-current)		0	0	17,557
Movement in accrued debtors (non-current)		0	0	1,148
Movement in employee benefit provisions (non-current)		0	0	391,862
Add: Loss on asset disposals	3	0	82,848	0
Add: Depreciation on assets		35,641,134	11,892,146	11,934,302
Total non-cash items excluded from operating activities		35,001,598	11,974,994	11,649,570

(b) Adjustments to net current assets in the Statement of Financial Activity

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation* 32 to agree to the surplus/(deficit) after imposition of general rates.

		Last Year Closing 30 June 2020	This Time Last Year 31 October 2019	Year to Date 31 October 2020
Adjustments to net current assets				
Less: Reserves - restricted cash	6	(149,783,094)	(136,617,308)	(148,442,791)
Less: Bonds & Deposits		(4,017,650)	(5,631,780)	(4,882,037)
Add: Borrowings	5	3,226,983	4,770,060	2,864,372
Add: Lease liabilities		421,881		421,881
Add: Financial assets at amortised cost - non-current	2	951,228	1,000,423	941,521
Total adjustments to net current assets		(149,200,652)	(136,478,606)	(149,097,054)
Cash and cash equivalents	2	5,133,910	49,051,322	7,365,146
Financial assets at amortised cost	2	169,400,000	157,400,000	201,400,000
Rates receivables		2,942,696	59,220,065	58,877,921
Receivables		8,724,011	7,029,222	6,616,697
Other current assets		505,605	19,590	167,034
Payables		(12,218,573)	(17,173,717)	(16,492,785)
Borrowings	5	(3,226,983)	(4,770,060)	(2,864,372)
Contract liabilities	7	(713,380)	0	(4,336,260)
Lease liabilities		(421,881)	0	(421,881)
Provisions	7	(8,753,702)	(7,068,102)	(8,897,526)
Less: Total adjustments to net current assets	1(b)	(149,200,652)	(136,478,606)	(149,097,054)
Closing funding surplus / (deficit)		12,171,051	107,229,714	92,316,920

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. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020

OPERATING ACTIVITIES
NOTE 2
CASH AND FINANCIAL ASSETS

Description	Classification	Unrestricted	Restricted	Total Cash	Trust	Institution
		\$	\$	\$	\$	
Cash on hand						
Cash at bank	Cash and cash equivalents	7,338,557	0	7,338,557		NATIONAL AUSTRALIA BANK
Cash on hand	Cash and cash equivalents	26,588	0	26,588		
Term deposits - current	Financial assets at amortised cost	44,194,262	22,205,738	66,400,000		BANK OF QUEENSLAND
Term deposits - current	Financial assets at amortised cost	11,500,000	11,000,000	22,500,000		MACQUARIE BANK
Term deposits - current	Financial assets at amortised cost	5,000,000		5,000,000		MEMBERS EQUITY BANK
Term deposits - current	Financial assets at amortised cost	4,491,385	40,008,615	44,500,000		NATIONAL AUSTRALIA BANK
Term deposits - current	Financial assets at amortised cost	0	25,500,000	25,500,000		RURAL BANK
Term deposits - current	Financial assets at amortised cost	0	5,000,000	5,000,000		AMP
Term deposits - current	Financial assets at amortised cost	0	32,500,000	32,500,000		COMMONWEALTH BANK
Trust fund - cash at bank	Cash and cash equivalents	0			264,971	NATIONAL AUSTRALIA BANK
Trust fund - term deposits - current	Financial assets at amortised cost	0			5,500,000	NATIONAL AUSTRALIA BANK
Total		72,550,793	136,214,353	208,765,146	5,764,971	
Comprising		Unrestricted	Restricted	Total Cash	Trust	
		\$	\$	\$	\$	
Cash and cash equivalents		7,365,146	0	7,365,146	264,971	
Financial assets at amortised cost		49,016,693	152,383,307	201,400,000	5,500,000	
		56,381,839	152,383,307	208,765,146	5,764,971	

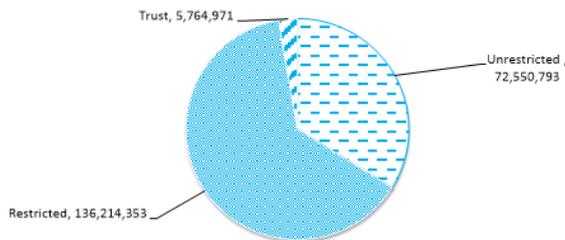
KEY INFORMATION

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

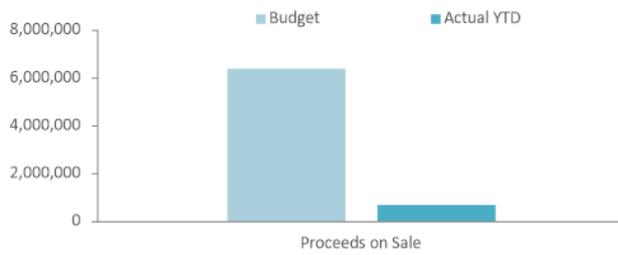
Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 4 - Other assets.



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2020

OPERATING ACTIVITIES
NOTE 3
DISPOSAL OF ASSETS

Asset Ref.	Asset description	Budget				YTD Actual			
		Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)
		\$	\$	\$	\$	\$	\$	\$	\$
	Plant and equipment	953,844	1,093,380	139,536		0	212,152	212,152	0
	Freehold Land	4,800,000	5,300,000	500,000		0	483,147	483,147	0
		5,753,844	6,393,380	639,536	0	0	695,299	695,299	0



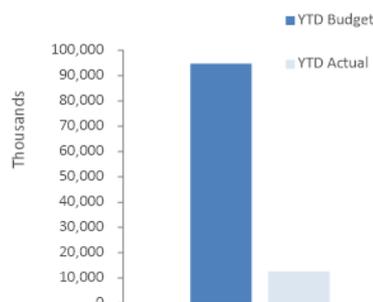
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020

INVESTING ACTIVITIES
NOTE 4
CAPITAL ACQUISITIONS

Capital acquisitions	Amended		YTD Actual	YTD Actual Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Land	2,800,000	280,000	280,000	0
Buildings	32,042,846	3,152,138	2,875,084	(277,054)
Furniture and equipment	4,472	0	0	0
Plant and equipment	7,202,853	846,304	818,195	(28,109)
Information technology	1,488,091	527,422	158,034	(369,388)
Infrastructure - roads	23,895,974	3,841,783	4,824,524	982,741
Infrastructure - drainage	1,955,892	318,667	664,060	345,393
Infrastructure - footpath	2,887,217	699,550	126,098	(573,452)
Infrastructure - parks hard	7,950,933	1,835,983	1,447,638	(388,345)
Infrastructure - parks landscaping	3,241,649	464,244	451,359	(12,885)
Infrastructure - landfill site	5,092,043	979,249	927,440	(51,809)
Infrastructure - marina	5,806,029	318,229	134,409	(183,820)
Infrastructure - coastal	372,473	142,024	9,612	(132,412)
Payments for Capital Acquisitions	94,740,472	13,405,593	12,716,452	(689,141)
Total Capital Acquisitions	94,740,472	13,405,593	12,716,452	(689,141)
Capital Acquisitions Funded By:				
	\$	\$	\$	\$
Capital grants and contributions	21,853,962	2,283,070	2,632,178	349,108
Borrowings	5,277,400	0	0	0
Other (disposals & C/Fwd)	6,393,380	235,100	695,299	460,199
Cash backed reserves				
Staff Payments & Entitlements	0		400	400
Plant & Vehicle Replacement	5,706,373	143,304	498,227	354,923
Major Building Refurbishment	3,170,032	366,250	108,917	(257,333)
Waste & Recycling	5,346,843	1,889,734	982,763	(906,971)
Land Development and Investment Fund	3,843,994	0	281,833	281,833
Roads & Drainage Infrastructure	5,307,024	0	0	0
Community Infrastructure	13,103,129	2,000,776	329,172	(1,671,604)
Greenhouse Action Fund	155,300	0	0	0
HWRP Post Closure Management & Contaminated Sites	137,000	0	27,037	27,037
Port Coogee Special Maintenance - SAR	24,500	3,867	1,180	(2,687)
Community Surveillance	15,050	15,050	147	(14,903)
Waste Collection	125,000	0	0	0
Community Infrastructure DCP 13	0		12,538	12,538
Environmental Offset	59,252		0	0
Bibra Lake Management Plan	520,000	0	0	0
Restricted Grants & Contributions	2,158,416	3,812	2,158,417	2,154,605
Carry Forward Projects	12,281,679	1,215,137	2,199,090	983,953
Port Coogee Marina Assets Replacement	60,000	0	0	0
Contribution - operations	9,202,138	5,249,493	2,789,253	(2,460,240)
Capital funding total	94,740,472	13,405,593	12,716,452	(689,141)

SIGNIFICANT ACCOUNTING POLICIES

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 local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020

FINANCING ACTIVITIES
NOTE 5
BORROWINGS

Repayments - borrowings

Information on borrowings Particulars	Loan No.	1 July 2020	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
			Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	\$	\$	\$	\$	
Governance										
To assist fund the stage 2 of Marina infrastructure expansion	9			5,277,400			0	5,277,400		
Community amenities										
SMRC		3,848,499			362,611	1,400,000	3,485,888	2,448,499	38,126	
Recreation and culture										
To assist fund the Cockburn Central West developm	8	16,250,000				2,500,000	16,250,000	13,750,000	0	
C/Fwd Balance		20,098,499	0	5,277,400	362,611	3,900,000	19,735,888	21,475,899	38,126	
Total		20,098,499	0	5,277,400	362,611	3,900,000	19,735,888	21,475,899	38,126	
Current borrowings		3,900,000					2,864,372			
Non-current borrowings		16,198,499					16,871,516			
		20,098,499					19,735,888			

All debenture repayments were financed by general purpose revenue.

KEY INFORMATION

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020

OPERATING ACTIVITIES
NOTE 6
CASH RESERVES

Reserve name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Council Funded									
Staff Payments & Entitlements	1,633,128	0	0	0	0	(40,000)	(400)	1,593,128	1,632,728
Plant & Vehicle Replacement	11,400,754	0	0	3,000,000	0	(5,906,373)	(498,227)	8,694,381	10,902,527
Information Technology	501,249	0	0	1,200,000	0	(440,000)	0	1,701,249	501,249
Major Building Refurbishment	16,677,163	0	0	3,000,000	0	(3,170,032)	(108,917)	16,507,131	16,568,246
Waste & Recycling	12,200,267	0	0	962,268	0	(5,346,843)	(982,763)	7,815,692	11,217,504
Land Development and Investment Fund	11,002,645	0	0	5,568,114	589,266	(3,848,994)	(281,833)	12,721,765	11,310,078
Roads & Drainage Infrastructure	10,442,059	0	0	4,500,000	0	(7,899,471)	(2,290,292)	8,028,880	8,151,767
Naval Base Shacks	1,161,639	0	0	18,287	6,096	0	0	1,179,926	1,167,735
Community Infrastructure	27,777,436	0	0	3,500,000	0	(13,103,129)	(329,172)	18,174,307	27,448,264
Insurance	2,235,907	0	0	500,000	0	0	0	2,735,907	2,235,907
Greenhouse Action Fund	741,641	0	0	200,000	0	(178,330)	0	763,311	741,641
HWRP Post Closure Management & Contan	3,501,513	0	0	250,000	0	(272,000)	(27,037)	3,479,513	3,474,476
Municipal Elections	1,420	0	0	150,000	0	0	0	151,420	1,420
Community Surveillance	864,697	0	0	200,000	0	(120,050)	(26,438)	944,647	838,259
Waste Collection	4,199,528	0	0	2,339,328	0	(151,000)	0	6,387,856	4,199,528
Environmental Offset	308,011	0	0	0	0	(59,252)	0	248,759	308,011
Bibra Lake Management Plan	521,086	0	0	0	0	(520,000)	0	1,086	521,086
CIHCF Building Maintenance	9,327,472	0	0	1,458,228	324,382	0	0	10,785,700	9,651,854
Cockburn ARC Building Maintenance	3,718,365	0	0	1,500,000	0	0	0	5,218,365	3,718,365
Carry Forward Projects	2,850,851	0	0	9,878,427	9,878,427	(12,729,277)	(4,493,726)	1	8,235,552
Port Coogee Marina Assets Replacement	1,484,887	0	0	300,000	0	(60,000)	0	1,724,887	1,484,887
Total Council Funded Reserve	122,551,718	0	0	38,524,652	10,798,171	(53,844,751)	(9,038,805)	108,857,913	124,311,084
Restricted Funded									
Aged and Disabled Asset Replacement	391,623	4,257	1,287	37,716	12,572	(20,000)	0	433,596	405,482
Welfare Projects Employee Entitlements	1,611,878	18,465	1,703	900,000	225,000	0	0	2,530,342	1,838,581

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020

OPERATING ACTIVITIES
NOTE 6
CASH RESERVES

Reserve name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Port Coogee Special Maintenance - SAR	1,820,480	22,245	5,806	400,000	0	(219,815)	(139,158)	2,022,909	1,687,129
Port Coogee Waterways - SAR	102,267	1,291	333	55,600	0	(50,000)	0	109,159	102,600
Family Day Care Accumulation Fund	11,474	0	37	0	0	0	0	11,474	11,511
Naval Base Shack Removal	652,448	7,998	2,133	30,477	10,159	0	0	690,923	664,740
Restricted Grants & Contributions	5,786,772	0	0	0	0	(4,653,548)	(5,369,609)	488,974	417,163
Port Coogee Waterways - WEMP	1,302,071	15,831	4,247	0	0	(50,000)	0	1,267,902	1,306,318
Cockburn Coast SAR	25,209	465	80	30,000	0	(11,330)	(10,016)	44,344	15,273
Total Restricted Funded Reserve	11,704,222	70,551	15,626	1,453,793	247,731	(5,004,693)	(5,518,783)	7,599,622	6,448,796
Developer Contribution Plans									
Community Infrastructure DCP 13	4,782,645	17,282	18,506	3,000,000	2,460,586	(3,065,564)	(12,538)	4,734,363	7,249,199
Developer Contribution Plans - Various	10,744,509	162,167	34,941	1,080,000	413,437	(107,961)	(759,174)	11,892,423	10,433,713
Total Developer Contribution Reserve	15,527,154	179,449	53,447	4,080,000	2,874,024	(3,173,525)	(771,713)	16,626,786	17,682,911
Total Cash Reserve	149,783,094	250,000	69,073	44,058,445	13,919,925	(62,022,969)	(15,329,301)	133,084,321	148,442,791

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020

OPERATING ACTIVITIES
NOTE 7
OTHER CURRENT LIABILITIES

Other current liabilities	Note	Opening Balance 1 July 2020	Liability Increase	Liability Reduction	Closing Balance 31 October 2020
		\$	\$	\$	\$
Contract liabilities					
Unspent grants, contributions and reimbursements - non-operating		713,380	9,024,189	(5,401,309)	4,336,260
Total unspent grants, contributions and reimbursements		713,380	9,024,189	(5,401,309)	4,336,260
Provisions					
Annual leave		4,809,588	29,447,372	(29,303,548)	4,953,412
Long service leave		3,144,114	0	0	3,144,114
Total Provisions		7,953,702	29,447,372	(29,303,548)	8,097,526
Total other current assets		8,667,082	38,471,561	(34,704,857)	12,433,786
Amounts shown above include GST (where applicable)					

KEY INFORMATION

Provisions

Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and 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.

Employee benefits

Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer. Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the City are recognised as a liability until such time as the City satisfies its obligations under the agreement.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020**

**NOTE 8
TRUST FUND**

Funds held at balance date over which the Shire has no control and which are not included in this statement are as follows:

Description	Opening Balance	Amount	Amount	Closing Balance
	1 July 2020	Received	Paid	31 Oct 2020
	\$	\$	\$	\$
POS Payments - Bibra Lake (East)	133,721	339	0	134,060
POS Payments - Aubin Grove	816,634	73,814	(174,880)	715,567
POS Payments - Atwell	108,197	274	0	108,471
POS Payments - Beeliar	1,958,333	4,958	0	1,963,292
POS Payments - Coogee	328,680	127	(278,571)	50,236
POS Payments - Cockburn Central	164,995	361	(22,300)	143,056
POS Payments - Hamilton Hill	912,554	2,311	0	914,864
POS Payments - Jandakot	250,295	410	(88,464)	162,241
POS Payments - Munster	697,767	1,433	(159,981)	539,219
POS Payments - South Lake	5,400	14	0	5,414
POS Payments - Yangebup	547,116	1,385	0	548,501
POS Payments - Hammond Park	270,960	686	0	271,646
POS Payments - Coolbellup	179,948	456	0	180,404
POS Payments - Lake Coogee	0	112,000	(84,000)	28,000
	6,374,601	198,566	(808,196)	5,764,971

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020**

**NOTE 9
BUDGET AMENDMENTS**

Amendments to original budget since budget adoption. Surplus/(Deficit)

Project/ Activity	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Budget adoption		Opening surplus				38,911
GL 400	Youth Outreach - increased external funding	10/09/20 0192	Operating Revenue		7,023		45,934
GL 400	Youth Outreach - increased service delivery 213 Frankland Ave - Parks construction funded by forfeited bond	10/09/20 0192	Operating Expenses			(7,023)	38,911
CW6124	213 Frankland Ave - Parks construction funded	10/09/20 0192	Capital Revenue		97,156		136,067
CW6124	213 Frankland Ave - Parks construction funded	10/09/20 0192	Capital Expenses			(97,156)	38,911
OP9945	Local Healthy Food funded by external fund	10/09/20 0192	Operating Revenue		12,500		51,411
OP9945	Local Healthy Food activity	10/09/20 0192	Operating Expenses			(12,500)	38,911
OP8839	Community Engagement - Increased staff cost funded by Contingency Fund	10/09/20 0192	Operating Expenses		35,000		73,911
OP9525	Community Development consultant funded by Contingency Fund	10/09/20 0192	Operating Expenses		50,000		123,911
OP8935	Seniors program funded by Contingency Fund	10/09/20 0192	Operating Expenses		10,000		133,911
OP8272	Contingency Fund - funding various projects	10/09/20 0192	Operating Revenue			(95,000)	38,911
GL 500	Statutory Planning - increase development application revenue	08/10/20 0213	Operating Revenue		100,000		138,911
GL 500	Statutory Planning - additional contract position	08/10/20 0213	Operating Expenses			(100,000)	38,911
GL 730	Building Services - increase building permits revenue	08/10/20 0213	Operating Revenue		100,000		138,911
GL 730	Building Services - additional contract position	08/10/20 0213	Operating Expenses			(100,000)	38,911
Various	Adjusting workers compensation internal allocations	08/10/20 0213	Operating Expenses		2,031		40,942
OP6283	CSRFP preliminary planning funded from contingency	08/10/20 0213	Operating Expenses		50,000		90,942
OP7861	Asbestos register funded from contingency	08/10/20 0213	Operating Expenses		22,000		112,942
OP7965	Recruitment cost funded from contingency	08/10/20 0213	Operating Expenses		66,000		178,942
OP8272	Contingency Fund - funding various projects	08/10/20 0213	Operating Revenue			(138,000)	40,942
OP9176	Coastal adaptation grant	08/10/20 0213	Operating Revenue		48,000		88,942
OP9176	Coastal vulnerability & adaptation planning	08/10/20 0213	Operating Expenses			(48,000)	40,942
OP7848	ATOP stage 2 maintenance revenue	08/10/20 0213	Operating Revenue		27,648		68,590
OP7848	McLaren Park maintenance	08/10/20 0213	Operating Expenses			(27,648)	40,942
CW1668	Purchase of Pure Storage	to 12 Nov OCM	Capital Expenses			(440,000)	(399,058)
CW1668	Reserve funding purchase of Pure Storage	to 12 Nov OCM	Transfer from Reserve		440,000		40,942
CW3962	Tolley Court Sump - funding CW3962	to 12 Nov OCM	Capital Expenses			(96,910)	(55,968)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020**

**NOTE 9
BUDGET AMENDMENTS**

Amendments to original budget since budget adoption. Surplus/(Deficit)

Project/ Activity	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
CW3963	Hartley Sump - funding CW3962	to 12 Nov OCM	Capital Expenses		5,559		(50,409)
CW3982	King Store Storage - funding CW3962	to 12 Nov OCM	Capital Expenses		47,081		(3,328)
CW4896	Beeliar drive Sump fence replacement - funding CW3962	to 12 Nov OCM	Capital Expenses		16,115		12,787
CW4814	Spearwood Avenue Hamilton to Cockburn - funding CW3962	to 12 Nov OCM	Capital Expenses		7,435		20,222
CW4897	Spearwood Ave Sump provide screening - funding CW3962	to 12 Nov OCM	Capital Expenses		20,720		40,942
CW4676	Frankland Park Recreation Centre funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(200,000)	(159,058)
CW4712	Malabar Park BMX Facility - Funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(115,000)	(274,058)
CW4964	Replacement of evaporative air con system at the Coogee Beach Surf Life Saving Club - funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(175,000)	(449,058)
CW4965	Henderson Reuse Shop Air Conditioning - funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(45,000)	(494,058)
CW4966	South Coogee Clubrooms External Works - funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(30,000)	(524,058)
CW4967	Slow Down Coastal Path - funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(100,000)	(624,058)
CW4968	Hammond Park Shared Path - funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(100,000)	(724,058)
CW4969	Urban Forest Crossing - funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(100,000)	(824,058)
CW4970	Chieftain Esplanade Road Closure - funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(18,000)	(842,058)
CW4971	Smart LED Street Light Trial - funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(94,107)	(936,165)
CW (TBA)	Landscaping improvements in Yangebup - funded by LRCI grant	to 12 Nov OCM	Capital Expenses			(100,000)	(1,036,165)
Various	LRCI grant funding various projects	to 12 Nov OCM	Capital Revenue		1,077,107		40,942
CW4937	Aged & disabled bathroom heater & kitchen refurbishment	to 12 Nov OCM	Capital Expenses			(20,000)	20,942
CW4937	Reserve funding aged & disabled refurbishment	to 12 Nov OCM	Transfer from Reserve		20,000		40,942
CW4972	Geothermal failure at ARC	to 12 Nov OCM	Capital Expenses			(200,000)	(159,058)
CW4972	Reserve funding repair to Geothermal system	to 12 Nov OCM	Transfer from Reserve		200,000		40,942
CW6128	Santich Park – Parking and New Lights	to 12 Nov OCM	Capital Expenses			(18,000)	22,942
CW6129	Success Netball Courts and Parking Upgrade	to 12 Nov OCM	Capital Expenses			(32,000)	(9,058)

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**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020**

**NOTE 9
BUDGET AMENDMENTS**

Amendments to original budget since budget adoption. Surplus/(Deficit)

Project/ Activity	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
OP6283	CSRFP Prelim Planning - funding CW6128 & 6129	to 12 Nov OCM	Operating Expenses		50,000		40,942
CW6139	Dimago Park - forfeited POS fund	to 12 Nov OCM	Capital Expenses			(90,000)	(49,058)
OP7862	Dimago Park maintenance - forfeited POS fund	to 12 Nov OCM	Operating Expenses			(7,158)	(56,216)
Various	Forfeited POS to fund maintenance of Dimago Park	to 12 Nov OCM	Operating Revenue		97,158		40,942
OP7744	Goldsmith - developer contribution POS	to 12 Nov OCM	Operating Expenses			(7,750)	33,192
OP7744	Received new developer contribution for Goldsmith Park	to 12 Nov OCM	Operating Revenue		7,750		40,942
OP9223	Bike Month - Cockburnhagen - funded by State grant	to 12 Nov OCM	Operating Expenses			(2,000)	38,942
OP9223	Received new state grant for Cockburnhagen project	to 12 Nov OCM	Operating Revenue		2,000		40,942
GL 105	Adjustment to FAGS grant	to 12 Nov OCM	Operating Revenue			(70,505)	(29,563)
GL 210	Health Services - increase licence revenue	to 12 Nov OCM	Operating Revenue		100,000		70,437
CW3950	Received MRRG for Hammond Rd duplication	to 12 Nov OCM	Capital Revenue		3,000,000		3,070,437
CW3950	Reserve funding for Hammon Rd duplication	to 12 Nov OCM	Transfer from Reserve		1,000,000		4,070,437
CW3950	Hammond Road duplication	to 12 Nov OCM	Capital Expenses			(4,000,000)	70,437
CW3996	Received new grant - RAC Healy Road	to 10 Dec OCM	Capital Revenue		80,000		150,437
CW3996	Increased expenditure on Healy Road funded from RAC grant	to 10 Dec OCM	Capital Expenses			(80,000)	70,437
CW6140	Forfeited bond to fund Koorilla wall and fencing work	to 10 Dec OCM	Capital Revenue		203,810		274,247
CW6140	Koorilla wall & fencing funded by forfeited bond	to 10 Dec OCM	Capital Expenses			(203,810)	70,437
OP5998	Purchase of Thin Clients funded from IT Rsv	to 10 Dec OCM	Operating Expenses			(51,300)	19,137
OP5998	Transfer from IT Reserve to fund purchase of Thin Clients	to 10 Dec OCM	Transfer from Reserve		51,300		70,437
OP8732	Insurance reimbursement for property insurance claim	to 10 Dec OCM	Operating Revenue		515,000		585,437
OP8732	Property insurance claim	to 10 Dec OCM	Operating Expenses			(515,000)	70,437
OP4997	Received Inclusion Support Grant	to 10 Dec OCM	Operating Revenue		4,500		74,937
OP4997	Activities funded by Inclusion Support Grant	to 10 Dec OCM	Operating Expenses			(4,500)	70,437
OP5002	Received Animal Welfare in Emergency grant	to 10 Dec OCM	Operating Revenue		10,000		80,437
OP5002	Activities funded by Animal Welfare in Emergency Grant	to 10 Dec OCM	Operating Expenses			(10,000)	70,437
				0	7,582,893	(7,551,367)	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2020**

**NOTE 10
EXPLANATION OF MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2020-21 year is \$300,000 or 0.00% whichever is the greater.

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
Revenue from operating activities				
Financial Services	393,595	0.36%	▲ Timing	FAGS grant yet received
Strategic Planning Services	536,221	45.30%	▲ Timing	Proceeds from sale brought forward
Waste Services	559,443	14.24%	▲ Permanent	Higher revenue received this period
Infrastructure Services	468,895	108.12%	▲ Timing	Proceeds from sale brought forward
Expenditure from operating activities				
Recreation and Community Safety	428,330	6.77%	▲ Timing	Expenditure delayed
Community Development and Services	670,446	15.89%	▲ Timing	Expenditure delayed
Waste Services	(316,279)	(6.26%)	▼	
Parks and Environmental Services	405,535	5.87%	▲ Timing	Expenditure delayed
Infrastructure Services	423,948	6.39%	▲ Timing	Expenditure delayed
Investing activities				
Proceeds from non-operating grants, subsidies and contributions	349,108	15.29%	▲ Timing	Additional revenue
Proceeds from disposal of assets	460,199	195.75%	▲ Timing	Proceeds from sale brought forward
Payments for property, plant and equipment and infrastructure	689,141	5.14%	▲ Timing	Expenditure delayed
Financing activities				
Transfer from reserves	4,514,430	41.74%	▲ Timing	Expenditure delayed
Transfer to reserves	(1,979,725)	(16.48%)	▼ Timing	Revenue brought forward (DCP13)

16. ENGINEERING AND WORKS DIVISION ISSUES

16.1 RFT16-2020 CONSULTANCY SERVICES - TRAFFIC ENGINEERING

Author(s)	DK Koncar
Attachments	1. RFT16-2020 Evaluation Summary (CONFIDENTIAL)

RECOMMENDATION

That Council accept the Tender submitted by SMEC Australia Pty Ltd for RFT 16/2020 Consultancy Services (Traffic Engineering) for an estimated value of \$965,525 (Ex GST), based on a cost model across the combined scopes and submitted rates for approved projects over the next three (3) years.

The contract will be in force for an initial three (3) year period, with Principal instigated options to extend the period for a subsequent one (1) year period and up to an additional (12) months after that, to a maximum of five (5) years in accordance with the submitted Schedule of Rates and the additional Schedule of Rates, for determining variations and/or additional services.

Background

The City of Cockburn (the Principal) is seeking the services of a suitably qualified and experienced consultant to supply traffic engineering services. The consultant will be working remotely, but on occasion, as required at the Principal's offices, as well as on request by the Principal, conduct regular site visits. The Principal has responsibility for the orderly planning of the district under the *Planning and Development (Consequential and Transitional Provisions) Act 2005*, in respect to the suburbs within the Council boundary.

The consultant will provide transport planning, transport engineering, transport surveys, and transport and traffic modelling services to the Principle. The services will include community engagement and communications activities, production and review of workplace travel plans, transport plans, waterborne and airborne transport, the review of kerbside uses and parking studies, intersection modelling, road safety and traffic management audits, various surveys (eg: parking, traffic counts), and engineering designs associated with transport. The consultant will assist with the Integrated Transport Strategy, review of the road hierarchy, analysis of land use and transport data, transport assessments, and transport studies and support.

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

Tender RFT16/2020 Consultancy Services (Traffic Engineering) was advertised on Saturday 12 September 2020 in the Local Government Tenders section of the West Australian newspaper. The Tender was also displayed on the City's eTendering website between Saturday 12 September 2020 and Thursday 1 October 2020 inclusive.

Submission

The request for tender closed at 2:00pm (AWST) Thursday, 1 October 2020 with nine (9) submissions received from the following companies:

Tenderers Name	Registered Entity Name
Arup Australia	Arup Australia Pty Ltd
Cardno (WA)	BSD Consultants Pty Ltd
Donald Veal Consultants	Donald Veal Consultants Pty Ltd
GTA Consultants (WA)	GTA Consultants (WA) Pty Ltd
KC Traffic and Transport	KC Traffic and Transport Pty Ltd
SMEC Australia	SMEC Australia Pty Ltd
Porter Consulting Engineers	The Trustee for The Consulting Engineering Unit Trust
Workwise Australia	The Trustee for The Starport Unit Trust
URBII Consulting	URBII Consulting Pty Ltd

Report

Compliant Criteria

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

Compliance Criteria	
(a)	Compliance with A01 – RFT16/2020 – Request Document
(b)	Compliance with the conditions of Responding and Tendering
(c)	Compliance with the General and Special Conditions of Contract
(d)	Compliance with and completion of the Price Schedule in the format provided.
(e)	Completion of Qualitative Criteria
(f)	Compliance with ACCC Requirements and completion of Certificate of Warranty.
(g)	Acknowledgment of an Addenda Issued

Compliant Tenderers

Procurement Services undertook an initial compliance assessment and all submitted Tenderers were deemed compliant and released for evaluation.

Evaluation Criteria

Evaluation Criteria	Weighting Percentage
Demonstrated Experience	20%
Tenderers resources	20%
Sustainability	10%
Local and Regional	10%
Tendered Price	40%
TOTAL	100%

Tender Intent/ Requirements

The Principal is seeking the service of a suitably qualified and experienced consultant to supply traffic engineering services.

Evaluation Panel

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

Name	Position
Colin MacMillan	Engineering Works Manager
Dragan Koncar	Transport and Traffic Coordinator
Nick Jones	Manager Environmental Health
Tim Crane	Technical Officer Traffic
Probity Role Only	
Stephen White	Contracts Officer

Scoring Table – Combined Totals

Tenderer's Name	Percentage Score		
	Non-Cost Evaluation	Cost Evaluation	Total
	60%	40%	100%
SMEC Australia**	39.63%	38.69%	78.32%
Arup Australia	36.88%	37.02%	73.90%
GTA Consultants (WA)	39.75%	33.57%	73.32%
Donald Veal Consultants	34.13%	39.12%	73.25%
KC Traffic and Transport	35.38%	36.85%	72.22%
Cardno (WA)	35.75%	35.98%	71.73%
URBII Consulting	31.63%	38.65%	70.28%
Workwise Australia	28.50%	40.00%	68.50%
Porter Consulting Engineers	38.63%	29.08%	67.70%

** Recommended Submission

Evaluation Criteria Assessment

Demonstrated Experience

SMEC Australia Pty achieved the highest score in this criterion and was closely followed by Cardno (WA). The submissions from both respondents demonstrated that they possess the required experience to undertake the scope of works required. URBII Consulting and Workwise Australia achieved a lower score due to the level of information provided, with consideration to the list of projects undertaken for local governments. All other respondents provided adequate information in respect to this criterion.

Tenderer's Resources

SMEC Australia scored highest in this criterion, closely followed by Arup Australia and GTA Consultants (WA). These companies satisfied the panel that adequate resources were available to meet the contract requirements. URBII Consulting resulted in a lower score due to the level of detail provided. The other respondents scored well with this criterion, providing sufficient information.

Sustainability

SMEC Australia scored highest in the sustainability criterion, followed closely by Arup Australia and GTA Consultants (WA). All tenderers demonstrated a commitment to sustainable practices with a focus on waste minimisation and a desire to improve social outcomes within the community.

Local and Regional Economy

The highest local and regional scores were achieved by Porter Consulting Engineers and URBII Consulting, which included an office location within the South West Region of Councils. GTA Consultants (WA) performed well in this criterion with the use of local sub-contractors.

Summation

The Evaluation Panel recommends the submission by SMEC Australia Pty Ltd be accepted as being the most advantageous submission to deliver RFT16/2020 Consultancy Services (Traffic Engineering). SMEC Australia Pty Ltd achieved the highest overall score in considering the cost and non-cost evaluation. The result of the external financial assessment for SMEC Australia Pty Ltd will be available prior to the Council meeting with all reference checks noting positive comments.

The recommendation is based on;

- well demonstrated experience in performing similar work particularly with local governments;
- having the required skilled personnel, resources and contingency measures to undertake the scope of works;
- sound understanding of the requirements in accordance with the specification;
- demonstrated commitment to sustainability principles; and
- the best overall value for money that provides the most advantageous outcome.

Strategic Plans/Policy Implications

City Growth and Moving Around

A growing City that is easy to move around and provides great places to live.

- Plan, develop and advocate for safe, sustainable, integrated local transport networks, public transport and regional transport networks.

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Deliver value for money through sustainable financial management, planning and asset management.

Budget/Financial Implications

The City's traffic and transport portion of the engineering budget delivers a wide range of capital projects including school crossings, Black Spot improvement projects, cycling paths, traffic calming construction, and traffic signals upgrade. A portion of these projects require consulting services in traffic engineering to provide services that include the preparation of technical reports, design and the provision of ongoing technical support.

The Traffic and Transport budget allocation for 2020/21 is \$695,000 (ex GST) with the majority of these projects requiring consultancy services in traffic engineering. Other capital Works/Services budgets within the Engineering and Works budget will also require this service.

For the purpose of evaluating this tender, a cost model was used to compare submitted Schedule of Rates to estimate the overall expenditure over the term of the contract. This is an indicative amount only and may vary due to operational factors.

The result of the external financial assessment for SMEC Australia Pty Ltd will be available prior to the Council meeting.

Legal Implications

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

Community Consultation

N/A

Risk Management Implications

The result of the tender will mitigate the required resources to conduct the following engineering work and lessen the risk for:

- Improvement of road safety around schools;
- Implementation of Black Spot funding;
- Implementation of traffic calming devices within the City's road network;
- Condition of existing road network may compromise the City's current service level;
- The increase in resources will permit the delivery of an increased number of capital projects, and
- An increase in public complaints and dissatisfaction with the level of infrastructure provided by the City.

Advice to Tenderers

The Tenderers and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 10 December 2020 Ordinary Council Meeting.

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

Nil.

17. COMMUNITY SERVICES DIVISION ISSUES

17.1 RFT27-2020 CONSTRUCTION SERVICES - FRANKLAND PARK SPORTS AND COMMUNITY FACILITY

Author(s) T Moore

Attachments 1. RFT27-2020 Evaluation Summary
(CONFIDENTIAL)

RECOMMENDATION

That Council accept the Tender submission from Shelford Constructions Pty Ltd for Tender No. RFT 27/2020 Construction Services - Frankland Park Sports and Community Facility for a total contract value of \$8,577,860 (ex GST), inclusive of options integrating some maintenance and equipment expenditure, in accordance with the submitted lump sum price and the Schedule of Rates for determining variations and/or additional services.

Background

The City of Cockburn (the Principal) is seeking the services of a suitably qualified, registered and experienced Commercial Building Construction Contractor to undertake construction of Frankland Park Multipurpose Sporting and Community Facility at Frankland Avenue, Hammond Park.

The project scope includes but is not limited to:

- remediation works to be contained onsite (underneath the future ovals) the waste from the previous land use as a liquid waste disposal facility;
- development of two bore irrigated sporting ovals and requisite lighting for AFL use;
- construction of a multipurpose sporting and community facility, including club and function spaces, toilets, change rooms, ablutions (toilets/showers) and food and beverage areas, for the proposed relocation of the Hammond Park Junior Football Club and Melville Braves Baseball Club;
- car parking for 151 cars with shade trees and lighting;
- road upgrades to Frankland Avenue to facilitate access into the facility's carpark and create a bus loading bay; and
- batting cages with associated fencing and minor infrastructure.

The facility will be a multipurpose centre capable of hosting club and community activities and medium size functions. The facility will also cater for member functions, with a number of change rooms and toilet facilities to cater for various users, including universal access. The parking area will provide car park lighting and shade tree landscaping with underground stormwater storage.

The project includes the upgrade of Frankland Avenue to include the provision of street lighting and two central medians to assist with vehicle access into the facility carpark. The timing of the Frankland Avenue works is critical for a separable portion for Frankland Avenue roadworks with an expected completion date before 31 May 2021.

The external facilities will consist of two fenced and bore reticulated grass ovals, retaining walls, lighting, and a spectator viewing area on the lower level of a stone pitched batter down to the ovals.

A provisional sum is provided for the design and construction of a baseball batting cage, consisting of a concrete pad with fencing and a Colourbond roof. Standard AFL goal posts are provided on both ovals with permanent fencing behind the goals at the southern ends of both ovals and the northern end of the eastern oval, to prevent balls entering the future Rowley Road and nature reserve.

The practical completion of the separable portions of the project scope will be achieved no later than:

1. Separable Portion 1: Frankland Avenue Road Works – 31 May 2021
2. Separable Portion 2: All remaining works – 24 November 2021.

Tender number RFT 27/2020 Construction Services – Frankland Park Sports and Community Facility was advertised on Wednesday 14 October 2020 in the Local Government Tenders section of the West Australian newspaper. The Tender was also displayed on the City's eTendering website between Wednesday 14 October 2020 and Friday 13 November 2020 inclusive.

Submission

The request for tender closed at 2:00pm (AWST) Friday 13 November 2020 with six (6) submissions received from the following companies:

Tenderers Name	Registered Entity Name
BE Projects	BE Projects (WA) Pty Ltd
Crothers	Crothers Pty Ltd
Devlyn Construction	Devlyn Australia Pty Ltd
Pindan Construction	Pindan Constructions Pty Ltd
Shelford Construction	Shelford Constructions Pty Ltd
St Hilliers	St Hilliers Property Pty Limited

Report

Compliance Criteria

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

Compliance Criteria	
(a)	Compliance with the Request document
(b)	Compliance with the Conditions of Responding and Tendering
(c)	Compliance with the General and Special Conditions of Contract
(d)	Compliance with and completion of the Qualitative Criteria
(e)	Compliance with the Specified Scope of Works and Technical Specifications
(f)	Compliance with the Price Schedule (including the breakdown of Lump Sum) noting the separable portions for the project
(g)	Compliance with the ACCC Requirements and completion of the Certificate of Warranty

Compliance Tenderers

Procurement Services undertook an initial compliance assessment and all submitted tenderers were deemed compliant and released for evaluation.

Evaluation Criteria

Evaluation Criteria	Weighting Percentage
Demonstrated Experience	10%
Tenderer's Resources	15%
Methodology	20%
Sustainability	5%
Local and Regional Economy	10%
Tendered Price	40%
TOTAL	100%

Tender Intent/Requirements

The intent of this tender is to select the services of a suitably qualified, registered and experienced commercial building construction contractor to undertake construction of the Frankland Park multipurpose sporting and community facility at Frankland Avenue, Hammond Park.

Evaluation Panel

The Tender submissions were evaluated by the following City Officers. The Procurement Services representative attended in a probity role only.

Name	Position
Travis Moore (Chair)	Manager Recreation and Community Safety
Stuart Downing	Director Finance and Corporate Services
Dean Burton	Coordinator Recreation Services
Peter McCullagh	Senior Project and Contract Manager
Tracy Mackay	Project Manager (NS Projects)
Probity Role Only	
Tammey Chappel	Contracts Lead (Projects)

Scoring Table – Combined Totals

Tenderer's Name	Percentage Score		
	Non-Cost Evaluation	Cost Evaluation	Total
	60%	40%	100%
Pindan Constructions	40.94%	38.69%	79.63%
Shelford Constructions**	41.04%	37.58%	78.62%
Devlyn Construction	37.44%	40.00%	77.44%
Crothers	37.94%	37.51%	75.45%
BE Projects	36.52%	35.71%	72.23%
St Hilliers	36.50%	35.10%	71.60%

** Recommended Submission

Evaluation Criteria Assessment

Demonstrated Experience

Pindan Construction, BE Projects and Crothers all scored highly in this criterion, and demonstrated a high level of experience in the delivery of a number of sport and recreation developments with other local governments. Devlyn Construction and Shelford Construction scored marginally lower with their demonstrated projects. St Hilliers scored the least in this criterion with their project experience not specifically relevant to the development of a sport and recreation facility.

Tenderer's Resources

All tenderers demonstrated that they have sufficient and suitably experienced personnel available to complete the required works.

Methodology

Shelford Construction scored highly in this criterion with St Hilliers and Pindan Construction marginally lower. Each demonstrated a high level of understanding of the project requirements and provided logical and detailed methodology on how the project would be completed.

BE Projects, Crothers and Devlyn Construction scored well in this criterion, but provided some aspects of their methodologies which did not meet the project requirements.

Sustainability

All tenderers demonstrated a commitment to sustainable practices and a desire to improve social outcomes within the community.

Local and Regional Economy

Shelford Construction scored highest for this criterion with a high level of staff based within the City's boundaries and an office within the South West Metropolitan Regional Council.

Summation

The Evaluation Panel recommends that the submission by Shelford Constructions Pty Ltd be accepted as being the most advantageous submission to deliver Tender RFT 27/2020 Construction Services, Frankland Park Sports and Community Facility.

Shelford Constructions Pty Ltd provided the best non-cost evaluation and an overall assessment rank second against the combined selection criteria, including the qualitative, cost and financial assessment evaluation. Referee checks have been undertaken from both local government and private sector organisation representatives, with an average response being received. The independent financial risk assessment reflected a satisfactory financial position for Shelford Constructions Pty Ltd.

The recommendation is based on:

- The level of demonstrated experience with a range of key personnel in managing the works associated with the requirements of the contract;
- Having the required resources and contingency measures to undertake the scope of works;
- Sound understanding of the requirements, methodology and program schedule to complete the redevelopment works in accordance with the specification; and
- The tender provides the most advantageous outcome to the City.

Strategic Plans/Policy Implications

Community, Lifestyle and Security

A vibrant healthy, safe, inclusive and connected community.

- Provide community, sport, recreational, and cultural facilities and infrastructure to meet our community needs.

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Deliver value for money through sustainable financial management, planning and asset management.

Budget/Financial Implications

The capital works budget allocation (CW4676) of \$9.78M has been approved across the 2019/20 and 2020/2021 financial years. This budget is to complete the planning, design and construction of the Frankland Park Development.

Additional funding has been made available through the contaminated sites reserve of \$80,000 to cover associated costs with remediating the contaminated areas of the site. The project has also received an additional \$200,000 in external federal funding to go towards the Frankland Road widening component of the project, which was not included in the original scope.

Currently the uncommitted funding of \$9M remains for the 2020/21 financial year and is sufficient for the appointment of the main building works contractor at a cost of \$8,577,860, including the building works, provisional sums, prime costs and additional options (roll-on turf with maintenance and exercise equipment). Other additional costs include project contingency, percentage for art and internal project fees.

Budget allocations for the road widening include \$200,000 Federal Funding (confirmed) and \$250,000 reallocation at the Mid-Year Budget Review. Other funds will be transferred from existing budgets including \$80,000 soil remediation (Contaminated Sites Reserve), \$25,000 Limestone and \$45,000 Frankland Park (CCTV CW budget).

An independent financial risk assessment has been conducted on Pindan Construction Pty Ltd and Shelford Constructions Pty Ltd. As a result of the financial assessments, Shelford Constructions Pty Ltd is preferred as the Principal recommended tenderer.

Legal Implications

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

Community Consultation

N/A

Risk Management Implications

Failure to complete this project, as well as the risks associated with the works, has been described below;

- The project has a CSRFF Grant of \$1.5M attached to it. Should the project not continue to proceed, these funds would not be received and potentially impact on the likelihood of the City receiving future funds, representing a “Moderate” level of “Financial Impact” risk.
- Extensive community consultation has been undertaken, including key stakeholders, therefore there is a high degree of community expectation that the project will proceed. Should this not occur, it would represent a “High” level of “Brand/Reputation” risk.
- Appointment of a tenderer which has not been recommended, could represent a “High” level of “Financial Impact” risk.

Advice to Proponents/Submitters

The tenderers who lodged a submission on the project have been advised that this matter is to be considered at the 10 December 2020 Ordinary Council Meeting.

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

Nil

17.2 ANNUAL REPORT 2019-2020

Author S Seymour-Eyles

Attachments 1. City of Cockburn Annual Report 2019-2020 [↓](#)

RECOMMENDATION

That Council accepts the Annual Report 2019-2020, in accordance with Section 5.54(1) of the *Local Government Act 1995*, as shown in the attachment to the Agenda, subject to any minor information and typographical corrections being included in the final document.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

Background

Council is required to accept the Annual Report 2019-2020 to enable it to be available for the Annual Electors' Meeting scheduled to be held on Tuesday, 2 February 2021.

The *Local Government Act 1995* (the Act) requires Council to accept the report no later than 31 December each year. Elected Members were provided with the Financial Report and Auditor's Report at a Special Meeting of the Audit and Strategic Finance Committee, the Minutes of which are presented at this Council Meeting. There will be a website link provided in the Annual Report to the full Financial Report in time for the Annual Electors Meeting. The full financial report will be available on the City's website.

Submission

N/A

Report

The Annual Report 2019-2020 is provided in conformity with the requirements of Section 5.53 of the Act and contains:

1. Mayoral Report,
2. Chief Executive Officer's Report,
3. Overview of Plan for the Future of the District, including major activities that are proposed to commence or to continue in the next financial year, made in accordance with section 5.56 of the Act,
4. Report in relation to the Complaints Register, subject to Section 5.121 of the Act,
5. Report under Section 29(2) of the *Disabilities Services Act 1993*
6. Divisional Reports,
7. A link to the full year Financial Report and Auditor's Report,
8. Remuneration of Senior Employees.

To comply with minimum compliance requirements of the State Records Commission Standard 2, the report also contains an update on compliance with the organisation's Recordkeeping Plan.

This year the City will print no more than ten copies of the report in house, to have available at the Annual Electors Meeting. After the meeting these copies will be re-distributed to the Elected Members lounge, the front counter at the Administration Building, and Cockburn Libraries. A digital copy will be available on the website.

Strategic Plans/Policy Implications

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

- Ensure good governance through transparent and accountable, planning, processes, reporting, policy and decision making.

Budget/Financial Implications

Nil

Legal Implications

Sections 5.53 – 5.55A of the *Local Government Act 1995* refers.

Community Consultation

The Report will be available for public access at the Annual Electors' Meeting to be held 2 February 2021.

Risk Management Implications

There is a "Low" level of "Compliance" risk associated with this item, as the *Local Government Act 1995* requires Council to accept the report no later than 31 December each year.

Advice to Proponents/Submitters

N/A

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

Nil



City of Cockburn Annual Report 2019-2020

Cockburn
the best place to be

cockburn.wa.gov.au



Acknowledgement of *Country*

The Mayor, Councillors and staff of the City of Cockburn acknowledge the Whadjuk Nyungar people of Beeliar boodja as the traditional custodians of this land. We pay our respect to the Elders, past, present and emerging.



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Top: Bindjareb Middars, Australia Day Coogee Beach Festival - January 2020
Front Cover: Port Coogee Marina offices, public jetty and Maraboo Bridge

Elected Members and Executive Team 2019-20

Elected Members



Logan K. Howlett, JP
His Worship the Mayor



Lara Kirkwood
Deputy Mayor *from October 2019* and Councillor, East Ward



Lee-Anne Smith, OAM
Councillor, East Ward and Deputy Mayor *until October 2019*



Chamonix Terblanche
Councillor, East Ward



Kevin Allen
Councillor, West Ward



Michael Separovich
Councillor, West Ward



Carol Reeve-Fowkes
Councillor, West Ward *until October 2019*



Phoebe Corke
Councillor, West Ward *from October 2019*



Philip Eva, JP
Councillor, Central Ward



Chontelle Stone
Councillor, Central Ward



Stephen Pratt
Councillor, Central Ward *until October 2019*



Tom Widenbar
Councillor, Central Ward *from October 2019*

Executive Team



Stephen Cain
Chief Executive Officer *until April 2020*



Daniel Arndt
Director Planning and Development/
Acting CEO



Charles Sullivan
Director Engineering and Works



Don Green
Director Governance and Community Services



Stuart Downing
Director Finance and Corporate Services



Gail Bowman
Executive Manager Strategy and Civic Support

Vision

Cockburn
the best place to be

Purpose

Together, we strive to create a sustainable, connected, healthy and happy Cockburn community.



Council Meeting Attendance of Elected Members 2019-20

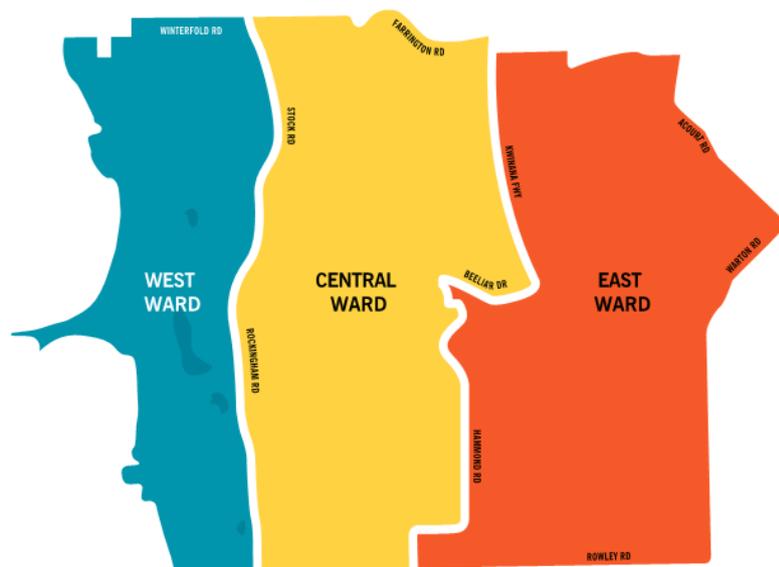
Elected Members	Ordinary Council Meetings (11)	Special Council Meetings (9)	DAP# Committee Meetings (4)	Audit and Strategic Finance Committee Meetings (4)
Mayor Logan Howlett	11	8	4	3 of 4
Cr Lee-Anne Smith	7	6	1 of 1	1 of 1
Cr Kevin Allen	9	6	N/A	4 of 4
Cr Carol Reeve-Fowkes	2 of 4	0 of 0	1 of 1	0 of 1
Cr Stephen Pratt	4 of 4	0 of 0	N/A	0 of 0
Cr Philip Eva	9	8	N/A	N/A
Cr Chamonix Terblanche	10	8	1 of 3	2 of 3
Cr Lara Kirkwood	11	8	N/A	N/A
Cr Chontelle Stone	10	7	3 of 3	N/A
Cr Michael Separovich	11	8	4	3 of 3 (2 x Deputy)
Cr Phoebe Corke	7 of 7	8	N/A	N/A
Cr Tom Widenbar	7 of 7	8	2 of 3	1 of 3

#Delegated Authorities and Policies Committee

Ward Populations*

West Ward: 37,589
 Central Ward: 40,134
 East Ward: 42,348

*Estimated 2020
 Source: .id





Mayor’s Message

I am delighted to provide my twelfth annual report statement to the Cockburn community in a financial year that ended in a way nobody would have anticipated. We were thrust in to living through a once-in-a-lifetime pandemic, COVID-19. As I write, Western Australia remains one of the safest places in the world to be. In this report we will outline what this pandemic meant to City operations and how we supported and continue to support our residents and business community. I am proud to say that an independent COVID-19 resilience study of WA local governments has shown that Cockburn locals feel on average more hopeful and enthusiastic about the future than their Perth and state counterparts.

City employees did a fantastic job adapting services, setting up a dedicated COVID-19 hotline to provide support to the vulnerable in our community, and enabling the technology for over 90 per cent of our workforce to work safely from home.

The City continues to support the community wherever it can and, while there is a pathway to recovery, there is still much to learn about this pandemic, its spread and hope for a vaccine to

provide that level of immunity for us all to return to a new ‘normal’. We continue to refine our response, recovery and communication plans in case of further outbreaks, learning from the experiences of other states and countries.

For many council activities we maintained business as usual and I am pleased to say that a formal major review of the Strategic Community Plan including extensive community consultation was undertaken this financial year as part of the planning cycle. This is the document that sets the direction for the City for the next 10 years to 2030.

This plan articulates our revised vision, which is to make Cockburn the best place to be. It details our high level objectives under five key outcomes areas: Local Economy; Environmental Responsibility; Community, Lifestyle and Security; City Growth and Moving Around; and Listening and Leading. The plan was developed through significant community consultation and reflects community aspirations and priorities.

Each year this report tracks how the City is achieving the objectives set out in our Strategic Community Plan.



(L-R): Janaya Meneghini - City of Cockburn, Chris Ferreira - The Forever Project, Mayor Howlett, Deputy Mayor Lara Kirkwood, Jarrod Fowler - The Captain of the Jandakot Volunteer Bush Fire Brigade, Mike Emery - City of Cockburn and Shane Harris - Former Captain, now Deputy of the Jandakot Volunteer Bush Fire Brigade at the Jandakot Volunteer Bush Fire Brigade Station official opening - January 2020

A key reporting tool is an annual survey of our residents, using an independent research company to gain insight into what the community thinks of services in the City of Cockburn. The City uses these results, together with other information, to measure the City's progress against its Strategic Community Plan, as well as to evaluate and adjust its priorities and programs.

Our community continues to tell us through this research that we are doing a good job, and when benchmarked against other WA local governments who undertake the same survey, the City is leading the way in mobile security patrols, services and facilities for families and children, and for Cockburn ARC in regard to aquatic and recreation centres.

Our community rated us as an organisation with a performance index score of 69, which shows Cockburn as the leader among similar Councils and 13 points above the WA average. However, we are always aware that there is room for improvement in everything we do and we always strive to do better. The report highlights what community priorities the City should focus on. These include safety and security, traffic management and the development of local areas.



Nyungar Elder Marie Taylor and Mayor Howlett at the Hiroshima Day Tree Planting - August 2019

The City continues to provide financial support through its Cockburn Community Fund to community groups, organisations and individuals around the City of Cockburn. Last financial year, a total amount over \$1.16 million was awarded, ranging from \$350 in youth academic assistance for a young person to attend the National Youth Science Forum, to a \$15,000 sponsorship for Small Business Support Services.

Supporting our local business community has been a big part of our focus over the last year. Prior to, and throughout the COVID-19 pandemic we have been supporting businesses with a range of activities to develop their skills, encourage them to prosper, and assist in their recovery. We have been promoting some of the great opportunities ahead for local businesses to form part of the supply chains for major defence and construction programs, and to become a supplier to the City, as part of changes to its Procurement Policy.

The City has included a dedicated Local Economy outcome in our new Strategic Community Plan, which ensures we will continue to plan for, and create, opportunities for local businesses and local centres to thrive.

On behalf of Council, I would like to acknowledge outgoing Chief Executive Officer Stephen Cain for his 15 years of dedicated service and to wish him all the best for the future.

And finally, I would like to thank the hundreds of dedicated volunteers out there in the City who give up thousands of hours each year to help make Cockburn the best place to be.

Logan Howlett

His Worship the Mayor
Logan K. Howlett, JP



Report of the Acting Chief Executive Officer

The City’s population forecast for 2021 is 123,203 and is forecast to grow to 161,479 by 2036 (Source: .id). As our population continues to grow it is critical that we manage to grow our infrastructure and manage our assets accordingly.

However, with finite resources, it is also critical that we ensure we are delivering our services in the most sustainable, customer-focused way. With that in mind, the City continues to refine its business processes to ensure that our customers can self-serve as many transactions as possible via digital means, while we continue to offer traditional customer service at the front counter and over the telephone.

Across the City we have several thousand processes, many of which span multiple business units. We continue to prioritise those which we can improve quickly, and those which provide the most improvement. This is one of the biggest challenges that every level of government faces. Last financial year we went live with online animal registrations and made significant customer-led improvements to our website which receives over 739,965 visits per year.

We are also working on a smart city security and access control system for city facilities, to enable electronic access to remove the need for picking up keys at our administration centre. The solution will further improve security at our facilities through the use of artificial intelligence and motion sensor technology.

Cyber security has been identified as an organisational risk. We have placed great emphasis on implementing our cyber security policy and framework across all that we do in the organisation. In the last financial year we had implemented a number of key cyber security measures prior to COVID-19, most importantly multi-factor authentication for our staff when logging in from other devices, which gave us great peace of mind as we sent more than 90 per cent of the workforce home to work.

While COVID-19 meant that the City had to close popular face-to-face community services for several weeks, we continued to maintain our parks, undertake roadworks and progress our capital works programs.



Acting CEO Daniel Arndt at Cockburn Seniors Centre



Daniel Arndt at Spearwood Library

In August 2019 we officially opened the Lakelands Hockey and Sporting Facility, home of the Fremantle Cockburn Hockey Club.

I am pleased to say that work is well underway on the \$6 million new Cockburn Wetlands Precinct in Bibra Lake, due for completion in 2021. This will be home to Native ARC, The Wetlands Centre, Cockburn and the Bibra Lake Scouts. Detailed planning continued for the Aboriginal Cultural and Visitors Centre in Bibra Lake, Frankland Park Sports and Community Facility, Treeby Community and Sports Centre, Beale Park redevelopment and the Malabar Park BMX facility.

The City continues its ongoing work upgrading parks and playgrounds, and as part of our ongoing revegetation programs, planted 140,000 plants across city conservation areas and within the Roe 8 wildlife corridor, as well as 1,300 street trees.

Road and transport projects continued to dominate our capital investment last year, as the City seeks to improve traffic flow and connectivity across Cockburn. The Federal and State-funded Armadale Road duplication has now finished and the new Armadale Road to North Lake Road Bridge project has begun. City-funded projects, including the Verde Drive extension and construction of a roundabout at the intersection of Verde Drive and Prinsep Road, have also begun. Jandakot Road duplication between

Berrigan Drive and Solomon Road was completed with stage two anticipated to be completed by the end of 2021.

The METRONET-funded Thornlie-Cockburn Link will also commence construction this coming year and is due for completion in 2022.

As we create new strategies, buildings and facilities, we actively seek the involvement and input of our local communities. Last year we engaged with residents, ratepayers and visitors on over 60 projects and had more than 61,000 visitors to our engagement website Comment on Cockburn. We held dozens of pop-ups, feedback sessions, listening posts and workshops. The engagement process provides opportunities for interested and impacted community members to shape important decisions, and develops a shared understanding of the different needs, aspirations and interests of our diverse community.

The City has continued to work with the South West Group of councils to advocate for regional priorities that provide the greatest benefit to the member councils and communities in the south west metropolitan region. The City is also participating in the South West Group's Smart Region Program which exists to help member councils effectively and intelligently use data and technology to accelerate achievement of outcomes in their strategic community plans and improve the quality and efficiency of council service delivery.

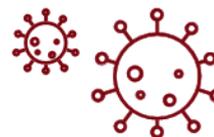
I would like to echo Mayor Howlett's words in acknowledging the contributions of the outgoing CEO Stephen Cain and wish him every success in the future.

A handwritten signature in black ink, appearing to read 'D. Arndt'.

Daniel Arndt
Acting Chief Executive Officer



COVID-19 Report



The social, health and economic landscape of the world as we know it, abroad and right here at home in Cockburn began to change dramatically in March 2020 as our community braced for the arrival of the novel coronavirus.

Just three days before the World Health Organisation declared COVID-19 a pandemic on 11 March, the City hosted the popular two-day Coogee Live event, with a record-breaking 18,000 plus people attending the coastal festival.

It was the last City-run event for several months as the devastating effects of the virus began to impact, with the WA Government declaring a state of emergency on 15 March and a public health state of emergency on 23 March.

But even at this early stage, the City had already advanced organisational plans to safely guide Cockburn through this unparalleled health crisis, and help stop the spread of the virus.

Led by our Environmental Health team and Acting CEO, the City quickly held its first COVID-19 Crisis Management Team (CMT) meeting to begin planning for the inevitable closure of facilities, high-risk events and services in an effort to keep our community healthy and safe.

Comprising representatives from the City's executive management team and relevant business units, the CMT met regularly, coordinating the closure of facilities and services and ensuring comprehensive communication to local residents and staff.

Almost consecutively, the City formed the Cockburn Local Response and Recovery Coordination Group (LRRG) to assess all likely activities requiring consideration during the response, monitoring and recovery phase of the pandemic. The group developed the COVID-19 Revive Cockburn Plan to guide the committees' response to community recovery activities. The LRRG ensured that any program undertaken was relevant to preventing the spread of COVID-19, the health and safety of individuals and the

community, assisting to minimise economic losses by local businesses, adequately providing for vulnerable people, and advocating to the State and Federal Government for funding as required.

It also helped plan and implement replacement services so our community could still function in a strange new time of isolation at home. One key role was to communicate mandated health practises including social distancing, regular handwashing, remaining at home if unwell, having a COVID-19 test if symptoms persisted and downloading the Federal Government's COVIDSafe app.

It seems this thorough planning was what our community needed. Results in an independent COVID-19 resilience study of WA local governments from 5 June to 8 July showed Cockburn locals felt on average more hopeful and enthusiastic about the future than their Perth and WA counterparts.

What actions did we take?

The City immediately began communicating via its public website and via its social media channels. It established COVID-19 specific website pages with links to support available to residents and the business community, information about the 2020-21 Budget, phased closures and re-openings, recovery grants, the COVID-19 telephone helpline, links to reputable health sites, and messages from the Mayor.

Social media, letters, emails, e-newsletters, phone calls, media releases and advertisements in local newspapers regularly communicated the myriad of changes brought about by the new COVID-19 to our community.

The City also communicated regularly with staff via its internal website and email, as fears grew in local government circles that staff employment was at risk, a situation that fortunately did not arise at Cockburn.



City of Cockburn COVID-19 Helpline

Cockburn Vulnerable Communities Plan

By 8 April, the City had established a Vulnerable Communities Plan. A key component was a communications plan to reach out to locals who may be among vulnerable communities identified by the Health Department, including people over 70, some Aboriginal and Torres Strait Islander people and people with certain medical or health conditions. In addition to this was people in financial difficulty.

The plan resulted in letters to 40,000 plus households, 46,000 emails, and contact with more than 1,100 people via the COVID-19 telephone helpline in the first nine days of its establishment.

In all, the helpline reached 58,000 residents through outbound and inbound phone calls, emails and mail. About six per cent of those people were in need of help ranging from food, grocery items, driving/transport, pet walking and care, home assistance and social connection.

The helpline ran for about a month, staffed by employees redirected from business areas forced to close due to the virus, and still operates now via the City's customer service centre. It is ready to fully activate immediately if needed.

The plan also helped local carers develop stay at home plans for family members and clients, made phone wellbeing checks on vulnerable people, collated a services directory for use by helpline staff and helped not-for-profit organisations remain sustainable during the shutdown period, including

the provision of two rounds of COVID-19 Response Grants.

These grants were available to Cockburn-based groups, organisations and businesses that served local residents, had a high level of community support, were financially stable and could identify how they would use the grant to help meet community needs amid the pandemic.

Existing home care packages, home and community care help and Cockburn Care home and community support services continued in line with Health Department guidelines and advice to reduce infection risk.

Cockburn Support Services such as financial and mental health counselling, Cockburn Parenting Services, the Volunteer Resource Centre, and Family and Community Development continued via phone or online.

The Family Day Care Service and In-home Child Care Service continued to operate under strict guidelines.

While the Seniors Centre building closed, staff stayed in touch with members via phone, online interactions, email, and mail-outs.

The Youth Centre building closed, putting a temporary end to its programs and events but some continued via online meetings.

Safety plans for vulnerable young people were developed with in-person outreach where needed under strict physical distancing requirements, and also via phone.



COVID-19 Report (continued)

Financial relief

The Council adopted the 2020-21 Budget in July with Cockburn households continuing to pay some of the lowest rates in Perth, despite economic challenges posed by the pandemic.

Cockburn's average residential improved rate of \$1,584 for 2020-21 is the lowest among neighbouring councils.

However, the impact of COVID-19 on the City's budget exceeded \$6m, including \$2.15m from a zero average rate increase, and \$1.73m from the rates concession.

Hallmarks of the City's financial relief package included:

- A zero percentage increase to rates which included a COVID-19 concession
- Freezing of all City fees and charges at 2019-20 levels
- Eliminating instalment and penalty interest on rates as well as other associated fees and charges
- Removing the mandatory waste service levy from commercial/industrial properties not using the City's waste service
- Sporting clubs COVID-19 support
- Providing options for rent relief to tenants of City-owned or controlled premises, commensurate with demonstrated COVID-19 impacts.

COVID-19 Response Grants

The first round of COVID-19 Response Grants resulted in 11 successful grants valued at \$48,025. The grants were designed to help local not-for-profit, incorporated community groups, organisations and businesses, to provide much-needed support for the City's most vulnerable people and recovery from impacts of the COVID-19 pandemic.

Projects funded included an array of emergency crisis relief (food wellness boxes, comfort packs to vulnerable community members), events (parent and child woodworking workshops, community playgroups), equipment (storage and freezers for emergency relief, health promotion and equipment for people with disability) and mindfulness and resilience programs.

Additional funding of \$113,543 was carried forwarded to 2020-21 for the second phase of funding COVID-19 Recovery Grants.

Procurement

COVID-19 hastened the need for the City to overhaul its Procurement Policy, which it launched in June 2020. It is now mandated for officers to seek a quote from a local supplier when one is available, for purchases valued above \$20,000. The concept of 'buying local' continues for lower value quotes where possible.



City of Cockburn staff social distancing



Help for businesses

#ShopLocalCockburn became our catchcry, following the May launch of the online Restart Hub that helped reboot the beating heart of the local business community as COVID-19 restrictions eased.

While some businesses were among recipients of the COVID-19 Response Grants, the City also enabled businesses to register on an Open for Business digital map, so residents could see what shops and services were operating.

The online Restart Hub provided COVID-19 safety plan guidance for operation and reopening, opportunities to become a City of Cockburn supplier, business directory access, sign up to a regular business e-newsletter, and access to business courses and qualified business advisors on how to rebuild.

Sporting club COVID-19 grants and support:

Ten clubs applied for a one-off grant and funding of \$12,250. The City also waived approximately \$100,000 in ground hire fees for the 2020 winter season to help local clubs stay afloat.



Anthony Lemma - Coogee Continental and Sarah Kahle - City of Cockburn with social distancing stickers - April 2019

City staffing

Unlike many other local governments challenged financially by the pandemic, the City did not stand any employee down without pay, force any employee to take leave or seek wage freezes or cuts.

Cockburn was the only WA local government to keep paying its casual staff until 10 May some 250 casuals, mostly employed at Cockburn ARC, were paid for up to six weeks after the facility closed on 20 March 2020. Casual staff were redirected to other parts of the City to assist in delivering services, such as installing 'closed' signs on playgrounds and barbecues.

The City made the difficult decision to cease payment after 10 May when it was no longer able to absorb the significant financial impact of paying casuals who were unable to undertake the duties of their former roles from a home setting, or who could not be deployed into other roles.

Casual employees were retained on the City's employee register so that when services and facilities returned, they were easily slotted back into their former roles.

Despite around 90 per cent of office based City staff working from home during the shutdown, for the majority of the permanent workforce it was business as usual, with some areas busier than ever.

City staff worked tirelessly to deliver the necessary works on our roads, parks and environment, and ensuring waste was efficiently managed.



Way to reduces your risk of COVID-19





COVID-19 Report (continued)

What was popular during the pandemic?

Cockburn ARC

All memberships were suspended when Cockburn ARC closed on 20 March 2020 until it reopened with a significantly pared back user-pays approach on 25 May during the phase two recovery.

Membership numbers were not only maintained but exceeded the same period in the previous year by one per cent.

Swim school numbers also increased by one per cent between June 2019 and July 2020, despite COVID-19 closures.

During the shutdown period, ARC and community members avidly supported a variety of group fitness instructor video classes hosted on the website and promoted through ARC and City social media channels.

These group fitness videos were available to view by members and all sections of the community, with more than 6,000 views – an indication of their popularity and the desire for people to stay active during this time.

Cockburn Libraries

Like many libraries across the country, Cockburn's rose to the challenge of COVID-19 by creating alternatives and by continuing library deliveries to our most vulnerable.

At Cockburn, eLoans increased by 42 per cent and 420 people took advantage of a new 'online' membership category while the library was closed for eight weeks. Additional titles were purchased to meet this increased demand.

The home library service for people with limited mobility was maintained where possible, a lifeline for people who are housebound. Several library staff also worked with the City's telephone

helpline, calling library clients aged over 75 who appreciated contact at this unsettling time.

Virtual fun: A special copyright arrangement allowed libraries to record or livestream story times, pram jams and STEAM (Science, Technology, Engineering and Maths) programs, with Cockburn staff developing creative, fun, online experiences for families with small children at home. More than 4,000 visitors enjoyed 55 virtual programs.

Reservation pick-up service: Library clients reserved items using the online catalogue and then physically collected the items from the Success Library downstairs loading bay, while practicing social distancing.

It resulted in an immediate 14 per cent spike in reservations with 5,046 items issued from the library collection in the first couple of weeks.

Mystery bags: In its first 24 hours, Cockburn Libraries was inundated with more than 90 requests for a 10-item mystery bag borrowing option. Library clients completed an online form nominating their reading preferences that guided staff who collated the bags available for collection at the Success Library downstairs loading bay. More than 360 members loaned 4,000 plus items while using this option.

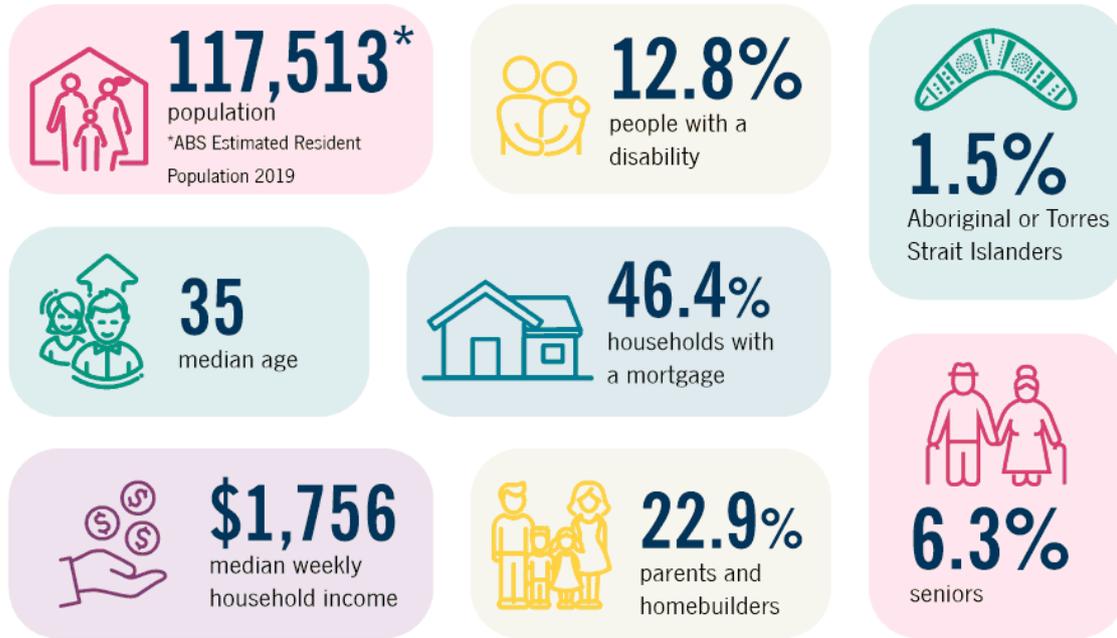
Administration fee cancelled: As part of measures introduced to reduce financial hardship in the community caused by COVID-19, the City permanently deleted the \$5 administration fee which library members once received when returning long overdue library materials.

Working from home: One library officer, also a talented musician, conducted an online song writing course. He observed a marked improvement in the skill level of most participants. One participant, who was openly dealing with mental health issues, subsequently arranged to record a few songs he created, with the library officer's help.



A Snapshot of our City

Based on Australian Bureau of Statistics 2016 Census data.



Left: Cr Chontelle Stone, Marissa Verma - Bindi Bindi Dreaming and other guests at International Women's Day - March 2020



Cultural Diversity in Cockburn

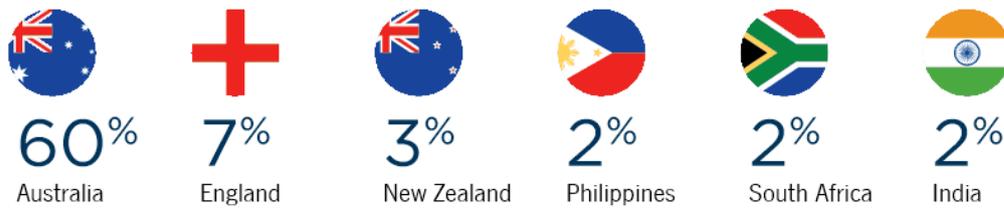
Diversity statistics in Cockburn from the 2016 Census

Australian Census 2016 results show that the City of Cockburn is becoming more culturally diverse. Overall, 34.1 per cent of the population was born overseas.

The most common ancestries



The most common countries of birth



Community Concert - February 2020



The common languages other than English spoken at home

In 2016, 21.4 per cent of residents spoke a language other than English at home, again above the average for WA (19 per cent).

你好	<i>Ciao!</i>	Zdravo	<i>Olá</i>	<i>Kamusta</i>
3%	2%	1%	1%	1%
Mandarin	Italian	Croatian	Portuguese	Tagalog

The most common responses for religion

32%	29%	11.5%	9%	3%
No Religion	Catholic	Anglican	Not Stated	Christian



Coogee Live event - March 2020



Achievement of Community Objectives

Strategic Community Plan

The City's Strategic Community Plan 2016-2026 sets the strategic direction for the organisation. A formal major review of the plan including extensive community consultation was undertaken this financial year as part of the planning cycle. The Corporate Business Plan 2016-2020 and Annual Business Plan detail area-specific projects related to the Strategic Community Plan, some of which are detailed below.

The Strategic Community Plan has five key community objectives:

1. **City Growth**
2. **Moving Around**
3. **Community, Lifestyle and Security**
4. **Economic, Social and Environmental Responsibility**
5. **Leading and Listening.**

The City measures its achievements of these plans by using a number of methods. Following are the key highlights from 2019-20, with the majority of the City's achievements documented throughout this report.

Other measures that demonstrate the City's progress towards the achievement of the objectives outlined in the Strategic Community Plan include:

- Community Scorecard results
- Customer satisfaction survey results
- Awards
- Visitors
- Jobs and labour statistics
- Community engagement
- State of Sustainability Report and the Internal Audit Report.

Highlights from the Year

1. City Growth



Planning for the City's population growth while maintaining our strong financial position

The first stage of the concept and business planning for the new Council and Administration Centre in Cockburn Central was completed

The draft Local Planning Strategy has been developed which closely aligns with the Strategic Community Plan 2020-2030

Review of the Local Commercial Activity Centres Strategy and the Economic Development Framework has commenced in readiness for Council and community consideration next financial year.

2. Moving Around



Facilitating safe, efficient, connected and sustainable movement around the City

The City continued to play an active role in the Westport Local Government Reference Group with the release of the Westport Taskforce Report identifying a number of options for the outer harbour which require further research

The draft Integrated Transport Plan has been significantly progressed providing a strategic framework for the City's transport related plans

The City participated in reference groups for several major road works under the control of Main Roads WA including Armadale Road Bridge and duplication, the Kwinana Freeway widening, and the North Lake Road Bridge

Completed a number of major roads projects including Verde Drive extension and roundabout and the design of Jandakot Road duplication stage two between Berrigan Drive and Solomon Road.





3. Community, Lifestyle and Security

Providing safe, attractive, healthy programs and infrastructure for a diverse range of activities and people

Two major community facilities were constructed and opened, the new Lakelands Hockey and Sporting Facility, and the new Jandakot Volunteer Bushfire Brigade facility

The draft Library Services Strategy has been completed in readiness for Council consideration in the new financial year

The detailed designs of Frankland Park Sport and Community Facility, Malabar Park BMX Facility, and Treeby Community and Sports Centre are underway for construction to commence next financial year

Following extensive community consultation the building concept design for the Aboriginal Cultural and Visitors Centre was completed

Additional CCTV cameras and infrastructure were installed in Port Coogee and Cockburn Central West adding to the City's extensive CCTV network

A review of operational hours specific to the ARC Health Club resulted in the provision of a 24-hour access gym service.



4. Economic, Social and Environmental Responsibility

Enabling a sustainable future economically, socially and environmentally including business activity, job opportunities and sustainable use of resources

The State of Sustainability Report was completed, which details a comprehensive update on the initiatives that have been achieved in this area. These initiatives are across all four areas of sustainability – Governance, Environment, Society and Economy

The roll out of the third bin was completed in readiness for the East Rockingham Waste from Energy facility

The City received a State Government grant to determine the feasibility of producing fuel from hydrogen for the City's motor vehicle fleet

Construction of the Cockburn Wetlands Precinct redevelopment has commenced

Accessible playground equipment, playground renewals, parks lighting upgrades and shade sails have been installed in a variety of parks across the district.



5. Leading and Listening

Being accountable to our community and engaging through multiple effective communication channels

The major review of the Strategic Community Plan is substantially complete with the City hearing from over 3,000 people during the various consultation phases, identifying the community aspirations for the next 10 years

Review of the City's key performance indicator reporting system has been substantially progressed with a new system planned to go live by early next financial year

The City undertook over 100 community engagement consultations in relation to a wide variety of projects, strategies and programs.



Community Scorecard Results 2020

The City annually measures residents' perceptions of the services, infrastructure and facilities in Cockburn to gauge satisfaction levels. This year's independent survey was undertaken by Catalyse using a representative sample of residents.

These measurements relate back to the City's key objectives which are outlined on page 18 and covered in more detail in the City's Strategic Community Plan.

Results from the Community Scorecard 2020

Overall performance	Performance Index Score*
The City as a governing organisation	69
Sport and recreation facilities	75
Enjoy living in the City of Cockburn	77
Maintenance of local roads	64
Customer service	68
Preservation and promotion of local history and heritage	68
Management of the environment	64
Safety and security	60
Mobile security patrols	62
Promotion and adoption of sustainable practices	63
Community buildings, halls and toilets	64
Streetscapes	56
Footpath and cycleways	58
Development of their local area	55
Traffic management	54
Feel included and connected to the community	63
Cockburn ARC	84

Percentage of population who agree	Agreement Index Score*
The City has developed and communicated a clear vision	45
The City has a good understanding of the community's needs	54

*The Performance Index Score is not a percentage score. It is calculated by taking into account the entire scale from strongly disagree to strongly agree. The Agreement Index Score is explained as a score out of 100 using the formula $(\text{average score} - 1) \div 4 \times 100$.



Unveiling of artwork and Cockatoo Perch at Goodwill Park - December 2019



Back row (L-R):
Cr Chamonix
Terblanche, Deputy
Mayor Lara Kirkwood,
Steven Greenwood
- Hammond
Park Community
Association, Anton
Lees - City of Cockburn
Front row (L-R):
residents Sharon Bloice
and Ellise Greenwood
at Baler Court dog
park Hammond Park -
December 2019

Customer Satisfaction Results

The City undertakes independent customer satisfaction surveys across a number of service units each year. The percentage of satisfied customers is reported throughout this report, under the relevant service unit. The percentage relates to the number of customers who scored the service seven or more out of 10. The surveys were conducted by Research Solutions.



Celebrate Ability Day - November 2019



Awards and Achievements

Award or Agency	Place and Category
2019 #shoWcAse in Pixels Award	Winner, Best Digital/Professional
2019 National Growth Areas Alliance (NGAA) Awards	Winner, Research and Practice
2019 Regional Awards of Excellence – Strategic Planning Award	Winner, Community Sport and Recreation Facilities Plan
2020 Institute of Public Works Engineering Australasia (IPWEA) Awards – WA Division	Winner, Excellence in Environment & Sustainability Award – Coogee Maritime Trail
BIZLINK Employer of the Year Award 2019	Winner
2020 Australian Fitness Awards	National Winner, Fitness Australia Not-for-profit Business of the Year Award – Cockburn ARC
WA Local Government 2019 Convention	Winner, Most Accessible Community in Western Australia – Metropolitan Council
Western Australian Coastal Awards for Excellence 2019	Joint Winner, Coastal Design, Heritage and Tourism Award – Coogee Maritime Trail
Public Sector Commissioner Award	Young Leader of the Year 2019



Michael Emery - City of Cockburn
Public Sector Commissioner Award 2019



(L-R): Craig Wilson - Coastcare, Vicky Hartill and Chris Beaton - City of Cockburn at WA Coastal Awards 2019



Community Engagement

The City undertakes community engagement throughout the year to seek feedback on various initiatives and to inform the community of its priorities.

The City's focus is to inform, consult and provide opportunities for active participation in City projects and activities.

The City uses a variety of methods to seek feedback including listening posts, workshops, surveys, meetings, one-on-one conversations and more.

These projects are communicated using a number of mediums. Some examples include direct mail, newspaper advertisements, e-newsletters, social media and signage.

Over the past 12 months, the City has attracted community input via Comment on Cockburn including:

 **61,300**
site visits

 **7,574**
registered site users

 **1,800**
new user registrations

 **3,380**
survey responses

Some of the key projects undertaken during this period were:

City Growth

- Port Coogee Marina Expansion
- Cockburn ARC Health Club Expansion
- Better Neighbourhoods, Better Homes.

Moving Around

- Solomon Road Upgrades
- Gaebler Road Upgrades
- Fawcett Road Footpath and Resurfacing.

Community, Lifestyle and Security

- Arts and Cultural Spaces in Cockburn
- Future Council and Administration Building
- Treeby Community and Sports Centre.

Economic, Social and Environmental Responsibility

- Climate Change Strategy
- CCTV Policy Review
- Animal Management and Exercise Plan.

Leading and Listening

- Strategic Community Plan
- Your budget requests
- City of Cockburn draft Budget.



State of Sustainability Report

The City of Cockburn's 10th annual State of Sustainability Report is a snapshot of the City's collective efforts in working towards a sustainable future.

The City had 76 indicators for sustainability across the organisation along with a number of high-level targets across five key sustainability areas including water conservation, waste minimisation, energy and emissions reduction, biodiversity and liveability. One hundred per cent of the key performance indicators were in progress or achieved during 2019-20 reflecting the City's commitment to pursuing sustainability excellence.

Below is a snapshot of the City's sustainability highlights for 2019-20.

Sustainability Highlights

Exceeded the renewable energy target with 26 per cent of Council buildings receiving power from solar photovoltaic (PV) systems

Installed additional solar photovoltaic systems on the Coogee Beach Surf Life Saving Club and Beeliar Community Centre

Sustainability Policy training module completed by all staff, via the online learning management system

Procurement Policy updated to support local business, including compliance to the Modern Slavery Act and reinforce accessibility requirements for people with a disability

Rehabilitated four hectares of bushland across the City with 68,000 seedlings

Completed the roll-out of household garden waste bins

Maintained a zero emissions fleet via the carbon offset program and delivered the City's first carbon neutral event (Coogee Live)

Integrated the City's first electric vehicle into the fleet and installed two additional EV charging stations, including a fast-charge station in Cockburn Central

Delivered a plastic-free revegetation program along our coastline

Installed a possum bridge on Beeliar Drive to connect two nature reserves

Launched the Turtle Tracker Program and installed 12 turtle protection enclosures

Completed our sustainable and climate resilient future community engagement to guide the 2020 Climate Change Strategy

Adopted the Environmentally Sustainable Design (ESD) Policy provision to ensure all new Council facilities set aside three per cent for innovative ESD initiatives

Updated the Verge Improvement Guidelines and supported 30 residents in the Waterwise Verge Incentive Scheme

Maintained Gold Waterwise Council status

Concept design completed for the Aboriginal Cultural and Visitors Centre

Implemented the 360 eProcurement system to help develop the local economy

Awarded 18 Sustainability Grants to enhance sustainability outcomes in the community.





Governance – 18 KPIs*

61% complete ———
39% in progress ———
0% not started



Governance is the cornerstone of the City’s approach to sustainability. It enables the City to listen to and guide its residents and ratepayers in building a sustainable future.



Elected Members

Environment – 31 KPIs*

55% complete ———
45% in progress ———
0% not started



The environment is the foundation for sustainability in the City of Cockburn. Our natural areas and resources must be sustainably managed now and in the future.



Bibra Lake wetland revegetation program

Society – 18 KPIs*

61% complete ———
39% in progress ———
0% not started



Society is at the heart of sustainability in Cockburn. Our people, from our residents, ratepayers, volunteers and businesses, to schools, visitors and employees, are the driving force behind the way we develop, now and into the future.



Australia Day Coogee Beach Festival 2020

Economy – 9 KPIs*

44% complete ———
56% in progress ———
0% not started



A viable economy underpins the sustainable development of the City and must be resilient in the face of uncertainty and risk. The City’s economy is directly integrated with its society and environment.



Fins Seafood with Sarah Kahle - City of Cockburn Business Development Officer

*Key Performance Indicators



The Year Ahead 2020-21

Below are examples of major projects and services as detailed in the Corporate Business Plan 2020-2025.

Project	\$M
Roads, footpaths, drains and cycleways including Karel Avenue and Rockingham Road / Phoenix Road roundabout; and Hope Road shared path	27.3 (Includes State and Federal Government funding)
Parks, parks infrastructure and streetscapes	24.25
Implement Bibra Lake Management Plan	0.52
Expansion of Port Coogee Marina	5.3
Design and commence construction of the Aboriginal Cultural and Visitors Centre	0.5
Goodchild Park upgrade	0.8
Commence rollout of Smart City facility security and access control system	0.3
Henderson Waste Recovery Park upgrades	3
Implement Manning Park Master Plan	0.49
Construct Malabar Park BMX Facility	1.65
Construct Frankland Park Sport and Community Facility	7.7
Beale Park redevelopment	0.5
Len Packham Park sport lighting	0.5
Cockburn Coast Oval construction	1.5
Design and construct Treeby Community and Sports Centre	3.1
Design for Cockburn ARC – health and fitness expansion	0.5
Community grants and donations	1.45
Free community events	0.9



Left: Cr Philip Eva, Mayor Howlett, Cr Phoebe Corke, Deputy Mayor Lara Kirkwood at International Tree Day - September 2020 Right: Tracey Irving - Spearwood Primary School, Spearwood Primary School Student, Cr Tom Widenbar at Hiroshima Day - August 2020



Major Strategies, Plans and Studies

Following is a snapshot of major activities planned for 2020-21.

They are grouped under the most relevant outcome area from the Strategic Community Plan.



1. Local Economy

A sustainable and diverse local economy that attracts increased investment and provides local employment.

- Develop and implement the Economic Development Framework and Action Plan
- Develop a business grants and sponsorship program for COVID-19 recovery and to support business development
- Complete a review of key City processes that businesses frequently use to identify process improvements
- Trial a new commercial food waste collection service.



2. Environmental Responsibility

A leader in environmental management that enhances and sustainably manages our local natural areas and resources.

- Undertake a feasibility study for the use of hydrogen powered waste trucks
- Implement the new Climate Change Strategy 2020-2030
- Implement and review the Urban Forest Plan 2018-2028
- Review and update the Waste Management and Education Strategy 2013-2023
- Oversee implementation of the Roe 8 Rehabilitation Management Plan
- Implement the Bibra Lake and Manning Park master plans.



Bibra Lake Playground



Dr Felicity Bairstow - Rehabilitating Roe 8
Advisory Committee at Roe 8 Corridor



3. Community, Lifestyle and Security

A vibrant, healthy, safe, inclusive and connected community.

- Review and update the Community Development Strategy and develop a Volunteering Strategy
- Undertake Cockburn Coast Oval construction
- Complete construction of the Cockburn Wetlands Precinct facilities
- Complete design and commence construction of the Frankland Park Sport and Community Facility, Malabar Park BMX Facility, and the Treeby Community and Sports Centre
- Install CCTV at priority locations and review the Community Safety and CCTV Strategy
- Complete the design of the Aboriginal Cultural and Visitors Centre
- Complete the planning for the expansion of the Port Coogee Marina.



4. City Growth and Moving Around

A growing City that is easy to move around and provides great places to live.

- Prepare the new Local Planning Strategy and Scheme for the district
- Review and update the Integrated Transport Plan, incorporating the Road Safety Strategy and TravelSmart Plan
- Complete the Jandakot Road duplication and Verde Drive and Prinsep Road extensions
- Construct new and refurbished footpaths, and cycle paths
- Commence the review of the Land Management Strategy.



5. Listening and Leading

A community-focused sustainable, accountable and progressive organisation.

- Complete the Operations Centre Building upgrade stage two
- Implement the Sustainability Strategy 2017-2022
- Develop and implement two Smart Cities projects in partnership with the South West Groups – Smart Street lighting and LoRaWAN network
- Implement COVID-19 financial measures including zero per cent rates, fees and charges increase for 2021
- Review the Community Engagement Policy and Framework
- Review and implement the Workforce Plan 2017-2022.

Rates Allocation

The City uses rates to fund a range of services, with the following (percentage of total spend) allocated for 2020-21.





Organisational Structure





Remuneration of Senior Employees

Annual Salary of Senior Employees

Annual Salary Range (\$)	No. of Employees	Annual Salary Range (\$)	No. of Employees
100,000 – 109,999	45	220,000 – 229,999	0
110,000 – 119,999	40	230,000 – 239,999	0
120,000 – 129,999	21	240,000 – 249,999	1
130,000 – 139,999	12	250,000 – 259,999	0
140,000 – 149,999	3	270,000 – 279,999	1
150,000 – 159,999	3	280,000 – 289,999	1
160,000 – 169,999	4	290,000 – 299,999	0
170,000 – 179,999	2	300,000 – 309,999	1
180,000 – 189,999	3	310,000 – 319,999	0
190,000 – 199,999	2	320,000 – 329,999	0
200,000 – 209,999	2	330,000 – 339,999	1
210,000 – 219,999	2	370,000 – 379,999	1

1. The amounts include salary, super, motor vehicle allowances and performance payments. In five cases, senior employees have a motor vehicle provided and do not take a motor vehicle allowance. The nominal value of the motor vehicle equates to \$17,000 (two employees), \$20,300 (two employees), \$22,650 (one employee). These nominal values are not included in the above figures
2. The former chief executive officer received a confidential termination payment in addition to the reported base salary
3. Due to the role of chief executive officer being vacant for a substantial portion of the 2019-20 year, two directors undertook acting duties. This is reflected in the reported salaries.



Governance & Community Services Directorate

The aim of the Governance and Community Services directorate is to improve residents' quality of life and to ensure good governance. The directorate is responsible for providing community safety and development initiatives, events, ranger services, recreation and community development and services, as well as communications including the operation of the customer contact centre.

Highlights



743

people from 62 countries became Australian citizens in Cockburn



1.05 million

attendances at Cockburn ARC



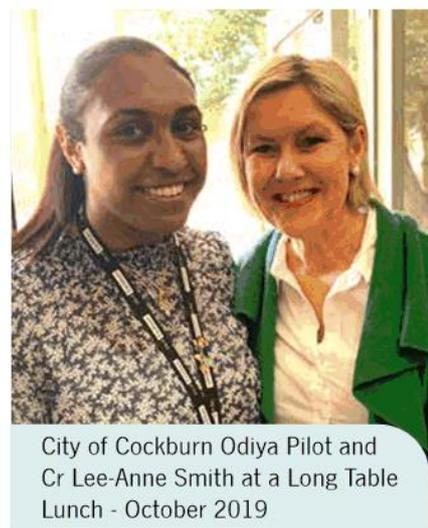
572,908

items issued by Cockburn libraries



8,935

jobs attended by rangers





Governance

Compliance

The Department of Local Government, Sport and Cultural Industries (DLGSCI) requires all local governments to complete a *Compliance Audit Return 2019* (CAR). The City's submitted CAR indicated a conformity rating of 99 per cent. The City sought clarification from DLGSCI on 21 May 2020, on the accuracy of the information provided to the City by DLGSCI regarding one per cent non-compliance. To date, no response has been received by the City.

The City utilises an online compliance management system for statutory forms such as financial disclosures, gifts, travel contributions and delegated authorities.

Legislative Review

The City has completed a review of its Local Laws to ensure compliance with the National Competition Policy.

Freedom of Information

The *Freedom of Information (FOI) Act 1992* gives members of the public the right to access documents held by local governments, subject to limitations. The City prepared, as required by section 96 of the FOI Act, an up-to-date information statement and made it available to the public. The City had 25 FOI requests in 2019-20.

Public Interest Disclosure

The *Public Interest Disclosure (PID) Act 2003* promotes accountability within state and local government agencies and organisations by facilitating the disclosure of public interest information involving misconduct, offences and misuse of public resources or risks to public health or safety. The Act aims to protect informers who make public interest disclosures. Since the last published report, the City has had no disclosures under the PID Act.

National Competition Policy

In 2007, all Australian governments recommitted to the Competition Principles Agreement (CPA), (11 April 1995). The CPA is an inter-governmental agreement between the Commonwealth and state/territory governments that sets out how governments will apply National Competition Policy Principles to public sector organisations within their jurisdiction. The National Competition Policy itself concluded in 2005-06 and has been succeeded by Australia's National Reform Agenda which is an addition to, and continuation of, the National Competition Policy reforms.

The Competition Principles Agreement (as amended 13 April 2007) sets out nominated principles from the agreement that now applies to local government. The provisions of clause 5 within the CPA require local government to report annually on the implementation, application and effects of Competition Policy. Competition Policy does not require contracting out or competitive tendering. It does not preclude local government from continuing to subsidise its significant business activities from general revenue, nor does it require privatisation of government functions. It does require local governments to identify their significant business activities and apply competitive disciplines to those businesses which compete with the private sector.

A number of the City's services are exempt from the Competition Policy, as it applies only to business activities that generate income in excess of \$200,000 from fee revenue that is directly generated from external users and an operating expenditure greater than \$2m. Activities undertaken by the City which have previously been considered for market testing, owing to the competitive nature of the service include:

- Domestic waste collection
- Waste disposal business
- Cockburn ARC (leisure centre).

The City has resolved to retain the in-house provision of Cockburn ARC, domestic waste collection and waste disposal business.



Risk Management

Over the past 12 months, the City continued to implement its Risk Management Framework and revised the strategic and operations risk registers to identify opportunities for improvement.

Business Continuity

The declaration of the state of emergency in WA on 15 March 2020, as a result of the COVID-19 pandemic, required the City to implement its Infectious Disease Pandemic Business Continuity Plan. This plan, developed in accordance with guidelines from the WA Department of Health, enabled the City to identify and manage resources to continue its critical operations and delivery of essential services to the community.

Internal Audit Plan

In accordance with the City's Strategic Internal Audit Plan 2019-2020, the *Privacy of Data and Information* audit was conducted by ES2; a WALGA preferred Perth-based WA enterprise security and solution services provider. In the absence of applicable State legislation, the audit was conducted to:

- Determine what type of personal and sensitive information is held by the City of Cockburn and what the privacy considerations for the data held are; and
- develop appropriate documented processes for the collection, use, disclosure and securing of personal information in accordance with the requirements of the proposed WA privacy and responsible information sharing legislation.

The audit has led the City to develop and implement a Privacy Management Policy to manage personal and sensitive information and to position the City for compliance with Australian privacy principles and any proposed state legislation. This policy is in development.

Complaints of Minor Breaches

The *Local Government Act 1995* (Section 5.121) requires a Register of Complaints against Elected Members to be maintained. For 2019-20, two official complaints were received and a censure imposed by the Standards Panel. It is necessary to have the details entered into the complaints register and published on the City's website.

Complaint 1 – made by the then CEO Stephen Cain, Complaints Officer City of Cockburn Councillor Lee-Anne Smith, the then Deputy Mayor of the City of Cockburn, committed a minor breach of Regulation 7 (1) (a) of the *Local Government (Rules of Conduct) Regulations 2007 (WA)* when on 9 August 2019 she made false comments in an interview on ABC Radio Perth in respect to a notice of motion raised by her in relation to off-road motor vehicle use which was discussed (but not passed) at the Ordinary Council Meeting of 8 August 2019.

On 20 November 2019 the Local Government Standards Panel ordered Cr Smith to publicly apologise to the Council and the City of Cockburn at the next Ordinary Council Meeting. Due to Cr Smith's suspension, as the result of another matter, the public apology was provided at the 9 April 2020 Ordinary Council Meeting.

Complaint 2 – made by the then CEO Stephen Cain, Complaints Officer City of Cockburn Cr Lee-Anne Smith, the then Deputy Mayor of the City of Cockburn, committed a minor breach of Regulation 7 (1)(b) of the *Local Government (Rules of Conduct) Regulations 2007 (WA)* when on or before 1 October 2019, following a reasonable request, she did not remove material from Facebook relating to a petition that was put forward regarding the Bartram Road footbridge.

On 10 June 2020 the Local Government Standards Panel ordered Cr Smith to publicly apologise to the Council and the City of Cockburn at the next Ordinary Council Meeting. The public apology was provided at the 13 August 2020 Ordinary Council Meeting.





Library Services

Delivers exciting and an ever-changing collection of materials, as well as a calendar of interesting events, activities and programs for all ages and interests through the City's three libraries; Coolbellup, Spearwood and Success.

Achievements

(note: library statistics were severely impacted by the COVID-19 shut down)

Customer service rating (see customer satisfaction results, page 21 for details): 94 per cent.

Annual library visits decreased by 22 per cent to 287,109

The number of items issued decreased by 18 per cent to 572,908

Annual attendances to library events and services decreased by 31 per cent to 18,132

Library Strategic Plan for 2020-2025 was developed

Cockburn History website received a commendation in the 2020 Western Australian Heritage Awards in recognition of the ongoing commitment to the preservation of the City's stories

After hours return chutes using RFID technology installed at both Spearwood and Success libraries

A newly created 'Newmarket' collection to showcase popular and trending books has been launched at Spearwood and Success libraries

Better Beginnings is about promoting the importance of reading to babies and encouraging early literacy and this year the library service distributed early literacy kits to 1,714 children through 13 schools and five child health clinics

A range of virtual programs ran including a weekly virtual storytime, virtual STEAM

sessions and weekly creative kids activities for children at home, while the library was unable to hold face-to-face events

A special storytime aimed at father figures, called Blokes do storytime launched and held monthly on Saturday mornings

Adult events held included Nyungar language classes, author talks, tech help, health and wellbeing, English conversation classes and sessions on sustainable lifestyles.



Storytime session at Success Library



Peter Rowsthorn at Success Library



Spearwood Library



Recreation and Community Safety Services

Ranger & Community Safety Services

Ranger & Community Safety Services work to improve the safety and security of the City's residents and visitors. This is done by proactively educating residents on community safety, implementing mitigation strategies and applying local and state laws.

Ranger Services

Achievements

Finalised the development of a five-year Animal Management and Exercise Plan

Created an online registration process for dog and cat registrations

The rangers attended 8,935 jobs, with dog (2,589) and parking-related (1,744) matters the most significant

During the year, City rangers attended 1,255 dog wandering and dog pick-up requests, of which 428 were collected and impounded.

Of these:

- 364 dogs were released to owners
- 61 dogs were sent to rescue and rehoming
- Three dogs were euthanised (on medical grounds)
- 376 cats were captured, of which
 - 45 were released to owners
 - 329 were sent to rescue and rehoming
 - Two cats were euthanised (on medical grounds).

Community Security & Safety Service (CoSafe)

After an extensive review, the City's Community Security & Safety Service (CoSafe) has been extensively changed ready to commence in the 2020-21 financial year. The new service includes the employment of internal staff to oversee the service 24 hours, seven-days-a-week. The new CoSafe service not only reports suspicious activities and anti-social behaviour, but also provides limited municipal law enforcement response for ranger-related matters outside of normal operating hours.

Achievements

Commenced a complete restructure of the CoSafe service, with increased service and an annual cost reduction of more than \$400,000 per year

Average response time of eight minutes to community request for assistance

Completion of a new state-of-the-art CCTV Operations Centre to monitor the City's CCTV network

Finalised implementation of artificial intelligence software on selected CCTV cameras to increase community safety and provide better response by CoSafe.



Ranger at Bibra Lake Fun Run
- September 2019



Recreation and Community Safety Services (continued)

Safer City

With a recent restructure of the Ranger & Community Safety Services, the Safer City team has begun the coordination and review of the community safety initiatives.

Achievements

Reviewed the City's Crime Prevention and Community Safety Plan

Provided support to the Neighbourhood Watch and Crime Prevention Reference groups.

Emergency Services

The City's Fire and Emergency Management team has continued to promote preparedness and disaster recovery to the community.

Achievements

Completed construction on the Jandakot Volunteer Bush Fire Brigade building

Planned autumn hazard reduction burns throughout the City

Completed evacuation centre training for staff and the City's Local Emergency Management Committee

Provided ongoing support to the City's Local Emergency Management Committee and Bushfire Advisory Reference Group

Provided bushfire response support to regional bushfires throughout WA

Provided support to volunteer's who deployed to eastern state bushfires.

Recreation Services

Provide and facilitate a range of sport, recreation and leisure opportunities for residents of the City.

Achievements

Customer service ratings (see customer satisfaction results, page 21 for details):

- Facility booking and management services: 91.2 per cent
- Management of facilities: 87.3 per cent
- Sports field hire and facility booking service: 97.3 per cent
- Management of sports fields: 91.9 per cent

Implemented online payments for casual facility bookings.

Recreation Future Planning

In 2018-19, Council adopted the Western Suburbs Sporting Precinct Study (WSSPS) which investigated the development of seven different sport and recreation reserves in the western suburbs.

Following the adoption of the WSSPS, the Community, Sport and Recreation Facilities Plan 2018-2033 was adopted by Council. This plan will guide the development of community, sport and recreation facilities over the next 15 years.



Jandakot Volunteer Bush Fire Brigade Station - January 2020



Bibra Lake Fun Run winners and Mayor Howlett - September 2019

Capital Works

The City progressed and completed a number of capital works projects, in particular the completion of the \$6.53m Lakelands Hockey and Sporting Facility in August 2019.

New sports floodlighting was installed at Botany Park, Atwell Reserve and the new Treeby sporting reserve.

Planning and design has progressed for a new community and sporting facility at Treeby, the Malabar Park (Cockburn BMX) redevelopment and Frankland Park development, with construction scheduled to commence for all three in 2021.



Lakelands Hockey and Sporting Facility - August 2019

Club Development

Achievements

The City continued to provide ongoing support through its club development initiative, 'Champion Clubs' which included:

Four workshops and events for local sporting club volunteers

Contribution of \$43,004 to 24 clubs for sporting equipment and capital works

KidSport – contributed \$111,203 (768 vouchers) towards 120 local sporting clubs*

617 people registered for the Bibra Lake Fun Run

The City's Junior Sport Travel Assistance Program helped fund 66 junior athletes to represent WA or Australia in their chosen sport at a national and/or international event, equating to \$27,600 in grants*.

*Impacted by COVID-19



Recreation and Community Safety Services (continued)

Cockburn Aquatic and Recreation Centre (Cockburn ARC)

With a focus on member and community engagement in 2019, Cockburn ARC then moved its attention to supporting its member base and community throughout COVID-19 and the subsequent recovery phases.

The centre closed due to COVID-19 on Friday 20 March 2020, with all memberships automatically suspended. It reopened with very restricted numbers under a pay-as-you-go model in phase two restrictions on Monday 25 May. Participation increased from phase three on Saturday 6 June, where the gym, pools and group fitness studios were able to operate under a cap of 100 members per zone. Members were provided complimentary access until full membership recommenced from Thursday 25 June.

Achievements

1.05 million people attended the centre over the year, while this was a decline of 25 per cent overall from the previous year, the centre was closed for 78 days due to COVID-19. Average attendances while open were over 3,500 per day and it remained the most attended facility in Perth

Following consultation with members, the centre introduced 24/7 operating hours in the health club, with security on-hand during non-staffed hours

While memberships were suspended during COVID-19, by the end of June membership numbers exceeded those of the same period the previous year

In 2019, the centre held several activations for their members and the community including Group Fitness High ARChiever month, Tour de'ARC Indoor Cycle, Aquathon, Noah's ARC Day, and partnered with Fremantle Football Club and the City's events team to host a Christmas Collective community event on Victor George Kailis Oval

In May 2020, Cockburn ARC was named Fitness Australia's Not-for-Profit Business of the Year

The centre continues to rate highly with the community, having a net promoter score of 67. As part of the City's annual community scorecard analysis, Cockburn ARC scored a 98 per cent positive rating from all respondents resulting in a Performance Index Score of 86, three points more than the previous year.



Tour de'ARC Indoor Cycle - July 2019



Noah's ARC Day - August 2019

Community Development and Services

Youth Services

The City provides a broad range of activities and programs that are accessible to all young people aged 10-24 years that live in the City.

Youth Services administers grant and Council-funded services, programs and community development. To increase support, activity and leisure opportunities for young people, Youth Services provides a range of events and facilities.

Customer service rating Youth Centre (see customer satisfaction results, page 21 for details): 94 per cent.

Completed a Youth Digital Engagement Strategy and recruited a part-time youth engagement officer.

Youth Support Services

Achievements

Employed three full-time youth workers to support at-risk young people aged 12-18 years and their families

Facilitated a successful motocross program in collaboration with Motorcycle Australia, Coastal Motocross Club and the WA Police

Supported 68 young people to develop and work intensively towards the achievement of individualised case plan goals.



Top (L): Chinese New Year at Youth Centre. Top (R): Skateboarding clinic. Bottom: Cockburn Youth Services team (L-R) Kerri Mulford, Paul De Bruin and Tim Kelly



Community Development and Services (continued)

Youth Centre

Achievements

Supervised six placement students, one of whom was later employed by the centre

Youth Pride event attended by 130 young people. A number of specialised LGBTIQ+ youth support agencies attended, helping build knowledge of specialist support networks for local young people

Keys4Life program delivered to 54 young people including specialised and personalised sessions for young parents

Online programming during COVID-19 shutdown had 115 contacts with young people

Cockburn Youth Centre Drama Program participated in Perth Fringe Festival producing and presenting Bright Star for the festival. Cockburn Youth Centre also became an official Fringe World venue

11,530 centre contacts with young people from July 2019 to June 2020.

Youth Development

Achievements

Expanded the Youth Advisory Committee (YAC) to 13 members

Promoted 12 young person-focused 'good news stories' including the City's Young Citizen of the Year. This young person was selected for an international youth exchange to Hong Kong

Received and processed Cockburn Youth Fund application from students from Kennedy Baptist College for a beach clean-up at Woodman Point. Successful event with 40 participants

Facilitated a successful eight-week Youth Leadership Program with 15 young people;

young people improved school results and engagement and gained local employment

Launched PEAK, the new online youth leadership program for 11 young people during COVID-19 peak and quarantine

Delivered an online Youth Week WA 2020 event with six stories of inspiring local young people.

Youth Programs and Events

Achievements

311 young women attended six skateboarding clinics

949 youth participated in three school holiday excursion programs

Provided 174 supervised driving hours to young people through the RYDE supervised driving program

435 young people attended the after school Blissco mobile youth sessions

36 riders competed in two Pump Track Time trials held at Yangebup Pump Track - the first of its kind in WA.



Yangebup Pump Track - November 2019



Child Care & Seniors Services

Child Care Services

This service unit administers income from fees for the operation of the Family Day Care (FDC) service and In-home Child Care (IHC) service. Child Care Services (CCS) operate in compliance of relevant legislation and focus on continuing quality improvement. To support the child care legislative inclusion of sustainability, the services work in liaison with Little Green Steps which shares office space within the CCS venue. As essential services during COVID-19 restrictions, the CCS staff had a significantly increased workload due to the specific requirements of the pandemic.

Family Day Care Service

The City supports the assessment, monitoring, advice and training provided to educators by qualified and experienced staff who guide and monitor educators providing quality early childhood education and care from their approved family day care residence. Compliance of the Service Educator Registration Membership Agreement, the National Quality Framework legislation, Early Years Learning Framework curriculum and National Standards is required.

Achievements

Family Day Care Service (FDC) provided 300,0000 hours of early childhood education and care

At 30 June 2020 the FDC Service operated with 55 FDC educators registered under the Service Educator Membership Agreement and its policies.

Family Daycare

In-home Child Care Service

The City supports the continuing assessment, monitoring, advice and training provided to educators by qualified and experienced staff. Staff guide and monitor educators who provide quality early childhood education and care for children within the child's own home. In the Commonwealth's changed criteria for In-home Care eligibility and the ceased funding arrangement, the service operates on a small fee for service from educators and parents of children in care.

Achievements

In-home Child Care (IHC) service provided 44,369 hours of early education and care within the IHC Service

At 30 June 2020 the service was operating with 16 IHC educators registered under the Service Educator Membership Agreement and its policies.

Cockburn Care

Cockburn Care delivers grant and fee-funded support services aimed at increasing the wellbeing of frail, aged people and people with disability. Services include personal care, day centre programs, supported transport, home help services, home maintenance and social support. These services enable frail seniors and people with disability to remain living in the community.

Achievements

Customer service rating (see customer satisfaction results, page 21 for details): 98.5 per cent

Provided essential home services and home care package services throughout all phases of COVID-19 shutdowns

Restructured to increase home care package service scope and hours of services

Provided a total of 34,256 hours of service and 4,699 transport trips.



Community Development and Services (continued)

COVID-19 Essential Service Provision

Maintaining services during the shutdown required:

Development of policy and procedure in response to a global pandemic

Individual negotiation of essential services with every client and their family

Training and support for the frontline workforce

Courage and commitment from the entire workforce.

Home Services

A variety of basic services are provided including help with cleaning, shopping, paying bills, social support, respite, personal care and transport.

Achievements

Provided 11,818 hours of client services.

Social Clubs

Social clubs provide a range of activities, refreshments and outings, and also function as respite for carers. Programs are customised for seniors, younger people with disability and people with dementia. Transport is provided in specially equipped vehicles to allow easy access for people with physical disability.

Achievements

Provided 13,917 hours of client services across three funding streams.

Home Care Packages

Home care packages are individually funded to meet the needs of seniors with extensive and complex support needs.

Achievements

Provided 8,922 hours of client services.

Kwobarup Aboriginal Club

This social club caters specifically for Aboriginal people and runs an art program, activities and outings.

Achievements

Provided 2,375 hours of client services.

National Disability Insurance Scheme

This scheme provides individually-funded, customised services for people with disability. The City-run Cockburn Care provides centre-based social club services.

Achievements

Provided 4,505 hours of client services.





Seniors Services

Seniors Services administer a range of City-funded services, programs, events and facilities aimed at providing and developing increased amenity, age-friendly and leisure opportunities for seniors.

The Age-Friendly Reference Group commenced in October 2018. The group is working on age-friendly initiatives and supporting the implementation of the City of Cockburn Age-Friendly Strategy 2016-2021.

Cockburn Seniors Centre

Achievements

Customer service rating (see customer satisfaction results, page 21 for details): 99 per cent

1,102 members

Average 1,700 visits per month

94 volunteers contributed more than 250 hours per week

477 people attended Healthy Living classes for over 50s

Seniors Centre closed for 10 weeks between March and June 2020 due to COVID-19.

Family & Community Development

This area administers grant and City-funded services, programs, community development, community engagement and events aimed at increasing the capacity, activity and wellbeing of individuals and families.

Community Development

This service aims to build capacity in the community by working directly with community members, volunteers and not-for-profit and community groups. A range of services and

resources are provided to not-for-profit groups to support and contribute to a community in which people feel a sense of belonging, connection and contribution.

Achievements

51 households registered for Neighbour Day as part of the Get to know your Neighbour Program

Six training workshops to develop skills to build capacity within the community were attended by 127 community leaders and volunteers

19 community-led projects and events were delivered through the Project Support Program initiative.

Cockburn Volunteer Resource Centre

Achievements

1,674 one-on-one individual volunteer consultations were conducted, 2,047 referrals were made to place prospective volunteers into community roles

222 volunteer organisations were assisted

The 2019 Inspirational Volunteer Awards attracted 73 nominations from 41 organisations

2,048 Very Important Volunteer (VIV) Cards were issued, supported by 86 local businesses.



Local business Visual Workwear took part in the VIV Program



Community Development and Services (continued)

Support Services

Support Services include the City's grant-funded Financial Counselling and Cockburn Support services. Together, these services provide counselling, information, advocacy, options and referrals to people living in the City.

1,242 6-12 year olds participated in summer skate park clinics across four skate parks

80 parents, including 30 fathers attended a free first aid parent workshop.

Achievements

The Financial Counselling Services assisted 610 individuals and families in face-to-face consultations and the provision of a range of workshops

Cockburn Support Service helped 622 individuals and families in face-to-face consultations, support groups and workshops.

Cockburn Parenting Service

A service for parents of children from birth to 18 years of age, support for parents and carers to manage the challenges of parenting, build knowledge, skills and confidence, understand children's development and identify local community supports. This service is delivered through the provision of parenting courses, workshops, parent and child groups, family events and individual consultations.

Achievements

Delivered 26 parenting courses or workshops to parents, including Parenting by Connection, Circle of Security, Engaging Adolescents, and Tuning in to Kids. The service offered online parenting courses this year and will continue to offer online as well as face-to-face groups

Community education sessions including Talking with your Teen, Building Resilience, Toilet Training and First Aid were delivered to 290 people

Support, information, parent education and referral was provided to 1,057 individuals through groups, workshops, and consultations.

Children's Development

A community development role responding to the needs of children and families in the City, as well as networking and advocating about issues and service gaps related to children up to the age of 12.

Achievements

Customer service rating (Perth Market Research): 88 per cent very satisfied with Froggy's outdoor playgroup, 87 per cent with the skate park clinics and 92 per cent with Teddy Bears Picnic event

Compiled a Play Space Plan to help guide future play provision decisions in the City

Organised a community art mural project with a local artist and school children to paint two quarter basketball courts and backboards with their own designs – one in MacFaul Park, Spearwood and one in Tapper Reserve, Atwell

Froggy's Fun on the Green outdoor playgroup, attracted 1,379 adults and 1,763 children in term three, four (2019) and term one (2020). It closed during COVID-19 lockdown, but opened on a smaller booking system basis late in term two. 81 parents and 100 children attended



MacFaul Park Mural Project



Cultural Diversity

A community development role working with people of culturally and linguistically diverse (CaLD) backgrounds to ensure Cockburn is a welcoming and inclusive environment for all. The City provides opportunities to enhance a sense of belonging and enable CaLD residents to fully participate in social, cultural, civic, and economic life.

Achievements

The Coogee Live festival was held over the first weekend in March 2020 with cultural dance classes and a range of multicultural performers. This coincided with Harmony Week which is celebrated annually

English classes for the community are delivered weekly at Spearwood and Success libraries and a third session with crèche provided at Coolbellup Hub

A joint initiative between the City and Multicultural Futures has led to consideration of a future multicultural hub to be located in Cockburn. A report on good practice for multicultural hubs has been provided by Multicultural Futures

The City became a member of Welcoming Cities in 2019. The City's Cultural Diversity Strategy and the implementation of its actions is guided by Welcoming Cities National Standards

Citizenship ceremonies are held monthly at the City with the cultural diversity officer ensuring provision of information on the City's support services

Close contacts are built and maintained with a number of cultural groups and faith-based groups across Cockburn. Some of the key ones include the Chinese, Filipino and Muslim communities. Staff are able to assist with supporting their endeavours and projects, and building capacity of their communities.

Aboriginal Community Development

This service provides information and support to Aboriginal community groups and individuals to strengthen relationships, increase communication and encourage the development of ideas and activities. The service works in partnership with the Aboriginal Reference Group and implements the Reconciliation Action Plan.

Achievements

NAIDOC Week 2019 had the theme 'Voice, Treaty, Truth', celebrating the Aboriginal languages, stories and culture that are precious to our nation, and aiming for the true stories of colonisation to be told, heard and acknowledged

NAIDOC Week annual flag-raising ceremony was held with a Welcome to Country, storytelling by local Aboriginal community members and leaders, and a morning tea

Reconciliation Week 2020 had the theme of 'In This Together', which coincided with COVID-19, so all activities were delivered online including the film 'In My Blood it Runs'

Aboriginal cultural competency training was delivered to more than 73 staff

Work continued with the concept design for the City's proposed Aboriginal Cultural and Visitors Centre, with a new grant application submitted to Lotterywest

The City's annual Reconciliation Action Plan report was submitted to Reconciliation Australia

An Aboriginal health and wellbeing day was held in Success, an Aboriginal women's health event at Coolbellup, and the weekly My Time Aboriginal parents and grandparents group continued successfully.



Community Development and Services (continued)

Disability Access & Inclusion

The service provides a point of contact for staff and the community, offering information and advice, raising awareness and supporting projects that enhance participation for people with disability. The City's Disability Access and Inclusion Plan (DAIP) provides a framework for translating the principles and objectives of the *Disability Services Act 2003* into achievable initiatives (outcomes below).

Outcome 1: People with disability can access City of Cockburn services and events

Auslan (Australian sign language) interpreting was provided for the Celebrate Ability event and the ANZAC Day Dawn Service

Auslan theatrical interpreting was provided at the Christmas on the Green event, enabling the deaf and hard of hearing community to participate

Audio description and video captioning was provided at the Coogee Live event, for a visual acrobatic show on the beach. An accessible tactile tour was run by Disability in the Arts, Disadvantage in the Arts, Australia (DADAA). A silent movie with headsets was also provided

The Blue Tree painting event was held to raise awareness of mental health and suicide in the Cockburn community, inviting residents to help paint the tree and receive mental health awareness packs and local Cockburn support services information

City employees participated in an RU OK Day morning tea and information was available to raise awareness of depression

The City's annual Celebrate Ability event to celebrate International Day of People with Disability was held at the Bibra Lake Regional Playground. A quiet zone was set up to offer an area for sensory management

Multisensory Storytime was planned monthly for children on the autism spectrum and with sensory concerns, at Success Library

The City purchased a floating beach wheelchair and a Sand Rider beach wheelchair, available for free community hire from Ngarkal Beach, at Port Coogee Marina. The City's Beach Trekker wheelchair was refurbished and donated to the Coogee Beach Surf Life Saving Club (CBSLSC) at Coogee Beach. This now allows access to beach wheelchairs and other accessible equipment in multiple locations along the Cockburn coast

A rolling beach walker was purchased which provides stability to individuals when walking on sandy beaches and rough terrain. People with mobility concerns can now more easily access the community and the beaches of Cockburn

Treeby Community Association and the City worked collaboratively to complete the first accessible community garden in Cockburn, which accommodates children and people with a disability

Recreation matting and the beach wheelchairs were provided at outdoor events to enhance access, and beach matting was laid again at Port Coogee Marina for the summer season

Park playgrounds were upgraded with accessible play equipment, accessible pathways and park furniture, including a bird's nest swing being installed at Princeton Park

The City's Disability Reference Group was consulted on a range of projects

Accessibility checkpoints are now built into City procurement processes.

Outcome 2: People with disability have equal opportunity to access the buildings and other facilities at the City of Cockburn

A disability access audit on all of the City's buildings and facilities was completed by access consultants with recommendations provided to the City. A priority list of works



was created to provide the recommended improvements to access

A design concept for the City's New Council and Administration Centre (NCAC) has accessibility requirements considered from the start, co-designing with staff with disabilities, the community, and the City's Disability Reference Group

The Cockburn Aquatic and Recreation Centre (ARC) engaged access consultants to conduct a comprehensive disability access audit of areas and facilities utilised by the community, sporting groups and the general public, with recommendations identified

In 2019 a new audio visual system was installed at the Cockburn Administration Building in Spearwood, improving the City's connection to the integrated hearing loop system

Cockburn Care upgraded the audio visual infrastructure at the Centre to improve accessibility and raised the Portcullis driveway at the front door to dramatically improve physical safety and access for people with mobility issues

Accessible pathway improvements were provided at the Henderson Reuse Shop

An accessible after-hours chute was installed at Spearwood and Success public libraries

A 'step up' was installed in front of the City's recycle paint return container and an XXL rehab floor raiser was installed to assist staff with disability working at the Henderson Recycle depot

At the Port Coogee accessible fishing jetty, two ACROD parking bays were installed to support access for people with disability and community fishing clubs such as FishAbility

Cockburn Seniors Centre upgraded its customer service front desk to improve wheelchair accessibility for staff and clients and make the centre more accessible and welcoming.

Outcome 3: People with disability receive information that is readily accessible from the City of Cockburn

The City of Cockburn is believed to be the only local government to achieve Website Content Accessibility Guidelines (WCAG) 2.1 AA Accreditation, the highest level of website accessibility compliance in WA. The City has undergone automated testing and a full manual technical review by Web Key IT Pty Ltd. The website is tested by a team of experienced web analysts, all of whom have a disability. Over the past 12 months the City has met 17 additional criteria to achieve the WCAG 2.1 accreditation. The City's webpages are tested against all criteria in WCAG 2.1 and the achievement badge is displayed proudly on the City's website

The City's annual Community Scorecard shows the City's website as the number one tool residents use to find out what is going on in their community.

The website offers read speaker, tabbing, an accessible mapping system and staff are increasingly laying out information in more accessible formats

The City's communications team promotes awareness of creating accessible communications across the organisation

The City developed a Website Content Management and Governance Plan and it employs a digital strategist and in-house website developer to continually improve the usability of the website

The City places great importance on inclusivity and accessibility, and in 2019 won the Most Accessible Metropolitan Local Government Award, for the second time. The City was nominated for the Centre for Accessibility Australian Access Awards

The City has introduced an electronic check-in system (the SINE visitor sign-in system) in various locations. SINE captures the details of every person to be accounted for during an emergency including people with disability who may require extra assistance to evacuate



Community Development and Services (continued)

The City's community grants application requires applicants to adhere to the City's accessibility guidelines, with grant applications now linked to the City's Disability Access and Inclusion Plan. Successful recipients must complete an accessible events checklist

Beach wheelchair hire forms in an accessible format have been added to the City's website. The City's communications team have been converting paper forms to online accessible forms and PDF documents into HTML pages across the whole organisation

Internal accessibility training is provided regularly to staff who undertake web editing. One successful outcome has been the creation of an online accessible map of Cockburn

A video using Auslan with open captioning and audio description, was created to promote the many ways 'to have a say' with projects, events and issues within the City for the deaf and hard of hearing community. It encourages the community to get involved with City consultations via platforms such as Comment on Cockburn and to request available support when required.

Outcome 4: People with disability receive the same level of quality service as other people in the community from staff at the City of Cockburn

'Access All' training for City staff is conducted annually to support the creation of accessible documents, flyers and other communications for people with disability. For the first time Easy English Awareness Training was included for staff to consider communications with people who may have low levels of English and/or intellectual disability

Autism Awareness Training was conducted for City staff and local community services, including WA Police and Co-Safe. As a result, visual communication cards have been made available at various customer service points throughout the city.

Outcome 5: People with disability have equal opportunity to lodge complaints to the City of Cockburn

The City developed a new complaints handling procedure to align with current policy. This procedure assists staff and complainants to understand the correct procedure for dealing with complaints. The aim is to ensure that making a complaint is accessible to every member of the community and ensures staff consider age, disability, diversity and culture. Information on how to make a complaint is provided via the City's customer service team and online via the City's website. Alternative options are also offered

The City's Disability Access and Inclusion Officer supported staff and customers with a range of requests and complaints relating to disability issues.

Outcome 6: People with disability have equal opportunity to participate in public consultation conducted by the City of Cockburn

The City's Disability Reference Group (DRG) provided their feedback on a range of projects and strategies including the Strategic Community Plan 2020-30, Aboriginal Cultural and Visitors Centre draft concept design, Yangebup and Little Rush Lake Master Plan, Smart Park Revitalisation Project and others

The DRG and the City's communications team co-designed an advertising flyer to generate group membership and awareness, and then undertook the co-design of a significant marketing campaign between the City and the National Disability Service (NDS) to raise awareness of the misuse of ACROD bay parking

In 2019 the City hosted an accessibility tour of the Bibra Lake Regional Playground and Cockburn ARC with members from the Ministry of Wellbeing, Sarawak, Malaysia. The tour highlighted the accessible features designed





and embedded in the City's planning and implementation of projects

A goal-setting workshop was held in March 2020 for the members of the DRG. A consultant led the group to develop and create disability access and inclusion goals for the year ahead

The City successfully facilitated monthly DRG meetings as well as regular information sessions via video conference during the COVID-19 shutdown period.

Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment with the City of Cockburn

The City has recently employed two people with disability to participate in traineeships in the procurement team. The City employs 4.5 per cent of people with disability across the organisation in a part-time or full-time capacity. Cockburn has 17 supported wage employees including one staff member who has worked at the library for 21 years. In 2019 the City received the Employer of the Year Award from BIZLINK

The City's Procurement Policy was recently updated to include 'local supply and local buy', supporting local people with businesses to provide services to the City. People with disability starting their own microenterprises locally will have the opportunity to be involved such as the recently secured provider, Brandons Shredding Boxes

The City has also introduced procurement policy improvements which assist WA Disability Enterprises and other social service organisations to enable easier access to the City's services and processes

The City provided subsidised native plants from a not-for-profit organisation, Apace, which provides a range of socially beneficial activities to the community with a focus

on supporting the wellbeing of those disadvantaged through disability, poverty, sickness and unemployment.

Grants & Research

The Grants & Research team provides a centralised coordination service for the distribution of the City's grants, donations and sponsorships to community groups, organisations and individuals. The team also seeks grants and awards from Commonwealth, State Government and other sources for services and facilities for residents of the City.

Each year, the City allocates up to two per cent of the rates income to a range of grants, donations, sponsorships and subsidies called the Cockburn Community Fund. In 2019-20, \$1.45m was made available to the community through this fund.

Achievements

Created additional resources and opportunities to assist the community with grant writing

Assisted with the development, coordination and submission of many successful grant applications and award nominations

Created COVID-19 Response Grants to provide much-needed support for the City's most vulnerable people.





Corporate Communications

Responsible for the delivery of communication to ensure the community is engaged, informed and aware of the City's facilities and services. This includes marketing, communications, public relations, events, graphic design, customer service, and arts and culture.

Marketing & Media

Develop a range of communications and marketing material to ensure the community is engaged and informed about the City's services and programs.

Achievements

Undertook the annual community scorecard survey to determine how the City is tracking on achieving objectives in the Strategic Community Plan, community priorities and areas of concern. Developed strategies to address these and reported back to staff, Elected Members and the community

Undertook significant COVID-19-related communications.

Events, Arts, Culture & Heritage Services

Provide community events and works to preserve and promote the heritage of the district, including the Azelia Ley Museum. Oversees art and cultural projects in the City.

Events & Culture

Achievements

Cockburn Central community concert

Side Splitter Comedy Festival

Coogee Live community festival

Undertook initial stages of a feasibility study relating to arts and cultural spaces in Cockburn

Events from 16 March until 26 April 2020 were cancelled due to COVID-19.



Top: Community Concert, Ross Wilson - February 2020
Middle: Side Splitter Comedy Festival - October 2019
Bottom: Coogee Live - March 2019



Civic Events

Civic events are run by the Strategy & Civic Support Department.

Achievements

Eight citizenship ceremonies – 743 people from 62 countries became Australian citizens. The top 10 represented countries were (from highest to lowest): United Kingdom, Philippines, India, Malaysia, Ireland, South Africa, China, Iran, New Zealand and Italy.

Azelia Ley Homestead Museum

Achievements

More than 6,000 people from schools and organised tours visited the museum throughout the year. More than 9,500 people attended events in the museum grounds including the Teddy Bears Picnic and vintage machinery day.

Customer Service

Customer Service provides information to the general public and community through telephone, email and social media. The team raises customer requests, deals with enquiries at the front counter and completes cashier transactions.

Achievements

Customer service rating (see customer satisfaction results, page 21 for details):

- Front counter 98 per cent
- Contact centre 83.6 per cent

99,054 calls were received in the contact centre

6,196 enquiries were made at the front counter

18,994 customer requests were raised

5,961 transactions were processed at the front counter.



Australia Day Coogee Beach Festival - January 2019



Engineering & Works Directorate

This directorate is responsible for delivering and maintaining a safe road, cycleway and path network, developing and maintaining parks and managing the natural environment. The directorate collects and disposes of waste from all residential, industrial and commercial properties in the City, provides and maintains buildings and other facilities on Council property for community use, and promotes and implements sustainability. This directorate maintains the City's plant and vehicle fleets.

It ensures Council assets are managed in a cost-effective way for optimal service delivery through a balance of creation, preservation, enhancement and disposal. This directorate also manages Port Coogee Marina.

Highlights



5,919

tonnes of waste diverted from landfill and recycled at Henderson Waste Recovery Park



4,157 million

bins lifted in the year by the City's trucks



5,000

trees pruned under power lines



231

playgrounds maintained



893

kilometres of verges maintained



(L-R) Cr Phil Eva, Cr Chontelle Stone, Coolbellup Community School Students and Mayor Howlett at Len Packham Reserve Nature Playground - December 2019



Waste Education - Clean Ocean Cuppas Program



Sustainable verges in Beeliar



(L-R) Cr Kevin Allen, Daryll Smith - Coogee Beach Progress Association, Karen Moulton - President Coogee Beach Progress Association and Coogee Community Garden, Cr Carol Reeve-Fowkes at Rotary Park - Community Garden approval - August 2019





Spend on Asset Development and Operational Activities

Asset Development	\$M	Operational Activities	\$M
Landfill site	0.4	Plant maintenance	3.2
Plant – new and replacement	4.2	Facilities maintenance	6.8
Parks and environment	9.7	Marina and coastal	1.1
Roads, footpath and drainage	14.1	Waste disposal	8.4
Developer contributed infrastructure	14.2	Roads, footpaths and drainage maintenance	8.3
Buildings	4.1	Parks and environment maintenance	17.7
Marina and coastal	0.5	Waste collection	7.1
Total	47.2	Total	52.6



Port Coogee Marina



Waste Services Business Unit

Waste Disposal Services

The City operates a landfill site at the Henderson Waste Recovery Park (HWRP) to receive waste in accordance with the licence of a Class III site under the *Environmental Protection Act 1986*, Part V. The service aims to maximise financial returns and provide quality customer service.

Achievements

Customer service rating (see customer satisfaction results, page 21 for details): 99 per cent

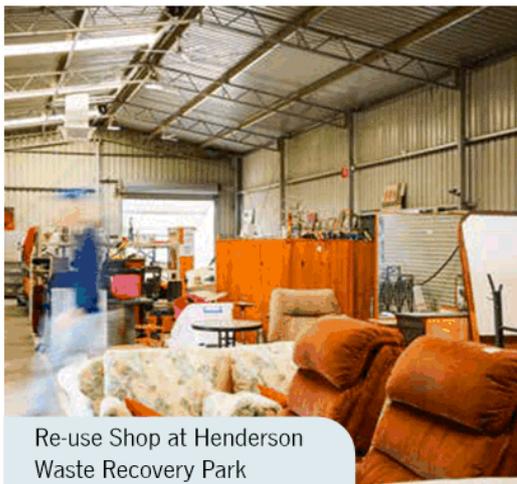
7.7 per cent of recyclable items (5,919 tonnes) were recovered and diverted from landfill including 71 tonnes of recyclable items sold at the Re-use Shop

Completed the concept design for the redevelopment of HWRP and submitted a works approval application to the Department of Water and Environmental Regulation

27 tonnes of toxic household hazardous waste were diverted from landfill

3.2 million cubic metres of landfill gas was captured, down by 14 per cent from the previous year

Obtained a licence amendment and commenced construction of the cap to Cell 6.



Re-use Shop at Henderson Waste Recovery Park

Waste Collection Services

Provide a regular, reliable and safe municipal waste and recycling collection service for eligible properties within the district. Waste Collection Services ensure an environmentally acceptable manner of waste disposal.

Achievements

An average of 79,948 bins per week were emptied, an increase of 12 per cent from the previous year. This equates to 4,157 million bins emptied over the year by 15 waste trucks

Reduced general waste tonnages by 16.8 per cent over the year, largely due to the introduction of the 24,720 garden waste bins that collected 4,882 tonnes of green waste. This decrease occurred despite the allowance for an extra 750 tonnes from an additional 950 new residential properties

2,781 tonnes of hard waste and 1,603 tonnes of green waste were collected in the City's verge collection program. This represented a decrease of 5.1 per cent from the previous year

Recovered and recycled 2,384 (60 tonnes) mattresses, 201 tonnes of scrap metal and seven tonnes of e-Waste

228 tonnes of waste were collected by our illegal dumping crew

Approved 24 waste management plans for developments

Installed 12 public place recycling enclosures.



City of Cockburn waste collection truck



Waste Services Business Unit (continued)

Waste Education

The City undertakes an extensive waste education program to lead and support a community that avoids waste generation, reduces environmental impacts, and considers the waste that is produced as a valuable resource to be recovered, reused and recycled.

Achievements

Developed a series of innovative waste education materials

Improved diversion of waste to landfill by improving the correct use of bins through doorknocking and bin auditing during the three bin roll-out program. 13,518 residences doorknocked and 45,725 bins audited

Introduced compostable dog bags

Managed the State Government changes to recycling rules by rolling out an information campaign and updating all material

Received Waste Authority grants for a cardboard compactor and a commercial food waste trial

Introduced WA's first Sea Bin at Port Coogee Marina

Created waste truck videos to explain to developers the importance of good road layout and building design to accommodate waste management

Introduced the Waste Wise Events Policy

Supported the roll-out of the State's plastic bag ban through video and community events.



Sea Bin at Port Coogee Marina



Parks & Environment Services

The Parks & Environment Business Unit is responsible for facilitating sustainability throughout the organisation and the community. The business unit designs, constructs, rehabilitates and maintains the City's open spaces, manages water resources, greenhouse gas emissions, bushland and wetland areas, high quality playing fields, passive parks, foreshore areas, streetscapes and park infrastructure.

Parks Services

Parks Services manages the development of strategies and policies, and provides advice on park and horticultural-related matters. The unit assesses district and local structure plans and constructs and maintains parks, ovals and streetscapes on Council-owned land in accordance with agreed service levels.

Achievements

Customer service rating (see customer satisfaction results, page 21 for details): 74.8 per cent

This rating refers to the level of satisfaction with how customer requests were dealt with and not from satisfaction with parks themselves.

Achievements

Maintained over 610 hectares of turf and landscaping at sporting ovals, passive parks and community facilities

Managed park infrastructure valued at \$69m

Managed 231 playgrounds

Maintained 130 hectares of streetscapes, including roundabouts, median strips and verges

Maintained 893 kilometres of road verges

Undertook annual turf analysis, soil assessments and sport oval renovations

Undertook annual yardstick parks assessment (comparisons with other local governments).

Parks Operations

Perform a range of ground maintenance activities across the City and provide functional and attractive public amenities for use by residents and visitors to the City.

Street Tree Management

Achievements

Completed 1,862 tree maintenance customer requests

Pruned over 5,000 trees under power lines.





Parks & Environment Services (continued)

Groundwater Operating Strategy

Provides strategic direction for the City’s monitoring and management of groundwater abstraction in accordance with the Department of Water and Environmental Regulation licence conditions.

Achievements

Monitored 239 bore locations to inform individual water budgets for each park

Maintained 14 filter systems which remove iron from abstracted groundwater

Monitored the water quality of five significant locations adjacent to environmentally sensitive areas: Kurrajong Reserve, Kevin Bowman Reserve, Manning Reserve, Bibra Lake picnic area and Waterbuttons Park

Produced an annual report for the Department of Water and Environmental Regulations outlining the City’s abstraction per licence, water quality and impact on water draw from aquifers

Installed irrigation dosing unit at Atwell Oval, enabling scheduled applications of wetting agent and fertiliser improving turf quality and resulting in water savings.

Parks Construction

Designs and constructs a wide range of park infrastructure and facilities, and renews equipment that has reached the end of its useful life.

Achievements

Constructed and/or renewed 11 playgrounds including Goodwill Park, Capricorn Park, Turnbury Park, Allendale Park, Broadwater Park, Greenslade Reserve, Samuel Caphorn Reserve, Kurrajong Park, Aubin Grove Community Centre, Bakers Square and Goodchild Reserve

Replaced irrigation system at Poole Reserve

Renewed 11 groundwater pump units and 11 electrical control cabinets

Upgrades to Powell Reserve, Gull Way Reserve, Pausin Crescent Reserve, Tempest Park and Perena Rocchi Reserve

Planted 1,300 street trees

Streetscape enhancements to Cockburn Road and Barwon Turn

Constructed a clay pump track at Market Garden Park

Completed deck renewal works at CY O’Connor Reserve.



Allendale Park - December 2019



Shade Sail Strategy

Identifies the criteria for installing shade sails and planting trees around playgrounds.

Achievements

Installed shade sails at the following parks: Jan Hammond Park, Dixon Park, Broadwater Park, Zodiac Park, Steiner Park, and Bourbon Park.

Bibra Lake Management Plan

The plan guides best practice sustainable management of the Bibra Lake Reserve for maximum environmental, recreational and community benefit.

Achievements

Completed extensive revegetation works and installed additional turtle breeding enclosures along the base of the foreshore retaining wall.

Coogee Beach Master Plan

The plan ensures the sustainability of the coastal environment and provides strategic direction for ongoing upgrades to the Coogee Beach precinct.

Achievements

Landscape design drawings compiled for the enabling works to the Coogee Café precinct.

North Coogee Foreshore Management Plan

The plan provides for the development of the northern section of the CY O'Connor Reserve to improve the amenity of adjacent residents and the wider community.

Achievements

Construction works completed for the delivery of sewer, potable water, electrical cabling and toilet facility.

Revitalisation Strategies

Facilitate the urban renewal of each precinct including the enhancement of existing public open space and streetscapes.

Achievements

Completed planting program to streets in Spearwood

Works completed for the construction of the Len Packham nature playground, Coolbellup

Completed upgrades to Windmill Park, Bibra Lake

Completed upgrades to Mears Park, including BBQ, shelter, landscape planting and connecting pathways

Made improvements to Duffield Reserve, Blackthorn Park and Bassett Reserve

Completed upgrade of Monaco Park, including landscaping, shelter and path.



Len Packham nature playground, Coolbellup



Windmill Park, Bibra Lake



Parks & Environment Services (continued)

Environmental Services Unit

Incorporates the combined disciplines of natural area management, environmental education, climate change adaptation and mitigation, and sustainability. Maintains and enhances environmental values and sustainable outcomes for the City.

Natural Area Management

Seeks to enhance and protect the environmental values of nature reserves by undertaking rehabilitation and intensive maintenance programs, managing approximately 1,200 hectares of conservation reserves.

Achievements

Revegetated four hectares of degraded bushland with more than 68,000 plants

Continued the feral animal control program at reserves throughout the City

Completed dieback mapping and treatment at the following reserves: Bloodwood, Kreamer, Levi, Little Rush Lake, Rose Shanks, Triandra, Mather, Success. Veldt grass control measures in Bandicoot, Banksia Eucalypt Woodland, Bibra Lake, Denis De Young, Little Rush Lake, Manning, Success and Yangebup reserves to reduce fuel loading and prevent biodiversity loss

Fire control measures implemented on a number of reserves to minimise fire risk

Upgrade of North Lake Road and Osprey Drive fauna underpasses

Vertebrate Fauna Survey (Level 1) undertaken at Boorn Park and Djidi Djidi Reserve

Completed condition rating of 17 reserves encompassing 435 hectares.

Capital Works Projects

Achievements

Engaged project manager and architect for the Cockburn Wetlands Precinct Project

Installed 22 new artificial reef structures for the Coogee Maritime Trail including replica cannon

Dive Trail won the WA Coastal Awards for Excellence, Coastal Design, Heritage and Tourism Award and the 2020 Institute of Public Works Engineering Australasia Awards - WA Division - Winner, Excellence in Environment & Sustainability Award - Coogee Maritime Trail

Completed the nutrient stripping basin, bird hide and board walk extension at Yangebup Lake

Developed the Manning Park Mountain Bike Concept Plan

Upgraded the Banksia Eucalypt Woodland viewing platform upgrade

Installed a possum bridge across Beelias Drive (between Spearwood Avenue and Hammond Drive), linking Yangebup and Kogalup lakes

Installed heavy duty gates on a number of reserve access points

Upgraded fence at Rose Shanks Reserve

12 turtle protection enclosures installed along the western edge of Bibra Lake in preparation for turtle nesting season

Installed Woodland to Wetlands Trail, Bibra Lake

Installed 20 bird and five fauna identification interpretive signs along the old jetty and bird hide, Bibra Lake.



Grants

Achievements

Supported seven landowners to maintain and protect remnant bushland and wetlands through the Landowner Biodiversity Conservation Grants

Delivered Stage 3 of the Local Projects Local Jobs Urban Greening Project with community participation. This included the installation of native trees in Visko Park and the tramway trail

Supported three schools with Environmental Education Grants

Awarded 18 Sustainability Grants to enhance sustainability outcomes in the community.

Community Events

Achievements

Community planting events were restricted due to COVID-19 however seven events were held with over 660 volunteers attending

Supported community clean up at CY O'Connor Beach as part of Clean Up Australia Day with over 96 people participating

Facilitated volunteer activities in the City's conservation reserves

Native Plant Subsidy Scheme: 6,620 plants were provided at a discounted rate to residents with 680 additional plants made available for schools

Habitat for Homes: 50 residents took part in the Bird Bath Subsidy Scheme

Hosted one guided indigenous walk at Manning Park, Banksia Eucalypt Woodland and Bibra Lake.

Climate Change, Energy and Emissions Reduction

Achievements

Maintained a zero emissions fleet via the carbon offset program

Offered free energy audit advisory visits for 29 households, community and child care centres

Completed Our Sustainable And Climate Resilient Future community engagement project to guide the 2020 Climate Change Strategy

Exceeded the renewable energy target with 26 per cent of Council buildings receiving power from solar photovoltaic systems

Over 500 electricity, gas and water meters were uploaded to the Kinesis platform to monitor the City's corporate energy and water use online

Climate change risk assessment updated and risks integrated into the City's risk management system.





Parks & Environment Services (continued)

Sustainability

Achievements

Coordinated the Sustainability Committee to facilitate sustainable outcomes in the workplace

Awarded 18 sustainability grants to community groups, small business, collective households and schools

Environmentally Sustainable Design (ESD) Policy provision adopted to ensure all new Council facilities set aside three per cent for innovative ESD initiatives

ESD requirements document published to provide guidance to staff and contractors

Sustainability Policy training module launched to all staff, via the online learning management system to raise awareness on the policy

Invested in carbon offsets to deliver the City's first carbon neutral event, Coogee Live 2020

Delivered 34 home eco audits and three eco audits for childcare centres

Hosted two sustainability internships delivering projects on Nature in our City and Domestic Cat Management.



Grow It Local Festival - November 2019

Water Campaign

Achievements

Submitted the annual Waterwise Council Report on water reduction targets to the Water Corporation. The City maintained its gold Waterwise Council status

Delivered the Waterwise Verge Subsidy Scheme to 31 households. The City claimed \$7,000 from the Water Corporation through participating in the Waterwise Council Program on a spend of just over \$14,000

Active member of WA's Water Sensitive Cities Transition Network

Subsidised 6,620 plants through the Native Plant Subsidy Scheme

Revised the City's Verge Improvement Guidelines to facilitate the establishment of appropriate verges.

Environmental Education

Achievements

Launched the Grow It Local Festival with Paul West

Conducted seven environmental education excursions/incursions

Ran 13 events for 300 participants for the Get Wild About Wetlands holiday program

Joined ClimateClever Schools Program supporting two schools to take part

Delivered Pilot Turtle Trackers Program in partnership with Murdoch University, Native ARC Inc and The Wetlands Centre Cockburn. This included 30 turtle trackers, 44 days of patrolling, 25 nests protected (an average of 10 eggs in each nest)

Supported six environmental education community events with over 120 participants



including guided snorkel tours, beach treks, Nearer to Nature fishing clinics and Educated by Nature kids in nature sessions

Provided education stalls at Teddy Bears Picnic, Spring Fair, Celebrate Ability Day, Australia Day and Coogee Live events

Three Little Green Steps Sustainability in Early Years workshops delivered

Participated in the South West Group's Fox Tracking Program.

2013 volunteer hours contributed, valued at \$60,400

628 attendees at community events

Completed fauna monitoring program

Completed vegetation monitoring program in partnership with Murdoch University

Completed weed mapping of sites

22.5 hectares of weed control completed including targeting of woody weeds

Ran four environmental education workshops

Three schools engaged in on-ground activities and environmental education

Aboriginal archaeological survey approval received.

Roe 8 Rehabilitation Project

Funded by Main Roads WA

Achievements

Continued implementation of the 10-year Rehabilitation Management Plan

Of the 26 key performance indicators within the management plan 65 per cent are rated as on track, 34 per cent are on watch and none have been recorded as needing attention

Conducted monthly meetings with Rehabilitating Roe 8 Advisory Committee

Developed Rehabilitating Roe 8 Cultural Heritage Management Plan

Community questionnaire completed. 62.9 per cent of respondents support the Rehabilitating Roe 8 Project with planting days and environmental education ranked highest in importance for community engagement

Citizen Science Program completed undertaking fauna monitoring in partnership with Greening Australia

Signage Plan completed

Community engagement campaign #corridorlife launched

71,310 plants installed into the corridor



Roe 8 corridor



Infrastructure Services

Project & Asset Services

To manage the development and delivery of project and asset management frameworks, systems, processes and procedures, and provision of services for best practice asset and project management including in the delivery of the City’s major building, facility and other infrastructure capital works programs and operational activities.

Achievements

Supported the development of the following key projects from the Community, Sport and Recreation Facilities Plan 2018-2033 including:

- Aboriginal Cultural and Visitor Centre
- Treeby Community and Sports Centre
- Frankland Park Sport and Community Facility
- Malabar Park BMX Facility
- Managed the development of the operation’s centre refurbishment and the construction phase of the Cockburn Wetlands Precinct and Jandakot Volunteer Fire Station
- Finalised the asset survey and defect audits for buildings, road, footpaths and parks infrastructure.

Ongoing implementation of the Project Portfolio Management Framework and Technology One system

Managed the installation of Beach Emergency Numbers (BEN) at 32 public access locations along the Cockburn coastline and in co-operation with the Rottnest Island Authority coordinated the manufacture of 40 signs for installation on Rottnest Island

Reviewed the asset revaluation methodology for road and footpath infrastructure, resulting in a \$1.6m reduction in annual depreciation from 2018-19 year end

Completed final draft of initial Marina and Coastal Asset Management Plan.

Marina & Coastal Services

Manage the Port Coogee Marina Facility including business development, penholder liaison and daily service operations, as well as plan and deliver coastal infrastructure and management initiatives.

Achievements

Continued to provide customer service to marina pen holders and maintained occupancy rate of over 90 per cent

Purchased site spill response resources

Installed new 45m public jetty with 75 per cent grant funded from the Department of Transport

Prepared marina expansion business case and undertook community consultation. Request for tender released to progress detailed design of boardwalk and jetty layout

Three new finger jetties installed on F Jetty creating five new marina berths

Marina precinct carpark refurbished and footpath constructed

Completed marina boardwalk major corrosion treatment

Installed Ngarkal Beach swimming pontoon to assist in wave attenuation



Ngarkal Beach , North Coogee



- Replaced Coogee Beach Jetty corrosion protection and railing

- Upgraded Ngarkal Beach accessible toilet and change room upgrade

- Provided new Ngarkal Beach storage areas for the Coogee Beach Surf Life Saving Club and the City's beach wheel chairs

- Undertook community consultation and prepared draft Coogee Beach Foreshore Management Plan

- Undertook CY O'Connor Beach sand back passing of 15,000m³ of sand to the south of Catherine Point

- Continued to monitor the Cockburn coastline to identify erosion and monitor coastal assets

- CY O'Connor Protection Modelling and Design initial vision and values community consultation and coastal modelling progressed with consultant

- Initial architectural concepts prepared for the OMEO Park amenities and location chosen following community consultation.

Facilities & Plant Services

Plan and deliver the Council's building and facility operational and minor capital works program as well as the City's plant and fleet acquisition and maintenance services.

Achievements

Undertook upgrades and refurbishments at Coogee Beach Surf Life Saving Club, Cockburn Seniors Centre, the Jean Willis Centre, Success Regional Sports Centre, Bibra Lake Community Centre and Banjup Hall, as well as sign installation across the City

Undertook disability access improvement works

Reviewed and updated the asbestos audit and associated improvement works across the City's building portfolio

Replaced underperforming air conditioning systems for reduced running costs and energy emission reduction benefits

Installed sensors and data management software to improve data capture and fault finding of the City's photo-voltaic (solar) systems

Replaced light fleet and heavy plant assets as per the adopted budget and 10-year Master Vehicle Plan.



Coogee Beach Surf Life Saving Club, accessible beaches - March 2020



Engineering Services

Road Construction Services

Construct and maintain roads, drains and associated infrastructure.

Achievements

Customer service rating (see customer satisfaction results, page 21 for details): 72 per cent

This rating refers to the level of satisfaction with how requests were dealt with, and not from satisfaction with roads themselves

Completed Verde Drive extension, Solomon Road to Armadale Road and construction of a roundabout at the intersection of Verde Drive/ Prinsep Road

Completed Prinsep Road extension to Verde Drive

Completed the Spearwood Avenue bridge and duplication between Barrington Road and Yangebup Road

Completed new footpaths in Pilatus Street, Fawcett Road, Solomon Road, Branch Circus, Harmony Avenue, Lombe Gardens, Phoenix Road, Rockingham Road and Sciano Avenue

Completed drainage improvements at Junction Boulevard, Britannia Avenue, Menas Place, Rinaldo Reserve, Hamilton Road and Jewell Gardens

Completed drainage sump upgrades at Hartley Road and Amity Boulevard (Powell Reserve)

Completed the construction of Osprey Drive traffic calming, Sumich Gardens/Sain Road intersection improvement, Coolbellup Avenue traffic calming and a traffic study for the parking, line marking and children crossings projects

Completed the annual bus shelter upgrade program with the Perth Transport Authority.

Road Design Services

Provide design services for roads, paths and drains. Conduct development assessments and traffic management treatments under the responsibility of the City in accordance with Australian Standards and industry best practice.

Achievements

Completed 80 per cent of the design of the Hammond Road upgrade Bartram Road to Branch Circus

Completed the design of the drainage improvements and sump projects

Assisted Main Roads WA with the design of the Armadale Road duplication, Armadale Road to North Lake Road Bridge and Beeliar Drive and Stock Road intersection project.



Hammond Road upgrade



City of Cockburn maintenance team



Road Planning & Development Services

Ensure development occurs in accordance with all relevant Australian Standards, WA Planning Commission conditions and Council's development guidelines and specifications.

Achievements

Completed road design projects including a detailed plan for Jandakot Road duplication, Hammond Road upgrade and Frankland Avenue extension

Completed the design for the black spot projects Farrington Road/Bibra Drive and Beeliar Drive/Wentworth Parade

Completed 60 per cent of Frankland Avenue from Gaebler Road to Frankland Avenue

Engineering construction drawings for new subdivisions were reviewed, approved and construction managed successfully

New crossover applications and building permit applications including residential premises were assessed.

Transport & Traffic Services

Ensure planning and development of the transport network within the City meets community and industry needs while minimising the impact on the environment.

Achievements

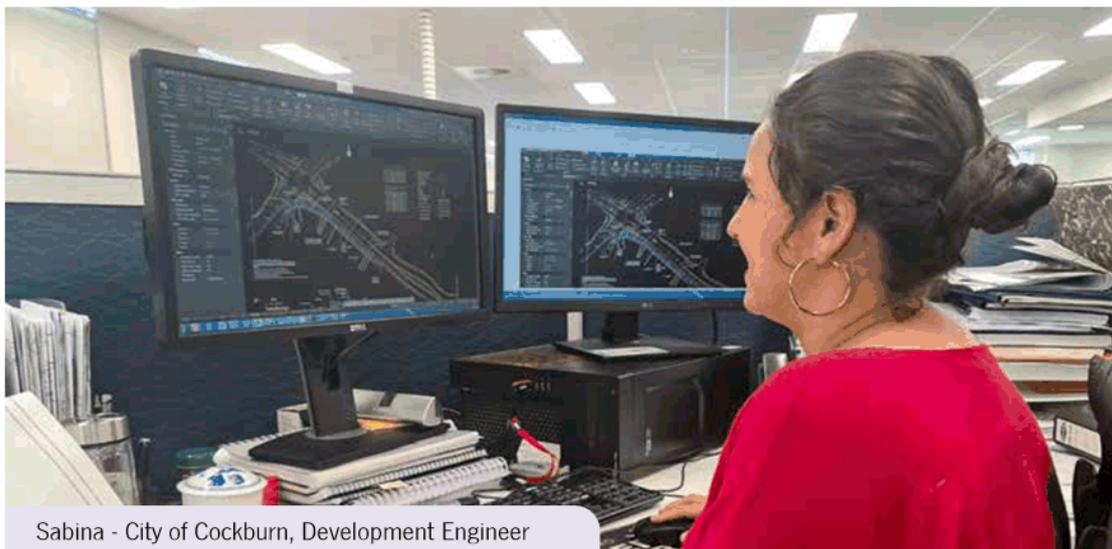
Completed Integrated Transport Strategy by incorporating the Road Safety Strategy and Travel Smart Plan

Completed assessments of the requests for traffic calming on Bartram Road, Coolbellup Avenue, Gaebler Road and Interim Road

Completed the LED speed display signs, parking signage and line marking projects

Completed the public events, information campaigns and education resources about traffic congestion, road safety and alternative transport mode choices to reduce the dependency on trips by private car

Completed the submissions for the Black Spot Program 2021-2022 Federal and State Black Spot funding, and Bicycle Program funding Corridor Planning Study.



Sabina - City of Cockburn, Development Engineer



Planning & Development Directorate

This directorate is responsible for managing statutory and strategic planning for the City and overseeing heritage, urban design and sustainable development. It manages building approvals, development compliance and environmental and public health services, as well as the acquisition and sale of the City's land assets.

Highlights



\$349 million

Value of building works approved



\$213 million

estimated construction value of development applications received over the year



Men's health program Man v Fat total weight loss was

464 kilograms



821

Number of development applications assessed



Coogee Common - a modern business that reflects the City's heritage



Major new men's health program Man v Fat





Building Services Business Unit

Ensure that buildings and structures within the City provide acceptable levels of public safety and comply with all relevant building legislation, codes, standards and regulations.

Achievements

Customer service ratings (see customer satisfaction results page 21):

- Building services: 91.9 per cent
- Swimming pool inspections: 87.7 per cent

2,247 building permits issued

Total value of building works \$349m

Fee income \$712,912

Average time of 14 working days to issue all building permits

The average issuance time for a building permit in 2019-20 was:

- Certified – eight working days
 - Uncertified – 20 working days.
-

Electronic Lodgement System

Over the past year, 60 per cent of all building permit applications were lodged online. Work will continue through the 2020-21 financial year to prepare for further process upgrades to facilitate the increased uptake of online submissions.

Other Building Services approvals issued include

- 117 occupancy permits
- 52 demolition permits
- Eight built strata title clearances.

2,848 mandatory private swimming pool inspections were carried out in 2019-20.

Building Act

The introduction of the new *Building Act (2011)* in April 2012 has continued to provide challenges for Building Services. The Act and associated building regulations are changed generally each year by the State Government. These changes require an ongoing review of business and information system processes.

Building approvals for the previous four years are as follows:

Year Ending	Number of Permits	\$million Value	\$million Fee	Residential	Commercial	Industrial	Other
30/06/17	2,573	481	0.925	1,038	89	8	1,650
30/06/18	2,489	422	0.82	941	79	36	1,438
30/06/19	2,230	506	0.848	988	27	46	1,433
30/06/20	2,247	349	0.712	1,076	80	14	1,169



Environmental Health Business Unit

Environmental Health promotes wellbeing in the community to ensure premises and activities comply with accepted public health standards and practices. The unit works to protect the quality of the environment and improve and manage public health by implementing the City's Public Health Plan.

Achievements

Customer service rating (see customer satisfaction results, page 21 for details): 69 per cent

This rating refers to the level of satisfaction with how requests were dealt with, and not from satisfaction with roads themselves

The Environmental Health team devoted significant resources to managing how the City dealt with the pandemic (see page 10).

Healthy Lifestyles

The City continues to collaborate and partner with Cockburn Integrated Health and the Cockburn Healthy Lifestyle Service. In the last 12 months, there have been over 327 clients actively attending health consults and 154 of these clients registered for a HEAL (Healthy Eating Activity and Lifestyle) Program.

- 115 out of 154 registered participants completed one of 12 HEAL programs
- 57.1 per cent reduced their weight and BMI
- 38.3 per cent reduced their BMI and waist circumference
- 62.5 per cent maintained or reduced their waist circumference (46.4 per cent reduced and 16.1 per cent maintained)
- 64.2 per cent increased and 26.8 per cent maintained their vegetable intake
- 41.8 per cent increased and 38.2 per cent maintained their fruit intake
- Provided 710 free health checks at City-run events of which 376 participants were found to be at risk of developing Diabetes Type 2 and/or had BMI over 30

- The City continues to support eight Heart Foundation walking groups
- Four Food Sensations Programs were delivered online during COVID-19
- Major new men's health program Man v Fat continued with a total weight loss of 464kg.

The City continues to work with LiveLighter to encourage eating healthily and reducing sugary drink consumption.

Signed memorandum of understanding with Act-Belong-Commit (A-B-C) for 2020-21. The City continues to build community and staff awareness of activities that promote good mental health and build a more mentally healthy Cockburn

'Proud to Be Smoke Free' signage was installed at all City owned sports clubs, community centres and skate parks. The yearly cigarette butt audit of playgrounds saw a reduction of butts around the pilot sites for 2020.

Public Health Plan

The City's Public Health Plan provides the blueprint for City officers to implement improved public health outcomes for the community. Approximately 95 per cent of the actions in the Public Health Plan have been completed. The new *Public Health Act 2016* places an obligation on all local governments in WA to develop a Public Health Plan that is consistent with the State Public Health Plan.





Environmental Health Services

Environmental Health Initiatives

Food

Achievements

Ten infringements were issued for non-compliance with the Food Standards Australia New Zealand Food Safety Standards and Food Code. One \$1,000 infringement was issued to a company and nine \$250 infringements to individuals. Two infringements were withdrawn, one due to prosecution. All other infringements issued under the Food Act 2008 were paid and totalled \$2,000.

- One Food Act prosecution was undertaken with a fine of \$20,000
- Officers conducted 1,608 inspections of 912 food premises resulting in 40 improvement notices being issued for serious items to be completed
- Approved 44 new (or amendments to) food businesses
- Approved 365 temporary food permits
- Conducted two training sessions for 38 potential food handlers.

Noise

The City has a unique noise environment with the presence of a freeway and other busy roads, a passenger rail line, freight rail line, aircraft from Jandakot Airport, substantial industrial areas and intense city centre areas. Development near these sources must be designed to minimise noise intrusion, especially at night.



Kwinana Freeway, Cockburn Central

Achievements

55 Noise Management Plan approvals were issued for night time works on essential infrastructure

1,491 noise complaints were received by the City, with 1,082 received outside normal working hours. This is an increase of 423 complaints from last year, with 656 noise complaints (41 per cent) being received in the four-month period from 1 March to 30 June 2020, during the COVID-19 lockdown period

A breakdown of noise complaints follows with about 63 per cent being due to noisy music or parties.

Type of noise complaint	Received within work hours	Received outside work hours
Air conditioning	9	1
Alarms	6	10
Birds	24	1
Construction	64	55
Industrial	9	2
Music	160	774
Power tools	43	61
Swimming pools	10	1
Transport	40	32
Vibration	11	1
Other	33	144
Total	409	1,082

Seven infringements were issued for noise. Noise infringements are issued for \$250 for a first offence, and \$500 for second and subsequent offences.



Mosquito Program

Mosquito activity last season was low across Perth due to local weather conditions.

There are a total of 662 infrastructure locations within 20 suburbs that are potential breeding sites and may need treatment depending on climate, water levels and larvae activity.

The following suburbs were Ross River Virus (RRV) priority treatment areas: Success, Atwell, Aubin Grove, Hammond Park, Yangebup and Beeliar.

Achievements

The City received five notifications for RRV from the WA Department of Health for follow-up patient interviews

22 complaints were received from residents in relation to what they perceived as being abnormally high numbers of mosquitoes localised in their area or unkept residential swimming pools

In total, 320 sites in 20 suburbs received larvicidal treatments throughout the mosquito breeding season

Over a period of six months, mosquito traps were set in Thomson's Lake Reserve as part of a project with the Department of Health to determine the number and species of mosquitoes and the presence of the RRV.

The City implemented a trapping and monitoring program where five locations were selected based on previous complaints. Fortnightly traps were set over a period of four months for numbers and species and if needed, feedback given to residents in the case of complaints within their proximity.

Industrial Premises

The industrial premises officer works with proprietors to achieve compliance with a range of minimum environmental management standards.

Achievements

42 premises were visited in regard to mechanical servicing, metal fabricating, plastic/fibreglass fabricating, abrasive blasting, cabinet making, vehicle wrecking, granite cutting, spray painting, boat building, vehicle battery acid distribution, demolition storage, waste control and equipment hire

Received 45 complaints relating to industrial premises

No infringements were issued.

Dust

The City is rapidly developing, with dust a common cause for complaint in Cockburn in comparison to other areas in Perth. The City rigorously applied its suspension of bulk earthworks during summer to minimise dust, with 21 dust management plans approved over this period. Three infringement penalties of \$500 were issued for failure to abate dust/sand from a property.



Stuart Greer - City of Cockburn, Environmental Health - mosquito management



Statutory Planning Business Unit

Provides control and management of development, land use and subdivision functions within the City to ensure standards of amenity are maintained. Statutory Planning also undertakes compliance and enforcement action against non-approved development.

Achievements

Customer service rating (see customer satisfaction results, page 21 for details): 74.4 per cent

Received 1,066 development applications, a 4.7 per cent increase from the previous year

Assessed 821 applications, an increase of 1.8 per cent over the previous year

611 development applications were required to be determined within 60 days. The City determined 64.48 per cent of those applications within 60 days

210 development applications were required to be determined within 90 days. The City determined 67.62 per cent of those applications within 90 days

Submitted six development applications for determination under the Joint Development Assessments Panel, down from seven last year

2,583 new lots were approved (green title, survey strata and built strata), an increase of 8.7 per cent from the previous year

Approved 32 new local development plans for small lot development, a decrease from 40 in the previous year

Logged 212 development compliance matters, a decrease of 12.2 per cent over the previous year. Resolved 226 compliance matters, a decrease of 4.8 per cent over the previous year

The estimated construction value of all development applications received over the year decreased by 41 per cent over the previous year to \$213m

Issued 2,583 zoning statements, an increase of 8.7 per cent over the previous year

Commenced Process Alignment Strategy in line with the pending State Government planning reform legislative changes, expected to be finalised early 2021

Commenced cash-in-lieu policy project to assist local businesses to comply with parking requirements by providing an additional option under future change of use applications.

Strategic Planning Business Unit

The Strategic Planning business unit comprises the Strategic Planning service unit and the Land and Lease Administration service unit.

Strategic Planning

Prepares structure plans scheme amendments, formulates strategies, and adopts policies which provide formal guidance and direction for the planning and development of the district. Maintains the City's development contribution plans, provides cartographic and geographic information services (GIS) expertise relevant to planning, and administers geographic naming and street numbering.

Achievements

Customer service rating (see customer satisfaction results, page 21 for details): 94.1 per cent

Ensured comprehensive application and review of the City's development contribution plans

Created internal training modules for relevant City staff relating to development contribution plans to reduce risk

Finalised an amendment to the local planning scheme to introduce additional exemptions to the liability for development contributions to cater for the types of developments undertaken



by Cockburn landowners and increase alignment with the intent of the State's Infrastructure Contribution Policy

Finalised an amendment to the local planning scheme to introduce a new Development Contribution Plan 15 for the Treeby East oval and clubrooms

Progressed the structure plans for the Department of Communities and Perron landholdings along Armadale Road, Treeby

Submitted an amendment to the local planning scheme for the Australian Marine Complex – proposed to change to a 'Strategic Industry' zone

Finalised a number of structure plan rationalisations in preparation for a new local planning scheme

Significantly progressed the drafting phase for the City's new Local Planning Strategy, including targeted analysis for specific issues such as bushfire and retail planning and rural land capability

Provided services related to geographic naming, which helps enable further implementation of the City's Reconciliation Action Plan

Assisted the GIS team progress plans to transition the City's spatial mapping system to a new provider.

Land & Lease Administration

Administers leases and licences which span commercial, community and tourism purposes, and purchases and develops land according to the adopted strategy of the City. Manages public requests for pedestrian access-ways, including closures and ensures that all property interests and the City's land portfolio are appropriate and sufficient.

Achievements

Contributed to the planning of the Jandakot Road upgrade by facilitating the land acquisition process for stage one road widening requirements

Continued to work with Main Roads WA to acquire land associated with the Armadale Road and North Lake Road bridge project including the upgrade of Verde Drive and Prinsep Road

Prepared land assets ready for disposal in accordance with the Land Management Strategy 2017-2022

Prepared lease documentation for new City assets and tenants including Fremantle-Cockburn Hockey Club Artificial Turf sub-lease; Port Coogee Community Association licence; Coogee Beach Surf Life Saving Club Ngarkal Beach facility licence and Treeby Community Garden Association licence

Managed leasing requirements for the City's community, recreation and commercial assets.



Coogee Beach Surf Life Saving Club



Finance & Corporate Services Directorate

This directorate is responsible for managing the City's finances including annual budgeting, financial reporting, long-term financial planning, procurement, rates/revenue, banking, treasury and taxation. The directorate also delivers information services, technology and business systems, as well as human resource management including recruitment, payroll, learning/development and occupational health and safety.

Highlights



Implementation
of ESRI mapping system



33 per cent
increase in cyber security compliance



Achievement
of the lowest Lost Time Injury frequency rate in City history



(L-R) Ryan - Waste Services, Sam - Occupational Safety & Health Advisor, Lisa - Learning & Development Assistant, Cliff - Manager Human Resources and Sandra - Learning & Development Coordinator undertaking in-house workplace training - February 2020



City of Cockburn Safety Committee - July 2019



Finance & Corporate Services Directorate

Provide policy, programs and advice which shape the City's workforce to ensure it is capable of achieving business objectives now and in the future.

Achievements

Achievement of the lowest Lost Time Injury frequency rate in City history

Negotiation and implementation of the City's new Enterprise Agreement 2019-2022 with no industrial relations issues

Introduction of paperless payroll processes

Introduction of the Organisation Management Module in CiAnywhere

Realignment of payroll to a Monday to Sunday cycle resulting in significant improvements to the process

Introduction of paid Domestic Violence Leave into the City's Enterprise Agreement

Received BIZLINK, a disability service employer, Employer of the Year Award.

Financial Services Business Unit

External Audit

The Office of the Auditor General (OAG) is responsible for auditing the local government sector and completed the City's 2019-20 financial audit through the appointed contractor for the City, KPMG.

An audit entrance meeting was held between the OAG, KPMG and the City in July 2020 to review and sign off on the audit plan. Key focus areas in the plan included:

- Valuation of infrastructure and fixed assets
- Revenue from rates, fees and charges and operating grants and subsidies

- Landfill site rehabilitation liability
- Contracts and procurement
- Personnel costs and related liabilities, and
- Cash and cash equivalents.

The audit plan also addressed the new Australian Accounting Standards applicable to the 2019-20 reporting year, these being AASB 15 Revenue from Contracts with Customers, AASB 1058 Income of not-for-profit and AASB 16 Leases. The implementation of these new standards had a major impact on the accounting treatment of various transactions and was an area for audit risk.

Finally, the audit plan also considered the impacts of COVID-19 and included a risk assessment of potential audit matters.

The field work for the audit was carried out in two stages, with an interim visit in June 2020 and a final year end visit in September/October 2020. A management letter was issued in August 2020 following the interim visit that included two findings, with one significant finding relating to the assessment of the new accounting standards. However, management was confident at the time of its preparedness for this matter, as ultimately vindicated in the financial audit outcome.

The OAG's audit management letter and audit report were presented to the Audit & Strategic Finance Committee meeting held in November 2020, together with the City's annual financial report for 2019-20.

Achievements

Successfully implemented the requirements of the new accounting standards

The 2020 financial report received an unqualified audit opinion.





Accounting Services

Responsible for establishing and maintaining systems and processes for recording, transacting, interpreting and communicating the City's financial data. These include financial performance measurement, budgeting and integrated financial planning services. The unit also delivers various accounting services to meet the City's business, taxation, cash management and accounts payable needs.

Achievements

Migration of the production of the City's annual budget, monthly financial report and annual financial report (in progress) to the local government industry template models (developed by Moore Australia) and automating the data transfer (in progress)

Applied the new Australian Accounting Standards to the City's annual budget and financial report (AASB 16, 15, and 1058)

Implemented mid-month payment runs to ensure more timely payments to the City's suppliers and creditors

Automated the Executive Management Reporting (EMR) process for project management, providing efficiency gains and better integration with financial ledgers and the Project Portfolio Management (PPM) framework.

Procurement Services

Facilitate efficient and cost-effective procurement for all stakeholders through an effective centre-led procurement model, providing support services in competitive sourcing and contract management. The service also works to ensure organisational compliance with statutory and internal procurement requirements.

Achievements

Established a new sourcing process that incorporates a new supplier register with locality categorisation, ensuring greater integrity and validation of the quotation process

Digitised various procurement forms and templates to improve efficiency

Updated legal documentation, including general terms and conditions

Revised the City's Procurement Policy to reflect COVID-19 induced legislative changes, and to leverage local and regional business opportunities, aligning with a Strategic Community Plan objective to support and promote the benefits of buying locally.



(L-R) Olivia, Sophie, Aaron and Bernard - Accounting Services





Rating & Revenue Services

Delivers property rating services and manages the City's revenue raising and collection activities, while ensuring statutory compliance across all areas. Maintains and controls the City's central property database and prepares the electoral roll.

Achievements

Prepared various rating models to determine a rating strategy for addressing the triennial GRV revaluation and Council's commitment to a zero rates increase for all property owners, resulting in the adoption and implementation of a COVID-19 concession

Implemented a process to automate RevenueWA (former Office of State Revenue) pensioner data matching at the end of financial year to increase work efficiency

Introduced the Enterprise Cash Receipting decentralised system to out centres such as Ranger Services and the Henderson Reuse Shop

Made significant improvement to the rates debt recovery module to enhance debt recovery workflows, debt management and internal reporting

Introduced pre-authorisations on credit cards for bond payments on bookings for City-owned facilities, reducing cash handling and improving Payment Card Industry compliance (minimised risk exposure).

Information Services Business Unit

Information Services is the business unit responsible for providing, maintaining and developing the City's core services relating to information and communication technology.

Information Technology Services

Provides technology services and support that enables the delivery of the City's core information services. This includes the management of key projects that enhance and further secure the City's key information delivery to its staff, partners and community.

Achievements

Stage two renovations of administration data centre (server room) completed

Facilitated hardware and configuration of Cockburn COVID-19 helpdesk

Facilitated IT components for deployment of over 300 staff to work from home during COVID-19

Implemented Council Chambers audio visual equipment upgrade and live streaming of Council meetings.



Nick from IT works on the Council Chambers audio visual equipment upgrade



Cyber Security

Provides technology services, awareness and training that enforces the City's cyber security policies. This includes the management of key projects that enhance and further secure the City's key information assets for its staff, partners and community.

Achievements

- A 33 per cent increase in cyber security compliance based on ISO 27001

- Regular cyber security training for staff at all levels of the organisation

- Cyber security community outreach through social media

- Partnership with the Joint Cyber Security Centre

- Partnership with ScamWatch.



Elliot - Cyber Security Officer

Business Systems

Provides solution development and business analysis services in support of the City's core information systems.

Achievements

- Website design and search improvements

- Online animal registration and transfer from other councils

- Online barking dog diaries

- Electronic cash receipting upgrade

- Website accessibility re-accreditation

- Undertook full Enterprise Resource Planning Technology One upgrade

- Created vulnerable persons database to support COVID-19 activity.

Geographic Information Systems (GIS) Services

Deliver the support, maintenance and development of GIS systems and datasets that provide stakeholders with the tools to analyse, visualise and explore corporate location-based information.

Achievements

- Migrated existing corporate mapping system into ESRI ArcGIS environment

- Implemented new workflow for CoSafe using ESRI mobility apps

- Integrated ESRI mapping system with Technology One

- Developed better visibility of spatial information with graphical charts using ESRI dashboard

- Developed graffiti data collection tool in ESRI ArcGIS environment.



Records Services

Provide a high standard of technologically advanced records management services to support the governing functions of Council.

Achievements

Completed stages two and three of the Knowledge Management Project

Reviewed and implemented improvements to archiving processes

Digitised hard copy Council Minute books

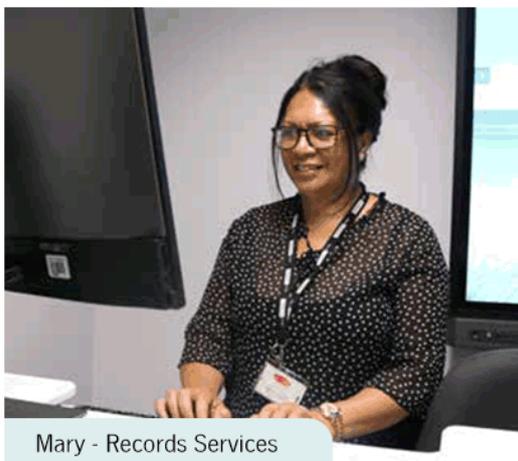
Upgraded Enterprise Content Management (ECM) to 2018A release.

Recordkeeping Compliance

Evaluation of Recordkeeping Systems

Work was undertaken with the organisation’s Strategic Planning Business Unit to review their recordkeeping practices through the Knowledge Management Project. This resulted in a number of changes to processes to improve recordkeeping within the business unit and reduce the amount of information being stored outside of the recordkeeping system.

The City’s Records Management Policy is reviewed every two years with the next review due in December 2020.



Recordkeeping Training Program

All new staff are required to undertake an online Records Awareness Training (RAT) course. The interactive course outlines the recordkeeping roles and responsibilities of all employees at the City of Cockburn. Participants must undertake and pass a short assessment at the completion of the course. Employees must then repeat the course every two years.

An online course outlining the specific recordkeeping responsibilities of managers and supervisors has also been implemented.

Regular training for new and existing staff is also held on the use of the organisation’s electronic document and records management system called ECM.

Evaluation of the Recordkeeping Training Program

All participants who attend ECM training are asked to complete a training feedback form. The feedback forms are regularly reviewed and suggestions for improvements are incorporated into the training program.

Recordkeeping Induction Program

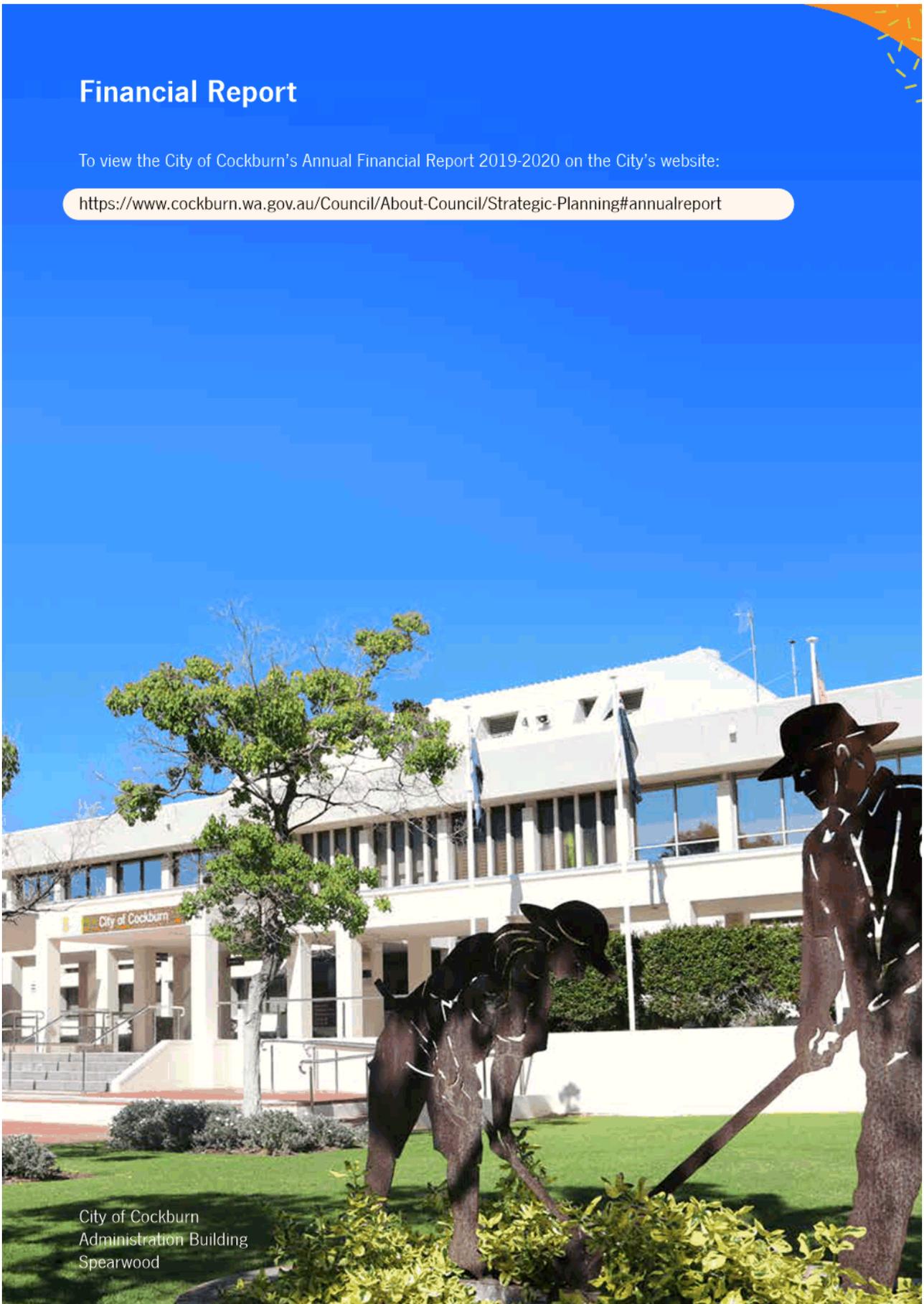
New staff must complete the Records Awareness Training (RAT), and where relevant, ECM training as part of their induction.

New managers/supervisors are also required to complete the online Recordkeeping Training for managers and supervisors.

Financial Report

To view the City of Cockburn's Annual Financial Report 2019-2020 on the City's website:

<https://www.cockburn.wa.gov.au/Council/About-Council/Strategic-Planning#annualreport>



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 City of Cockburn Instagram: www.instagram.com/cityofcockburn

 This information is available in alternative formats upon request.



18. EXECUTIVE DIVISION ISSUES

Nil

19. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**19.1 DELEGATE - SOUTH WEST CORRIDOR DEVELOPMENT FOUNDATION (INC.) (SWCDEF)**

Author D Green

Attachments N/A

RECOMMENDATION

That Council:

- (1) notes the resignation of Cr Lee-Anne Smith as its appointed delegate to the South West Corridor Development Foundation (Inc.) (SWCDEF);
- (2) appoints Cr Tom Widenbar as its delegate to SWCDEF; and
- (3) advises the South West Group accordingly.

Background

By email received 18 November 2020, Cr Smith formally resigned as Council appointed delegate to the SWCDEF (Inc.), citing her inability to attend the meetings, due to conflicting work commitments.

In her notice of resignation, Cr Smith stated she had discussed the matter with Cr Widenbar, who had expressed his interest in being formally appointed to SWCDEF by Council as its delegate. Accordingly, Cr Smith has formally nominated Cr Widenbar as the City's SWCDEF delegate.

Submission

N/A

Report

SWCDEF is an incorporated organisation which is administered by the South West Group and whose main objectives are to enhance employment opportunities in the South West Metropolitan region. Its meetings are conducted on a quarterly basis and held at the premises of a member local government on a rotating basis.

Strategic Plans/Policy ImplicationsLocal Economy

A sustainable and diverse local economy that attracts increased investment and provides local employment.

- Build local business capacity through partnerships, networks and skill development.
- Advocate and attract investment, economic growth and local employment.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

There is a "Low" level of "Brand/Reputation" risk associated with this item, as the operation of SWCDEF is the responsibility of the South West Group, of which the City of Cockburn is a formal member.

Advice to Proponents/Submitters

The Proponent has been advised that this matter is to be considered at the 10 December 2020 Ordinary Council Meeting.

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

Nil

- 20. NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING**

- 21. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS OR OFFICERS**

22. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE

22.1 LOCKERS AT CITY OF COCKBURN CONTROLLED BEACH LOCATIONS

Author(P Balley
Attachments N/A

RECOMMENDATION

That Council receive the report.

Background

At the 10 September 2020 Ordinary Council Meeting, a Matter for Investigation without Debate was requested by Cr Stone as follows:

Item 22.6 – Cr Stone has requested that a report be prepared to a future meeting of Council to investigate the provision of lockers at City of Cockburn controlled beach locations.

Reason

During summer, WA Police acknowledges an increase in theft from vehicles at our popular beach locations.

The provision of beach lockers during peak times may assist in the reduction of crime in Cockburn, which according to the annual community scorecard, is still a major concern of residents.

Submission

N/A

Report

The purpose of this report is to investigate the feasibility and the options for providing lockers at City beach locations to reduce the high level of beach theft.

There is no opportunity for those beach goers to secure their valuables other than to leave them in their car or carry them to the beach, leading to valuables being stolen from the car and/or when beach goers are swimming. During summer, WA Police acknowledges an increase in theft from vehicles at the City's popular beach locations.

Research showed that more than a quarter (29%) of beach thefts involved items being stolen from vehicles, while another common cause (16%) was items being stolen from the beach while their owner was swimming. Those findings highlight the need for beach goers to stay vigilant and take advantage of opportunities to keep their belongings safe.

The City has several popular beach locations that have been identified as spaces with the potential for theft activities. From north to south, they are:

- CY O'Connor Beach – Rollinson Rd
- CY O'Connor Beach – McTaggart Cove
- Ngarkal Beach
- Omeo Park
- Coogee Beach
- Coogee Beach Surf Life Saving Club

As many people head to their favourite beach to relax over the summer months they should be encouraged not to relax their approach to keeping their personal belongings secure.

Therefore in the first instance, education programs could be promoted to mitigate the increased level of beach thefts by helping beach goers and the public to understand that:

- if you're heading to the beach, consider leaving valuables you don't need at home. That way you won't be tempted to leave them unattended in a car,
- if you do have to leave valuable items in a car, make sure they're not in plain sight, and not covered by a towel or blanket, as that can raise questions in a thief's mind of what valuables may be covered up;

Secondly the City is deploying CCTV cameras in and around key infrastructure and high risk areas, including City beach locations. The review of the CCTV could include the provision at popular City beach locations to mitigate theft from vehicles.

Thirdly increased CoSafe patrol activities during summer months would also deter thefts activities.

The alternative to the above solutions to help keep beach goers' valuables safer while they go for dip, and to allow them peace of mind to enjoy the City's popular beaches, is to install lockers.

In undertaking the investigation several WA Local Government Authorities with beach environments were contacted, however none had the provision of beach lockers. The research did identify some eastern states council having beach lockers, i.e. Randwick City Council.

Lockers and Locker Type

There are different types of lockers, but for the corrosive beach environment, high pressure laminated (HPL) lockers, designed for long life in hostile marine environments would be required.

Lockers come in a variety of sizes (height, depth and width), as shown by the image below.



Lockers can be provided in various sizes ranging from larger ones of 1.81m high, by 0.385m wide, by 0.5m deep, to smaller ones of 0.181m high, by 0.385m wide, by 0.5m deep. The difference is in the height.

Although no surveys or consultation has been actioned it is envisaged the provision of secure lockable space for valuable items, such as phone, wallets, clothing and bags. For that reason, the ideal locker would be 0.385m x 0.05m x 0.181m high stacked on top of each other.

Site investigation of the six beach locations reveals there will be little room available to install a large number of lockers. Therefore, to effectively use the constrained availability of space and to maximise the number of lockers, the best approach is to install lockers in vertical tiers of five or six stacks high.

Locker Modules

Two options for access to lockers are available:

Option 1 – Coin Operated lockers which charge clients for the hire of a locker. Payment is structured on the same sized coin to a maximum of three coins in total, i.e., 3 x \$1 coins or 3 x \$2 coins, 2 x \$1 coins, 2 x \$2 coins.

Upon payment a key is released and upon re-entry the key is held locking mechanism ready for the next user. Security is centred on coin activation mitigating the potential for keys to be removed or lost. Each vertical row of lockers has one money box at the bottom of the tier to collect the revenue.

Option 2 - Keyless electronic lockers which provide the following:

- Touch-screen payment modules with simple user interfaces and multi-language voice message assistance;
- Secure locker access control options via PIN, barcodes (on cards, tickets and wristbands), RFID or magnetic strip cards. Media are

validated at modular touchscreen payment kiosks offering a simple user interface and multilingual voice prompts;

- Wireless remote monitoring and sophisticated cash/security logging system;
- Fully configurable rental times and locker payment options;
- A unique Floating Locker system. Guests pay a one-time fee for access to lockers at different locations within a facility.

Of the two options above, electronic keyless locker systems option is preferred due to the mitigation of key loss and eliminate potential for vandalism attempting to access the money box.

Options for Installation and Operation

Three options for the provision of beach lockers on a year-round basis, and in particular during summer months, have been identified as below:

- **Option One** – would involve the City entering into lease agreement with a private locker company or other business to purchase, manage and provide lockers with no shared costs with the City. With this option, the City can, at minimal cost, lease the site with a potential return on investment. The City can stipulate the installation of ‘keyless locker system’ as part of lease agreement along with nominating the preferred the site and protective structures. An administrative resource will be required to develop and manage the contractual agreements as existing resources are at full capacity
- **Option Two** – would involve the City allocating capital funding for the outright purchase of the electronic keyless lockers to be installed at the above mentioned beach locations. Funding would be required to secure protective shelters at preferred locations, provision of security systems and locker purchase.

The estimated initial cost for the implementation of this option would be in the order of \$50,000 for the protective shelter, and \$30,000 for a bank of 20 lockers per site, in addition to ongoing maintenance and service costs per site per year. The total initial locker provision cost per site is approximately \$80,000 and for the six sites is approximately \$480,000.

The ongoing maintenance cost will be approximately \$6,000 per site per year and \$36,000 for all six sites per year. A staff resource will be required to manage the lockers at the six sites working 7 days a week for 3 hours per day at a current cost of \$85 per hour for a total of \$92,820 per year in salary. The total operating expenditure and resource cost for all six sites will be approximately \$128,820 per year.

- **Option Three** - would involve the City entering into an arrangement with a private locker company for a potential partnership which would involve no capital funding for the purchase or maintenance of lockers, as this service is provided by the company for a percentage revenue split of the hire fee of about 20% and 80% to the City and the private locker company respectively. An administrative resource will be required to develop and manage the contractual agreements as existing resources are at full capacity

Capital funding would be required to provide a suitable protective shelter at each location of lockers. This is estimated to be approximately \$50,000 per location or \$300,000 for the six locations. Most locker companies entering into such negotiations require an initial set up fee of between \$1,500 and \$2,000 (ex GST) per bank of 20 lockers.

Regardless of any one of the three options described above, a suitable location for the lockers is a required. Any location to accommodate the lockers would need to be sheltered from the harsh marine environment, close to a car park, and is accessible and subjected to passive or active surveillance.

Assessment of the six beach locations show that only CY O'Connor - McTaggart Cove does not have suitable surveillance, but this can be retrofitted with the installation of CCTV system through the CCTV Strategy. Furthermore an initial cost of approximately \$50,000 would be required to remodel the space at the six locations to make them suitable and accessible to accommodate lockers. At the Surf Life Saving Club the locker system could be installed within the toilet, but this will require further investigation for feasibility and cost.

Conclusion

Option One would see the total commercialisation of the provision of lockers with the City losing all control over management of the assets. Whilst Option Two will require substantial initial outlay costs of approximately \$480,000, with continued maintenance and service costs of approximately \$128,820 per year. Option Three provides the best outcome with a \$300,000 capital outlay and future revenue stream. Further consideration and investigation would be required to progress this option.

Before contemplating the appetite for lockers, the impact of increased CoSafe patrols, WA Police presence and roll out of the CCTV Strategy should be assessed in the forthcoming summer months.

Strategic Plans/Policy ImplicationsLocal Economy

A sustainable and diverse local economy that attracts increased investment and provides local employment.

- Facilitate a thriving tourism and ecotourism industry.

Community, Lifestyle and Security

A vibrant healthy, safe, inclusive and connected community.

- Facilitate and advocate for increased community safety.

Budget/Financial Implications

No additional budget required at this time.

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

There is minimal risk to Council for not receiving this report, as it is merely an exercise of providing information on a specific topic of interest by a Councillor. There is no financial or brand risk with no legal implication should the report not be received

Advice to Proponents/Submitters

N/A

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

Nil

22.2 LONDON PLANE TREES

Author A Lees

Attachments

1. Street and Reserve Tree Management Policy [↓](#)
2. Urban Forest Plan 2018-2028 [↓](#)
3. Street Tree Master Plan 2016 [↓](#)

RECOMMENDATION

That Council:

- (1) note that the Street Tree Master Plan classifies London Plane Trees (*Platanus acerifolia*) as not a suitable tree species for residential narrow or wide verges;
- (2) not implement a removal and replacement tree program of the London Plane Trees (*Platanus acerifolia*); and
- (3) continue to manage the London Plane Tree (*Platanus acerifolia*) in accordance with current policies and procedures.

Background

At the 9 July 2020 Ordinary Council Meeting, a Matter for Investigation, Without Debate, was raised by Deputy Mayor Kirkwood as follows:

1. That the City of Cockburn ban all future planting of London Plane Trees (*Platanus acerifolia*) in residential verges across the City; and
2. That the City implement a replacement tree program within the next two years, for the removal, at an agreed shared cost with the landowner, of London Plane Trees in reported locations where evidence (a written report by an Arborist) shows that the tree is causing a significant problem, such as lifting of footpaths, structural damage to private and/or Council property, and to replace with a more suitable species of street tree in consultation with the land owner.

Reason

The City of Cockburn is investing considerable resources into dealing with issues resulting from London Plane trees across the City, which include excessive leaf litter and root damage to footpaths, driveways and homes. On 6 March 2019, WAToday reported that the City of Cockburn had received 1974 verge tree related requests and complaints in 12 months, with 58 claims to insurance and four settlements.

This is ultimately a huge cost to the City and its residents. Residents who are dealing with this verge trees are becoming more stressed and losing their enjoyment to live within the City, due to these nuisance trees.

The worst suburbs affected are Atwell and Jandakot, and with new plantings still taking place in residential verges, we will have these issues for many more years to come. The City has an opportunity to take reasonable action, while still recognising the objectives of the Urban Forest Plan 2018-2028 across the City.

Submission

N/A

Report

The matter for investigation raised by Deputy Mayor Kirkwood is similar to the matter raised for investigation by the Deputy Mayor in June 2019 – Implications of a Ban on all Future Planting of London Plan Trees (*Platanus acerfolia*) in the City of Cockburn. A response to this matter for investigation was presented to the 14 November 2019 OCM (2019/Minute No 0220) with the recommendation as follows:

That Council

- (1) *Not support the ban on London Trees; and*
- (2) *Continue to manage these trees in accordance with current Procedures, master plans and practices.*

Council Decision

MOVED Deputy Mayor L Kirkwood SECONDED CR C Terblanche

That the recommendation be adopted

CARRIED 7/1

The report below further explores the request raised by the Deputy Mayor.

Platanus Acerfolia (London Plane Tree)

Platanus acerfolia is a large deciduous tree growing to 20-30 metres tall with a width of 15 metres. The trunks circumference can extend to 3 metres with a grey-green bark. The leaves are maple-like in appearance and are typically between 10-20cm long and 12-25cm in width.

Platanus acerfolia have a growth rate of up to 1m per year, subject to environmental conditions. *Platanus acerfolia* is tolerant of warm weather and has significant benefits as a shade tree.

Platanus acerfolia are very proficient in removing small particulate pollutants in urban environments and tolerant with root compaction leading it to be a viable tree in selected streetscapes and car parks.

Platanus acerfolia shed stiff hairs by young emerging leaves and when seeds are dispersed. *Platanus acerfolia* provide a range of environmental benefits that improve the liveability in our City and protect against the vulnerability of climate change, including:

- Large canopy surface area is very effective at sequestering carbon/absorbing air pollutants improving air quality;
- Large canopy creates greater shade cast which contributes to reducing the urban heat island effect and reliance on cooling systems;
- Deciduous tree species enabling the permeation of winter sun;
- Sound growth habit with a pyramidal canopy;
- Establishment in a variety of soil;
- Damping effect of the canopy reduces the speed and damaging effects of storms/strong winds;
- Ecological corridor for bird life/fauna;
- Societal benefits – The plane trees create aesthetically attractive streetscapes creating a shaded avenue that promotes health and wellbeing; and
- Research has identified an increase in property value with an adjacent mature street tree.

Street Tree Master Plan 2016

The Street Tree Master Plan 2016 is a robust resource to be used by City officers, developers and the community to provide a holistic vision for the City's streetscapes into the future. The plan supports sound environmental objectives including creating character to the suburbs by planting trees species that will not only survive the changing climate but flourish. The selection criterion for each species is well established so as to ensure the most appropriate tree is planted in the most conducive location. *Platanus acerfolia* has been listed as one of number of species for consideration in significant large verges, median islands, roundabouts along with industrial and commercial verges. These locations can sustain large canopies, have a lower risk environment to residential verges and have elevated environment conditions that only certain tree species can tolerate.

Platanus acerfolia is not listed as a tree species suitable for residential narrow or wide verges.

Urban Forest Plan 2018-2028

The Urban Forest Plan sets out a clear vision for the future management and expansion of our Urban Forest. The plan builds upon existing plans and identified gaps to address the 4 year actions plan. One of the key objectives of the plan is to maintain and enhance the existing trees under the City's care and control. Engaging and educating the community on the values of trees is another key element to ensure tree retention. This matter for investigation has the potential to impact the City's ability to achieve canopy cover increases along with

adding to the already diminishing cover being experienced in both infill and green field developments. Although a removal and replacement schedule is theoretically achievable, the impact on the City's canopy cover would be significant and may never be replicated due to numerous factors.

Street and Reserve Tree Policy

The Street and Reserve Tree Policy sets guidelines to inform residents and property owners on how the City will manage its tree assets and provide guidance on pruning and removal. The ongoing management of trees provides a strong framework to enable the City to deliver on the key objectives as outlined in the Urban Forest Plan. The policy sets out the values of trees along with established criteria for planting, pruning and removal.

The policy allows for City officers to remove trees under the following conditions:

- (a) Dead
- (b) Diseased
- (c) Structurally unsound
- (d) Obstructing an approved works program, by either the City or utilities
- (e) Tree root damage to public and/or private assets, when root barrier installation is not viable
- (f) Damaged by a declared storm event
- (g) Identified as an invasive species

Tree removal requests by residents will be investigated by the City. The following conditions are not considered to be valid reasons for the removal of a street tree;

- (a) Species, size, shape or location is not the personal preference of a property owner
- (b) Obscures views
- (c) Shades a property, solar panels, solar hot water systems
- (d) Drops leaves, seed capsules, flowers, fruit and bark
- (e) Allergies or health problems

The Street and Reserve Tree policy is silent on a cost sharing arrangement with the adjacent landowner. Should council seek to enable property owners with a *Platanus acerfolia* on the adjacent verge an option to apportion the removal costs, a policy revision will be required along with endorsement and additional funding for implementation.

City of Cockburn Local Laws 2000

The City's local laws have no arrangements / power to enforce an agreement for the shared cost of a tree removal and replacement program within the road reservation.

Legal Agreements with Property Owners

Entering into cost share arrangements with each property owner will be extremely onerous as the trees are located on the road reservation (verge) and not residential properties. Initial engagement with property owners specifically investors, will be challenging and complex if the tenant is supportive of the trees retention. Developing individual agreements with each property owner directly adjacent to the street tree will require due diligence, internal administration processes and procedures along with an investment in a resource to deliver the project. It is envisaged the City will need to work through individual agreements with property owners to facilitate payment periods ranging from 1 -5 years should the terms be accepted. The replacement tree which achieves the City's Urban Forest Tree targets could be a further source of constraint and extensive arbitration.

Arboricultural Assessments

The City's Arboricultural consultancy services tender includes the provision for comprehensive reports which sets out inspection details, images, analysis and a recommendation. In addition a quantified tree risk assessment (QTRA) is also available enabling the potential risk of a tree be evaluated along with a recommendation. These two reports would be required in order to ascertain the request by a property owner with a Plane Tree on the adjacent residential verge to progress point 2 of the investigation. The cost of these two reports would be in the vicinity of \$700 per tree subject to inspection times and volume of works. If the City received significant interest from property owners for a removal and replacement of the adjacent Plane Tree, Council will need to raise rates to support these assessments or reduce services to offset this expenditure. With 1,320 Plane Trees currently listed in the database, the City initial upfront analysis cost could exceed \$900,000 prior to commencing any works.

Street Tree Database

In order to comprehend the potential cost implications of the removal and replacement program the two worst suburbs as identified by the Deputy Mayor have been evaluated.

Atwell

- Plane tree numbers: 370
- Asset value (Helliwell Method): \$5,138,391
- Average height: 9.53 metres
- Total removal costs: **\$324,174**
- Average removal cost: \$876
- Individual tree planting cost: \$1,000
- Total tree planting costs: **\$370,000**
- Total removal and replacement Cost: **\$694,174**
- Apportionment of costs (est.):

- City of Cockburn:
 - Total: \$347,087
 - Per tree: \$938.07
- Property Owner: \$938.07 (subject to tree height)

Jandakot

- Plane tree numbers: 331
- Asset value (Helliwell Method): \$2,513,724
- Average height: 9.46 metres
- Total removal costs: **\$305,062**
- Average removal cost: \$922
- Individual tree planting cost: \$1,000
- Total tree planting costs: **\$331,000**
- Removal and replacement cost: **\$636,062**
 - City of Cockburn:
 - Total: \$318,031
 - Per tree: \$961
 - Property Owner: \$961 (subject to tree height)

In reviewing just the City's costs associated with the removal and replacement program (solely for Atwell and Jandakot), Council will need to factor in rate rises to deliver the program. A rate rise of 0.64% will be required to address the program over one year or a 0.32% rate rise over two consecutive years.

Evaluation

In analysing the City's current policies and procedures along with the substantive financial implications and administration burden for a removal and replacement program it is recommend Council not support the submission by the Deputy Mayor. Council should continue to manage all trees in City including London Plane Trees (*Platanus acerfolia*) in accordance with adopted policies and procedures.

Strategic Plans/Policy Implications

Environmental Responsibility

A leader in environmental management that enhances and sustainably manages our local natural areas and resources.

Improve our urban forest and streetscapes across the City.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Failure to accept the recommendation could have the potential of further requests for removal and replacement programs for selected tree species, resulting in our urban forest canopy being jeopardised and the City's brand be at risk of breaching its proactive approach on environmental responsibility as outlined in the recently adopted Strategic Community Plan 2020-2030.

Advice to Proponents/Submitters

N/A

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

Nil

Title	Street and Reserve Tree Management
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

The purpose of this document is to inform residents and property owners on how the City will manage its tree assets, increase canopy cover and provide guidance on pruning and removal. The ongoing management of trees provides a strong framework to enable the City to deliver on the key objectives as outlined in the Urban Forest Plan.

Policy Statement

Trees are regarded as highly desirable and integral to the urban landscape, providing a range of social, environmental and economic values to the community including:

1. Shade
2. Habitat
3. Improved air quality, CO2 reduction
4. Wind and noise attenuation
5. Improve property values
6. Improve visual amenity of streetscapes
7. Habitat for native fauna

(1) Tree Planting

The City is responsible for planting of all trees in reserves, within the streetscape and verges directly adjacent to a property. Tree planting will generally be carried out in the winter period to aid in tree establishment with watering and maintenance undertaken by the City. Street tree requests will be assessed in accordance with Urban Forest Plan and the tree species determined by the City.

(2) Tree Pruning

The City is responsible for the pruning of all trees and will consider undertaking these works to provide the following;

1. Improve the safety, structure and health of the tree
2. Provide clearance for pedestrian movement
3. Prevent branches from overhanging a property boundary and park infrastructure
4. Maintain safe clearance zones from powerlines
5. Maintain clear line of sight for vehicles and cyclists

[1]

Title	Street and Reserve Tree Management
Policy Number (Governance Purpose)	



Tree pruning requests will be assessed and inspected by a City officer, if pruning is required, works will be undertaken in accordance with Australian Standards AS4373: Pruning of Amenity Trees. Where the City receives a request for the pruning or removal of a tree(s) located on private property, section 3.27(2) (Schedule 3.2(7)), section 5.42 and 5.44 of the Local Government Act 1995 will be applied.

(3) Tree Removal

1. The City is responsible for the removal of all trees. Trees will only be removed under the following conditions;

- (a) Dead
- (b) Diseased
- (c) Structurally unsound
- (d) Obstructing an approved works program, by either the City or utilities
- (e) Tree root damage to public and/or private assets, when root barrier installation is not viable
- (f) Damaged by a declared storm event
- (g) Identified as an invasive species

2. Where a planning, building or other approval has been granted by the City that necessitates removal of a tree the applicant will be required to compensate the City. The costs associated with the removal and replacement of the tree will include:

- (a) Removal costs incurred by the City
- (b) Amenity value based on the Helliwell method or other approved valuation method
- (c) Reinstatement of a new tree

3. Tree removal requests by residents will be investigated by the City. The following conditions are not considered to be valid reasons for the removal of a street tree;

- (a) Species, size, shape or location is not the personal preference of a property owner
- (b) Obscures views
- (c) Shades a property, solar panels, solar hot water systems
- (d) Drops leaves, seed capsules, flowers, fruit and bark
- (e) Allergies or health problems

Strategic Link:

Public Open Space Strategy

[2]

Document Set ID: 8503779
Version: 3, Version Date: 19/07/2019

Title	Street and Reserve Tree Management
Policy Number (Governance Purpose)	



Category	Urban Forest Plan
Lead Business Unit:	Environment & Sustainability
Public Consultation: (Yes or No)	Parks & Environment
Adoption Date: (Governance Purpose Only)	No
Next Review Due: (Governance Purpose Only)	13 June 2019
ECM Doc Set ID: (Governance Purpose Only)	June 2021
	8503779

[3]

Document Set ID: 8503779
Version: 3, Version Date: 19/07/2019



City of Cockburn
URBAN FOREST PLAN
2018-2028

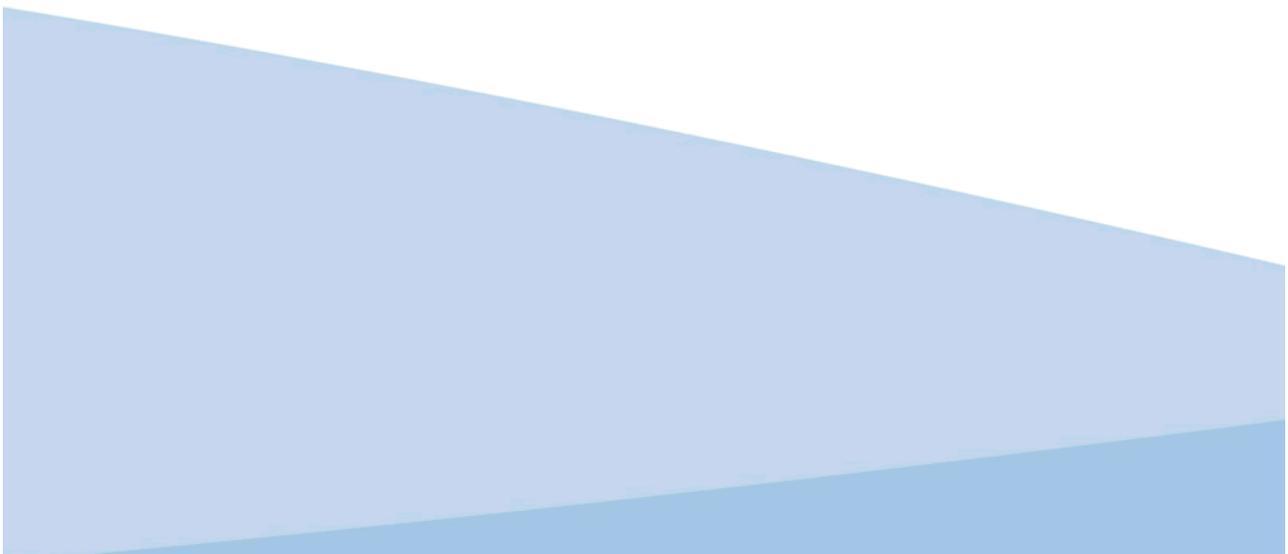


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Executive Summary

During the past decade the City of Cockburn has experienced rapid clearing of vegetation due to urban development. In a recent national survey on the state of vegetation cover in metropolitan Australia¹ the City of Cockburn was ranked in the lowest quartile of the 140 local authorities studied for the degree to which it has lost its shade canopy.

By 2028 the population of Cockburn is expected to grow by 27% to over 150,000 residents. This urban expansion, coupled with the emerging challenges of climate change, is putting considerable pressure on the City's urban forest.

Recent modelling of Cockburn's total land area (142.40km²) indicates the current vegetation cover (including trees and shrubs) is 26%. The vegetation cover of land specifically under the City's control is as follows:

- Environmental Reserves - 59%
- Parks and Sports Ovals – 29%
- Streets and Roads – 11%

The trees and shrubs in our urban environment play an important role in making Cockburn an attractive place to live, work, visit and invest in. Research conducted by the University of Western Australia indicates that broad leafed street trees increase the value of residential homes by approximately \$17,000.

A thriving urban forest provides many social, economic and environmental benefits to the City including:

- Improving the health and wellbeing of residents
- Enhancing biodiversity and providing ecological corridors
- Lowering maximum summer temperatures in urban areas
- Reducing household energy costs (up to 8%) and
- Increasing amenity and property values (up to \$17,000).

To secure the above benefits the City must balance urban expansion with a comprehensive urban forest program that maintains and protects the existing tree canopy while expanding it in the future. This plan identifies 6 strategic objectives and targets, accompanied by 30 actions which map a clear pathway to achieving the City's aspirations for a thriving urban forest.

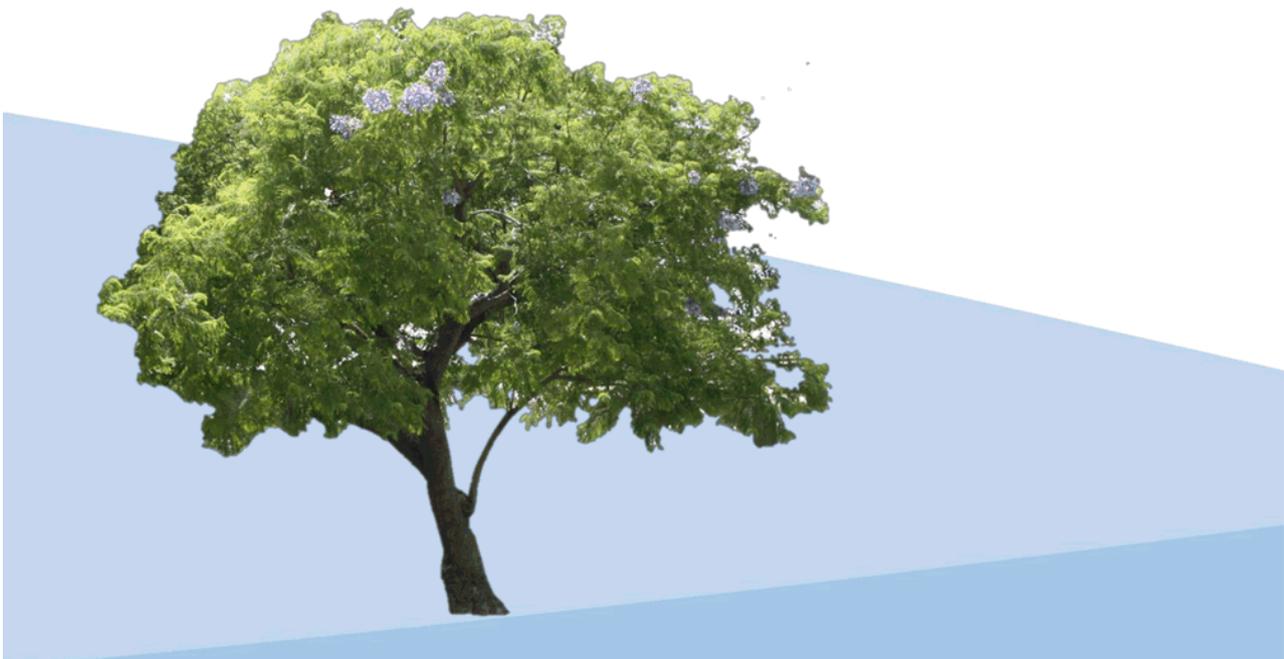
The City will achieve this by:

- Adequately resourcing and implementing the action plan
- Recognising the benefits and values of trees
- Engaging and educating the community
- Maintaining existing trees under the City’s care and control
- Establishing a baseline that identifies the current canopy cover
- Establishing targets to increase the level of canopy cover in the City
- Increasing the City’s tree planting program
- Monitoring and recording progress towards set goals
- Strengthening development controls to increase tree canopy levels
- Promoting resilience through increasing tree diversity.

This Urban Forest Plan provides a holistic method for improving the shade cover provided by trees throughout the City of Cockburn’s public areas. The plan will direct the management of streetscapes and public open space over the next 10 years to improve liveability and wellbeing.

Summary of Cockburn’s Urban Forest

• Number of Street Trees:	38,162
• Average Street Tree Value:	\$3,605
• Total Street Tree Value:	\$137.5 million
• Dominant Street Tree Species:	WA Peppermint
• Vegetation Cover Environmental Reserves	59%
• Vegetation Cover Parks and Reserves	29%
• Vegetation Cover Streets and Roads	11%
• Verge tree planting opportunities identified to date	24,390
• Proposed Annual Tree Planting Program	1,500 trees per annum



5

1 Vision

The vision of the Urban Forest Plan is to create a healthy, rich and diverse urban forest that:

- Reduces urban heat
- Improves air quality
- Enhances the walkability of the City's streets
- Promotes an active healthy lifestyle for residents
- Fosters investment in the City through improving public open space and streetscapes, and
- Increases biodiversity.



Image 1: Trees at Manning Park

2 Purpose

The purpose of the Urban Forest Plan is to set out a clear vision for the future management and expansion of Cockburn's urban forest. The plan provides a snapshot of the current state of our urban forest and maps a pathway to increasing canopy cover whilst protecting against future vulnerabilities. It builds upon existing policies and is strategically aligned to a suite of existing plans and strategies to support the delivery of its vision and targets.

The plan acknowledges complementary actions already set in place by existing policy mechanisms and identifies gaps which are addressed in the four year action plan. It provides a valuable tool to encourage collaboration across business units, specifically the Roads, Waste and Planning teams to achieve a fully integrated vision for the City.

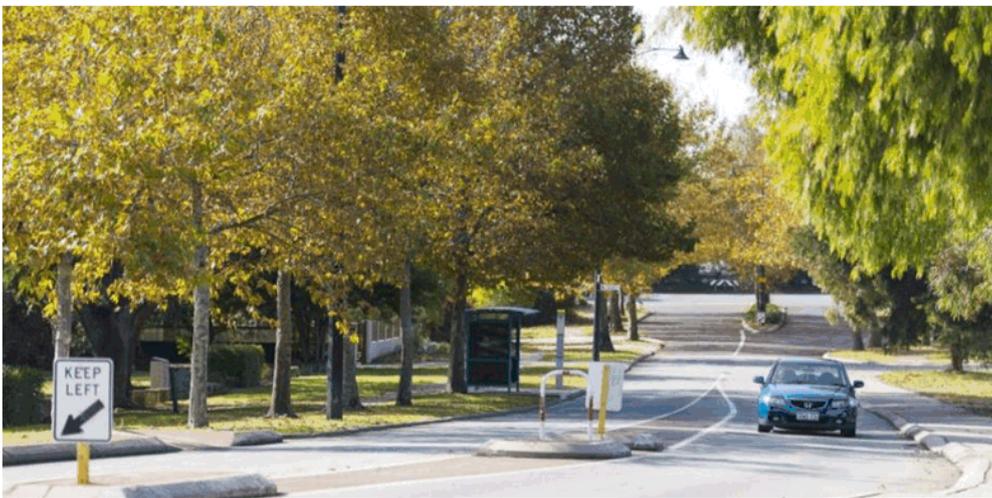
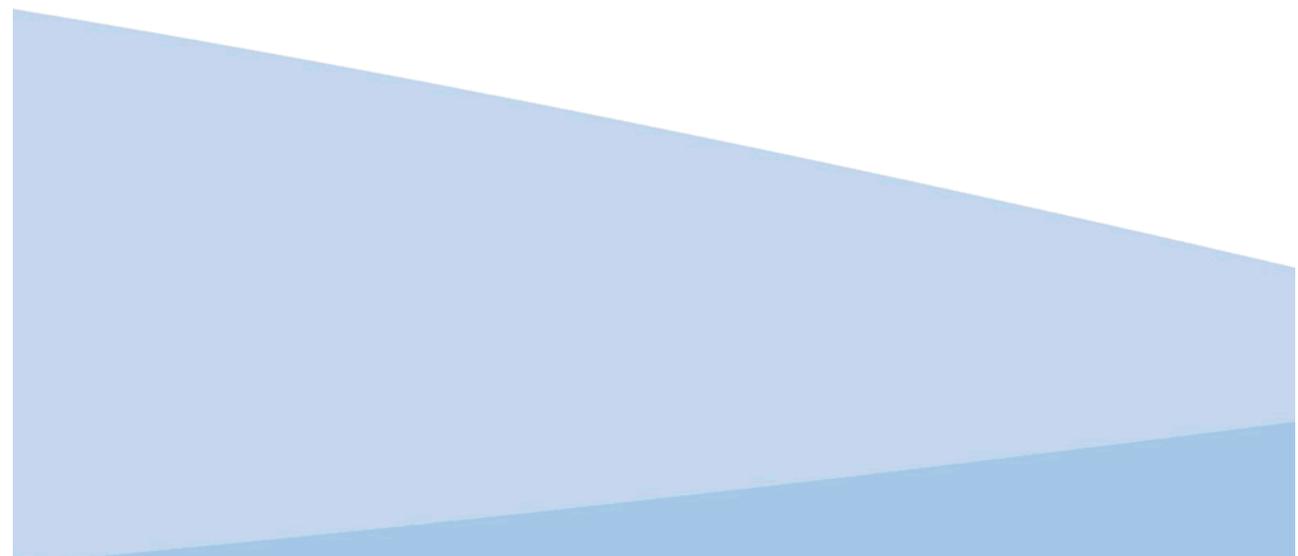


Image 2: Waverley Road in Coolbellup showcasing the significant role of trees in defining streetscape character.



7

3 Introduction

Council's vision for the City of Cockburn is:

"To build on the solid foundations that our history has provided to ensure that the Cockburn of the future will be the most attractive place to live, work, visit and invest in, within the Perth metropolitan area."

Cockburn is one of the largest coastal cities in Western Australia. The 2018 population of about 118,000 people is expected to grow by 27% to more than 150,000 by the year 2028ⁱⁱ. This future growth will be accommodated by a combination of green field and infill development, with the latter presenting significant challenges to the green infrastructure of the City's established suburbs.

The Western Australian Department of Planning has responded to this need with planning policies that encourage higher density development in both existing and new suburbs. Targets set by the state government in their policy document '2031 and beyond...' ⁱⁱⁱ have enabled a framework whereby the City has initiated a number of revitalisation projects which aim to produce increased residential densities and rejuvenate the suburb and create vibrant community.

While infill housing will facilitate future patterns of urban growth, it is also likely to reduce the amount of vegetation on private land by 80% to 90% and place increased pressure on residual public open space for recreation^{iv}. This unavoidable loss of private gardens will be offset by tree plantings on other suitable land in order to maintain the quality of the environment in these suburbs.

The State Government's operational planning policy *Liveable Neighbourhoods (LN)* ^v has been directing the City to facilitate higher residential densities in the City's green field suburbs (those planned from 2007 onwards). Approximately a third of the City's population is living in streets produced by LN. This is projected to rise to almost half the City's population in the next 20 years.

These new suburbs are characterised as consisting of smaller lots with narrower road verges and significantly reduced front-of-lot setbacks for buildings. Prior to the introduction of LN the width of a housing lot was typically two or three times the width of many contemporary lots and had space for large canopy trees. Consequently, there is an increase in competing uses for the residential road verge including:

- Refuse collection
- Bulk waste collection
- Public footpaths
- Utilities
- Crossovers (driveways)
- Residents car parking and
- Street trees.

The current planning regime is resulting in a need for smaller height tree species, which will result in a much smaller mature canopy area over time. Furthermore, the structure plan process prescribed by LN encourages, but does not require, streets designs to include trees as an integral utility.

Additionally, large tracts of banksia woodland have been cleared to accommodate development in newer suburbs. Little room is being left for shrubs and trees on private housing lots and so, these subdivisions are often devoid of trees with new homes relying solely on air conditioning for cooling. The lack of street trees not only exacerbates the build-up of heat but also degrades amenity and walkability of the City's streets.

The 2017 national survey report *Where should all the trees go?* provides a 'snapshot' of the health of the urban forest in 140 metropolitan local authorities across Australia. The report ranks the City of Cockburn in the lowest quartile nationwide for the degree to which it has lost shade canopy. Cockburn is also identified as one of the most vulnerable local governments to heat, poor health, economic disadvantage and access to green spaces (images 3 and 4).

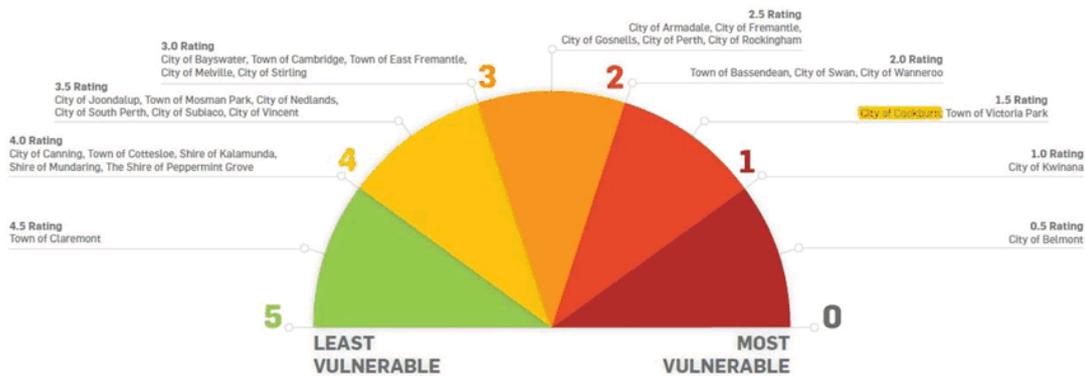
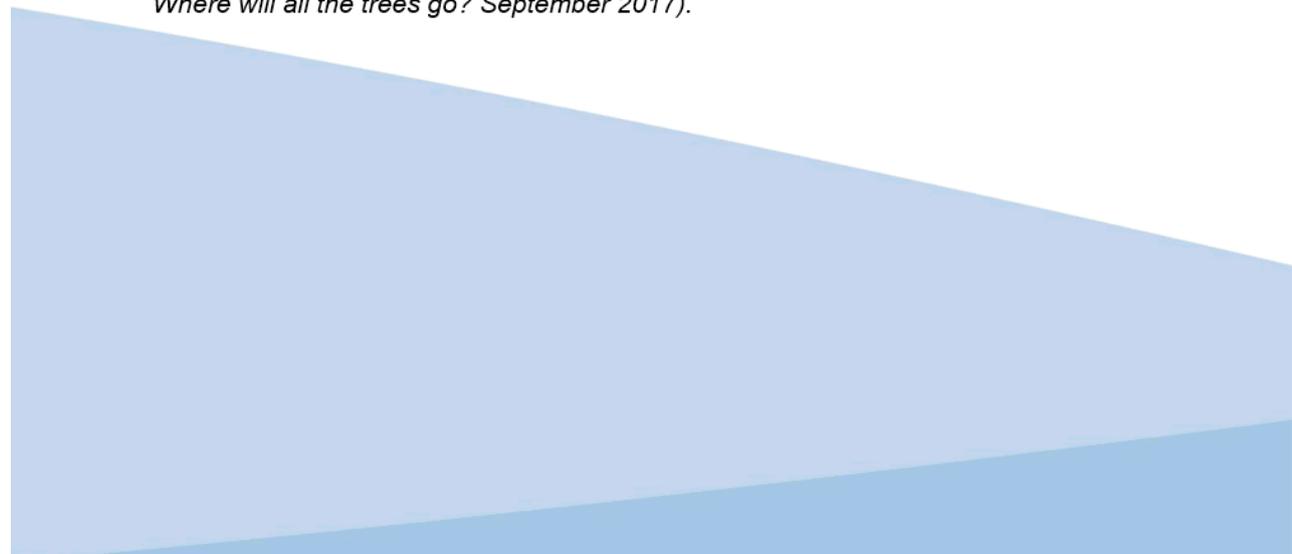


Image 3: State ranking of the most and least vulnerable local governments (2020) *Where will all the trees go?* September 2017).



In the coming decades the South West of WA will experience a changing climate. Annual rainfall totals will continue to decrease; whilst frequency and intensity of storms, heat waves and bushfires will increase^{vi}.

As the density of urban development escalates, the maximum summer temperatures in our suburbs will increase. This increase in temperatures is exacerbated where hard paved surfaces prevail and there is little vegetation to cool the area through shade and evapotranspiration. This increase in air temperature is known as the 'Urban Heat Island effect'^{vii} and can have adverse effects on the health of young children and the elderly.

One of the primary means of reducing the impacts of the Urban Heat Island effect and therefore increasing liveability in an area is to increase the tree canopy cover to provide shade, reduce surface temperatures, and mitigate heat stress. Trees also act as natural air-conditioners by transpiring water vapour into the surrounding air.

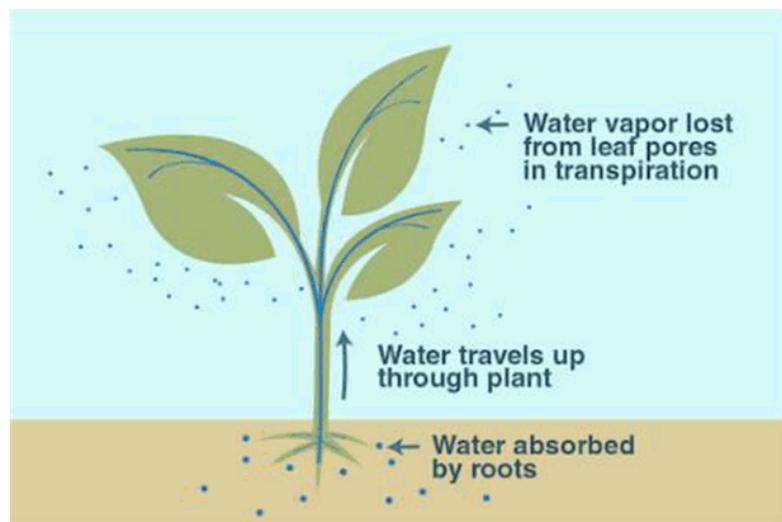
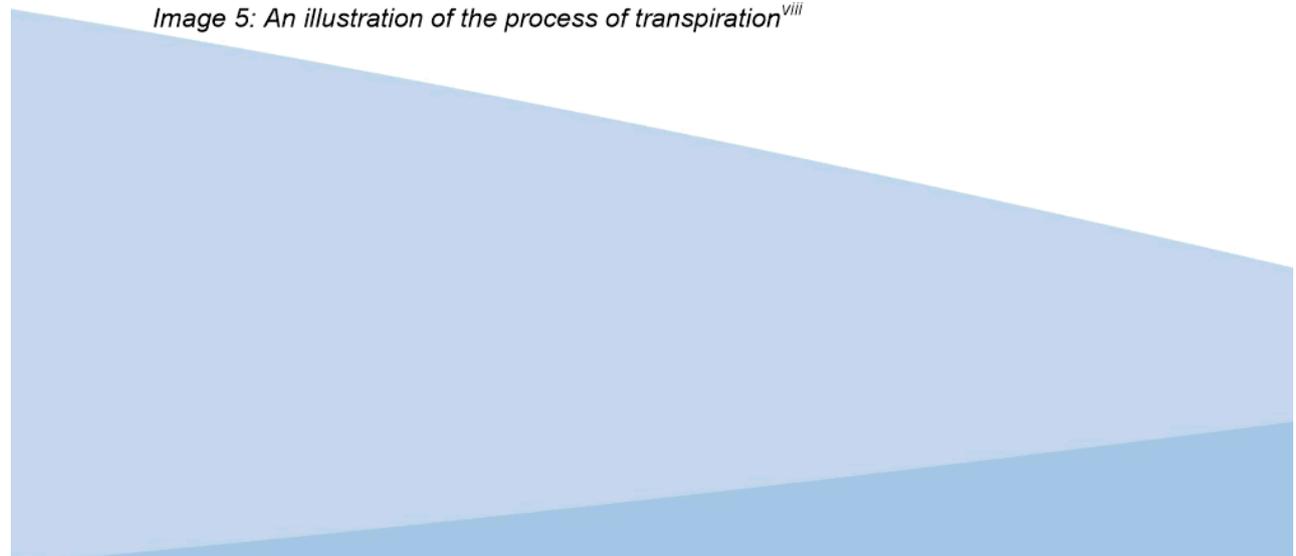
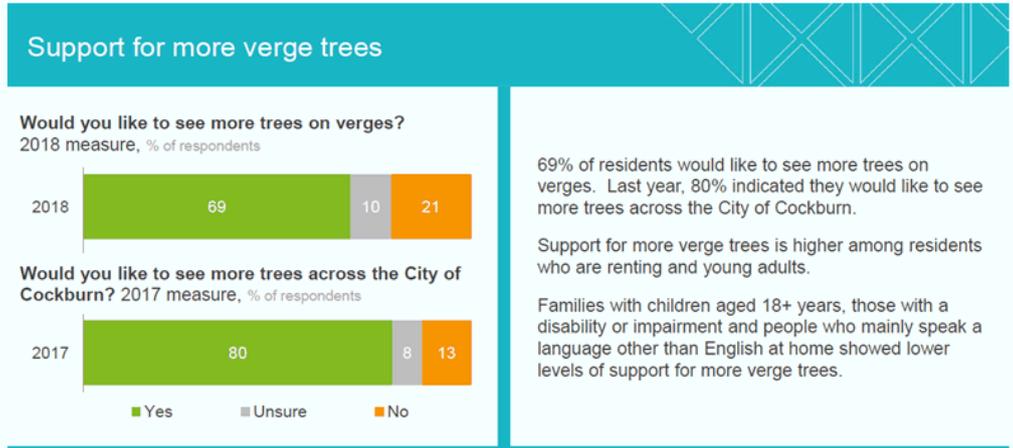


Image 5: An illustration of the process of transpiration^{viii}



There is strong support in the Cockburn community for trees in Cockburn. In the 2018 Community Scorecard, 69% of residents indicated they would like to see more trees on verges. In the previous survey (2017), 80% indicated they would like to see more trees across Cockburn.



Variances across the community

% yes

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Born overseas	NESB	East Ward	Central Ward	West Ward
69	68	76	65	72	70	74	71	65	57	76	69	64	57	69	59	65	71	74

Q. Would you like to see more trees on verges?
Base: All respondents, excludes no response (n = 422)

CATALYSE 70

Image 6: Support for more verge trees. Community Scorecard 2018, Catalyse.

4 Urban Forest Benefits

Urban forests provide an opportunity to improve the liveability of our cities and protect against future vulnerability to an increasingly changing climate. Trees and shrubs provide many economic, environmental, social, physical and mental benefits. The City of Cockburn *Street Tree Master Plan* identifies a broad range of benefits, some of which are detailed below.

Lowering City temperatures and reducing urban-heat-island-effect.

Trees provide shade and cool the surrounding air helping to reduce maximum summer temperatures. Consequently trees can reduce energy costs by cooling buildings up to 8° from shade and evapotranspiration^{ix}.

Urban heat - Surface temperatures on a 42 degree day



Image 7: Urban heat – surface temperatures on a 42 degree day. City of Cockburn Street Tree Master Plan

Contributing to critical ecosystem services

Trees function as a key element in urban ecosystems by helping to capture and filter storm water, improve air quality by removing dust and particles, and sequester carbon from the atmosphere helping to mitigate the effects of climate change.

13

Improving health and wellbeing

Urban forests are essential to our health and improve our overall sense of wellbeing. Research from the University of Western Australia concluded that for every one percent increase in canopy cover over streets there is a four percent increase in the likelihood of people walking them^x. This study also indicates that leafy streets correlate with better mental health and an improved sense of safety.

People living in greener neighbourhoods are not only more likely to exercise, a thriving urban forest can also have psychological benefits by reducing stress through providing spaces for relaxation and opportunities to connect with nature.



*Image 8: Proximity to nature is beneficial for mental and psychological health.
Mortlock Street, Hamilton Hill*

Increasing amenity and property values

Well-designed spaces with tree canopies transform the urban environment and increase the value of social amenity. Mature trees improve aesthetics and foster a greater sense of connection to places by providing a sense of continuity and history.

Statistical analysis conducted by the University of Western Australia (UWA) shows that property values increase by about \$17,000 when an established street tree is located on the adjacent verge^{xi}. The UWA study assessed the value of urban trees in 23 suburbs of the Perth Metropolitan Area and found that trees on street verges provide a variety of benefits to urban residents that are reflected in the dollar value of residential properties. The study also quantifies the degree to which different tree species are more and less attractive to residents.

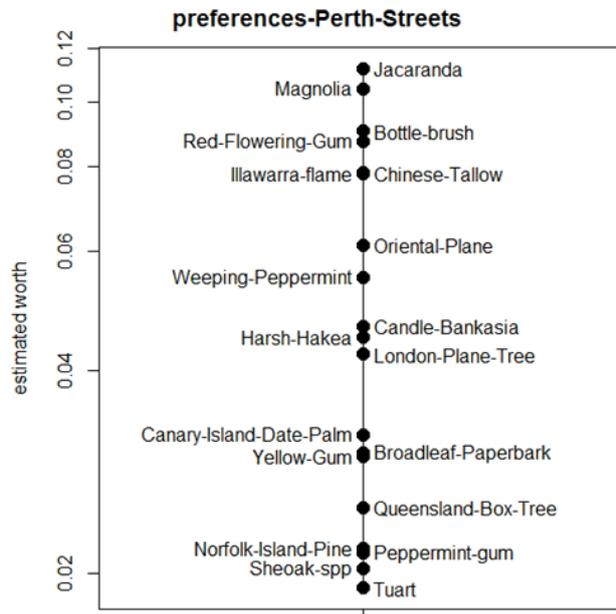
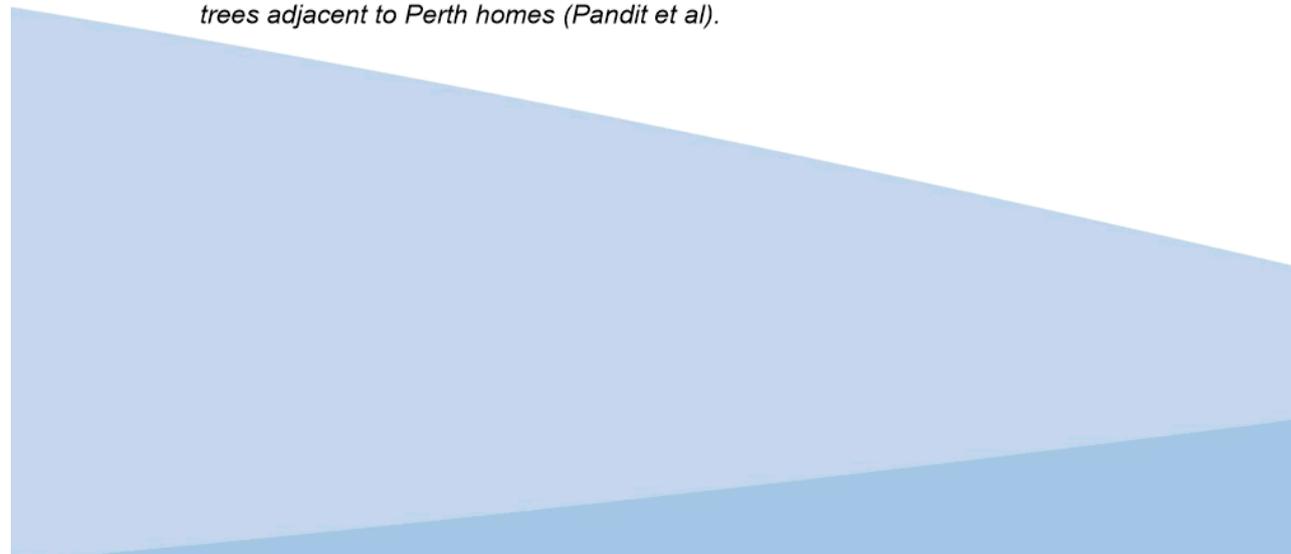


Image 9: Statistical analysis of the relative attractiveness by species of street trees adjacent to Perth homes (Pandit et al).



15

Enhancing biodiversity and ecological corridors

With urban development our environment has become increasingly fragmented resulting in loss of natural habitats and a decline in biodiversity. With over 320 parks and 61 bushland reserves, Cockburn has an opportunity to link these green spaces via a network of tree-lined streets to provide a route for fauna movement and improve amenity across the City.

These ecological corridors are important as they provide shelter and food for wildlife. The urban forest tree planting program can be designed to create important links between the City's open spaces which enhances the ability for birds, insects, reptiles and other wildlife to flourish. These links are vital for ensuring that genetic diversity and genetic viability is maintained across the City.

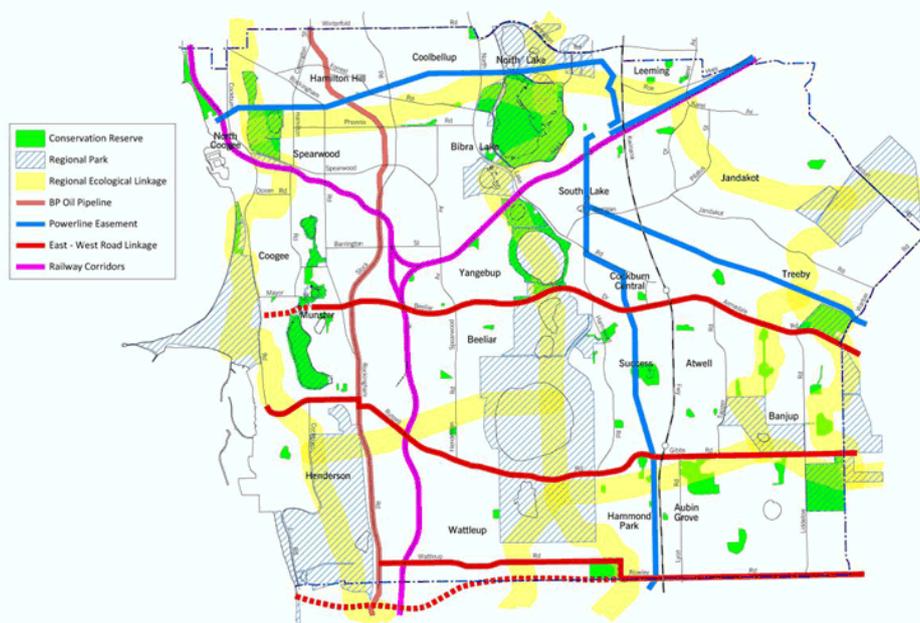


Image 10: Potential and existing ecological corridors in the City (Natural Areas Management Strategy 2012-2022 5 year review)

Native trees provide important habitat for native Australian wildlife. As trees mature, their branches begin to grow horizontally which not only provides more shade, but is attractive for birds to use as perches and nesting platforms. It is estimated that around 300 of Australia's vertebrate species^{xii} such as possums, owls and bats use the hollows in mature trees as places to roost and nest.

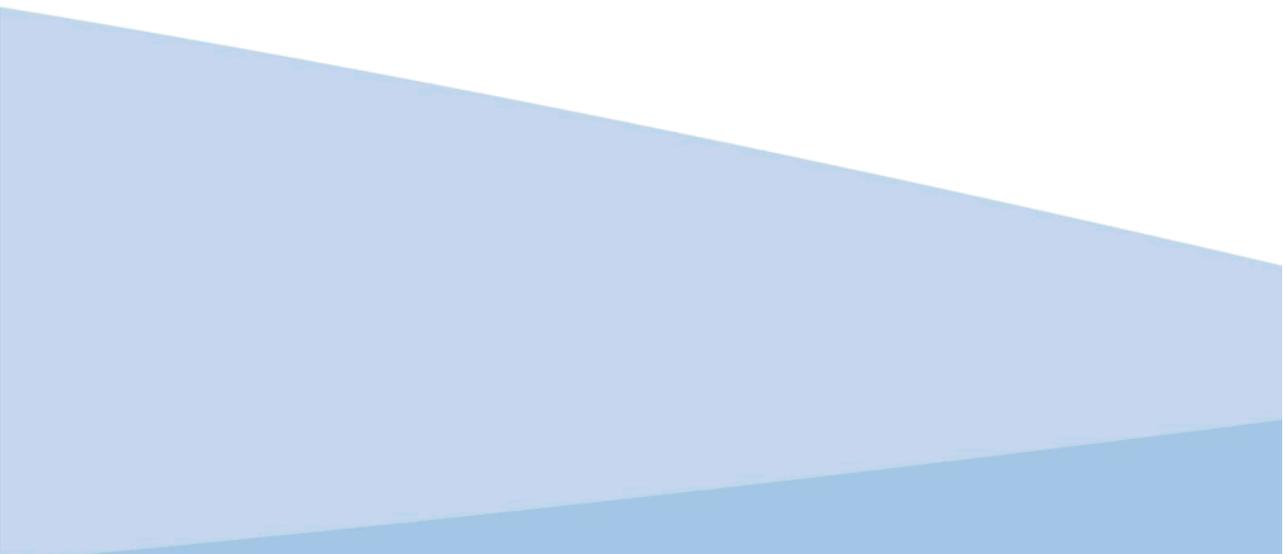


5 Scope

The Urban Forest Plan scope can be summarised as follows:

- **Includes**
 - Trees in streetscapes,
 - Trees in public open space (parks and around sports ovals)
- **Promotes**
 - Tree canopy cover to commercial, industrial and residential properties
- **Does not include**
 - Environmental reserves

Although environmental reserves contribute to 17% of the existing urban forest in Cockburn, these reserves are already vegetated to 58% of their surface area (refer section 7). The management of these areas is addressed in the City of Cockburn's *Natural Area Management Strategy 2012 – 2022*^{xiii}. Consequently Environmental reserves are excluded from the scope of this plan.



6 Strategic Alignment

- 

Strategic Community Plan
Council 's overarching document. Identifies the community's aspiration for more trees, streetscape and public open space improvements.
- 

Workforce Plan
The Workforce Plan informs both the Strategic Community Plan and Corporate Business Plan. Allows the City to set priorities within its resourcing capacity.
- 

Public Health Plan
Supports a network of tree lined streets. Objective 5 seeks to provide functional, accessible and active Parks to encourage walking and physical activity.
- 

Policies
Both State and Cockburn policies contain directions to increase and preserve the City's trees. Including PSEW 15, LPP 5.18 , LPP 1.2, AEW 1, LPP 5.15, Liveable Neighbourhoods and Directions 2031.
- 

Long Term Financial Plan and Corporate Business Plan
Allocation of resources and establishment of annual budgets .
- 

Public Open Space Strategy 2014 – 2024
Guiding document for the management and public open space and streetscapes.
- 

City of Cockburn Town Planning Scheme 3.
Requires commercial and industrial developments to provide shade trees in car parks.
- 

Street Tree Master Plan
Provides guidance on suitable tree species and creates the mechanism by which the City can ensure new developments leave a sustainable legacy of leafy streets.
- 

Natural Area Management Strategy 2012 – 2022
Identifies ecological corridors. Commits to revegetate a minimum of 2.5ha bushland per annum which in turn increases the canopy cover of natural bushland
- 

Sustainability Strategy 2017 - 2022
Provides a reporting mechanism (State of Sustainability report) to track progress against the Urban Forest Plan targets.

7 Current Vegetation and Canopy Cover

The urban forest encompasses all vegetation growing within the City. This includes shrubs (up to 3 metres) and the tree canopy (above 3 metres) on both private property and land managed by the City.

Vegetation Cover refers to vegetation in all height classes (trees and shrubs)

Canopy Cover refers to vegetation above 3m (trees)

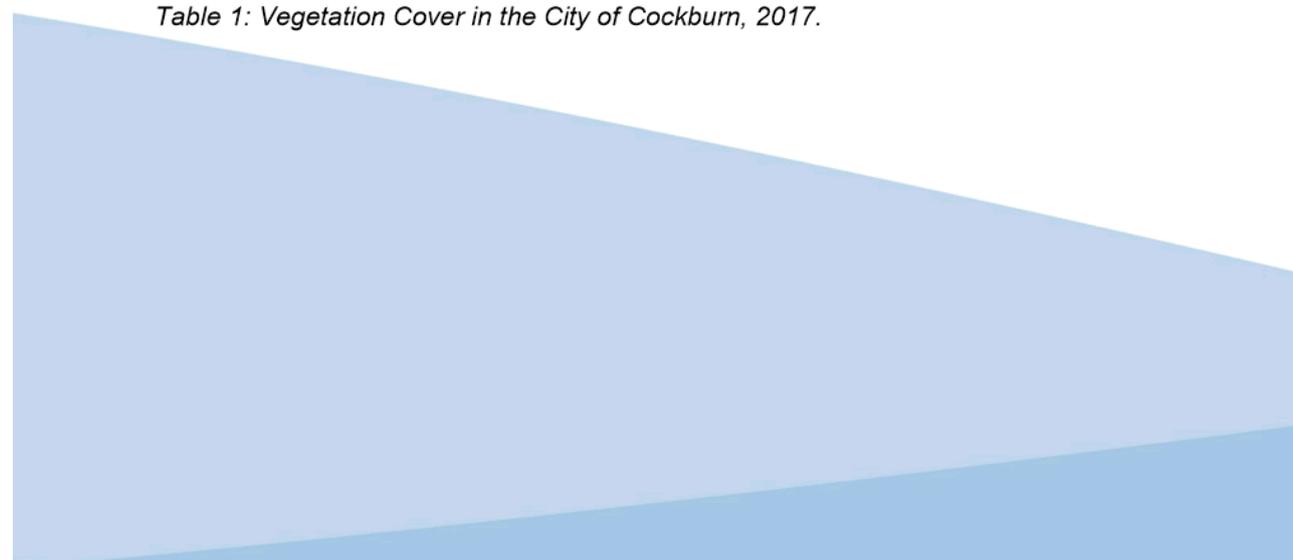
7.1 Vegetation cover

In 2017 the City’s GIS team used remote sensing information techniques to map the tree and shrub canopy within the City. Remote sensing is the acquisition of information from a distance such as data from satellites and aerial photography. This method of mapping the City’s vegetation cover includes vegetation in all height classes (trees and shrubs).

The following table is a precis of the City’s vegetation cover study (trees and shrubs).

Land Classification	Area (sq km)	Vegetation cover (sq km)	Vegetation cover by land class (%)
Environmental Reserves	6.89	4.05	59
Parks and Sporting Reserves	4.77	1.40	29
Road Reserves (Streetscapes)	17.02	1.86	11
Private, commercial, industrial and state government land	113.69	30.14	26
City of Cockburn Total	142.4	37.469	26

Table 1: Vegetation Cover in the City of Cockburn, 2017.



This analysis of the City's urban forest indicates that 59% of environmental reserves and 29% of Parks and Sporting Reserves are covered by trees and shrubs. Only 11% of the City's road reserves are shaded by vegetation, which appears to present an opportunity to improve streetscape with trees.

The entire local government area of Cockburn has a total vegetation cover of 26%. This means that 74% of Cockburn is without natural shade. Image 9 below illustrates the quantity of vegetation cover by land class. Currently, 20% of the City's urban forest is within land under the City's operational control (parks, sports ovals, environmental and road reserves). Eighty percent of the urban forest is on private and state land which highlights the vulnerability of the urban forest to future development.

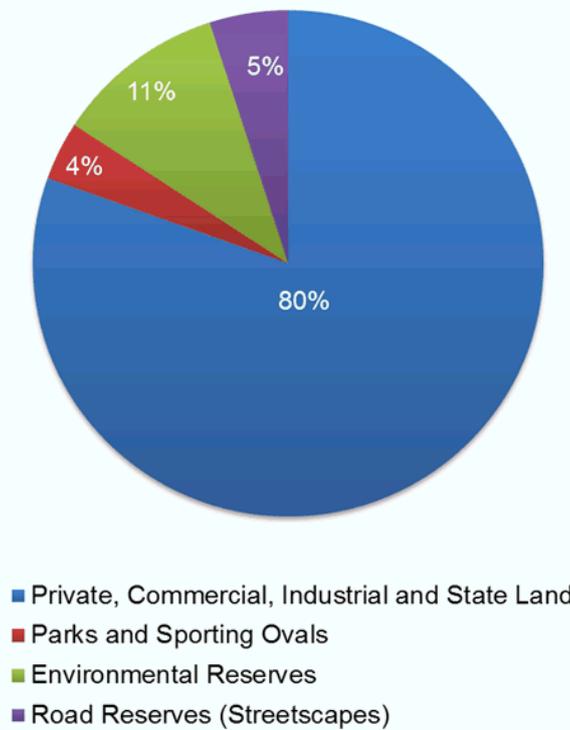


Image 11: City of Cockburn vegetation cover (%) by land classification.

7.2 Canopy Cover

CSIRO have developed a three dimension high resolution digital photography product called *Urban Monitor* which provides data on the canopy cover for vegetation above 3 meters.

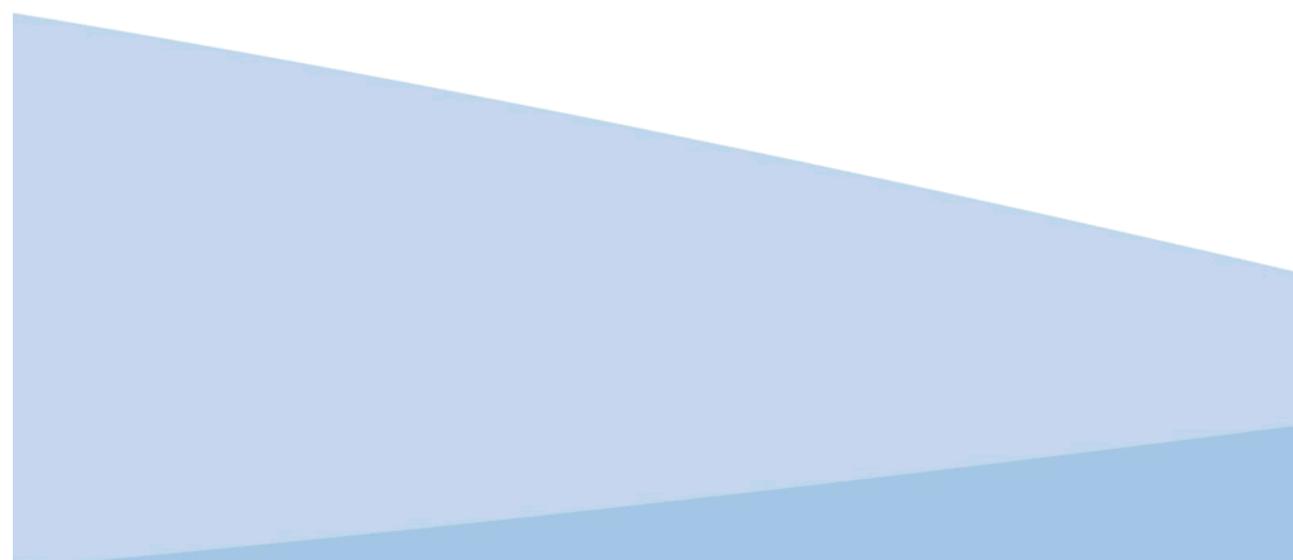
	Area (sq km)	Vegetation cover (trees and shrubs)	Shrub Cover (0-3m)	Canopy cover (Trees 3m+)
City of Cockburn Total Area	147.42	26%	15%	11%

Table 2: Canopy Cover in the City of Cockburn, Urban Monitor CSIRO 2016.

Whilst 26% of Cockburn is covered with vegetation, only 11% of the canopy is above 3 meters. This represents a significant absence of mature trees across the City.

The *Urban Monitor* data set has been useful to establish baseline information on canopy cover; however the City doesn't have assurance as to when the next data set will become available as *Urban Monitor* is subject to funding. The data set is also defined differently as it incorporates some of the City's lakes and water bodies which affect the total area monitored.

Therefore, it is recommended that the City acquire LiDAR data every 5 years and Near Infrared Imagery annually, to monitor canopy cover and measure change in the urban forest canopy.



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8 Street Trees

There are 38,162 City-owned street trees in Cockburn. These valuable assets are estimated to be worth over \$137.5 million, with this value increasing annually as the trees grow in size.

The City's street tree value is calculated using the Helliwell tree valuation system^{xiv} which is used worldwide for assessing the amenity value of a tree. This system assesses the visual contribution each tree makes by evaluating each trees

- Size
- Health and condition
- Species, and
- Suitability for the location.

The Helliwell system enables the City to attach a monetary value to each tree which can be used to receive compensation for the loss of amenity due to construction activities within the road reserve, vandalism by third parties and development projects on City managed land. The Helliwell system values the average street tree in Cockburn at \$3,605 with some trees exceeding \$35,000 in asset value

Additionally street trees generate an enhanced economic value to adjacent homes, and contribute to wellness with a return of about \$117,000 in benefits over its lifespan^{xv}, providing a high return on investment.

8.1 Tree Inventory

The location and a description of all the City's street trees are displayed on the City's Intramaps system under the Urban Forest module. The City's GIS system records the following information on all the City's street trees:

- Location
- Species
- Canopy size
- Height
- Photographic appearance
- Valuation
- Health, and
- Condition.

As new trees are planted, the corresponding information is uploaded to the City's tree database. This information is used to calculate the following information pertaining to the City's urban forest:

- Tree population
- Species diversity
- Tree health target, and
- Future street tree planting opportunities.

8.2 Street Tree Planting Opportunities

In 2014 an audit of the City's street trees was undertaken with the information displayed on the City's GIS Module. The survey recorded 24,390 residential lots which had no adjacent street tree providing the opportunity for planting following analysis of the road reserve constraints.

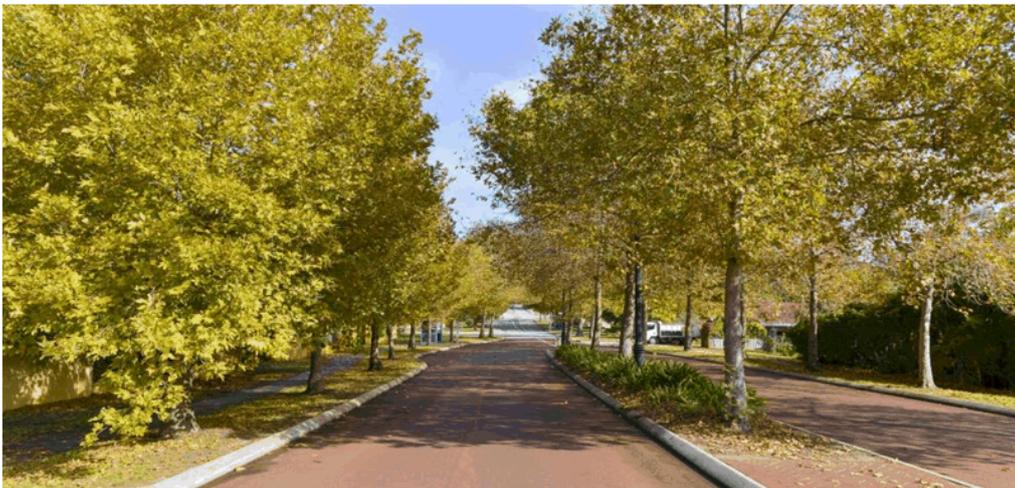
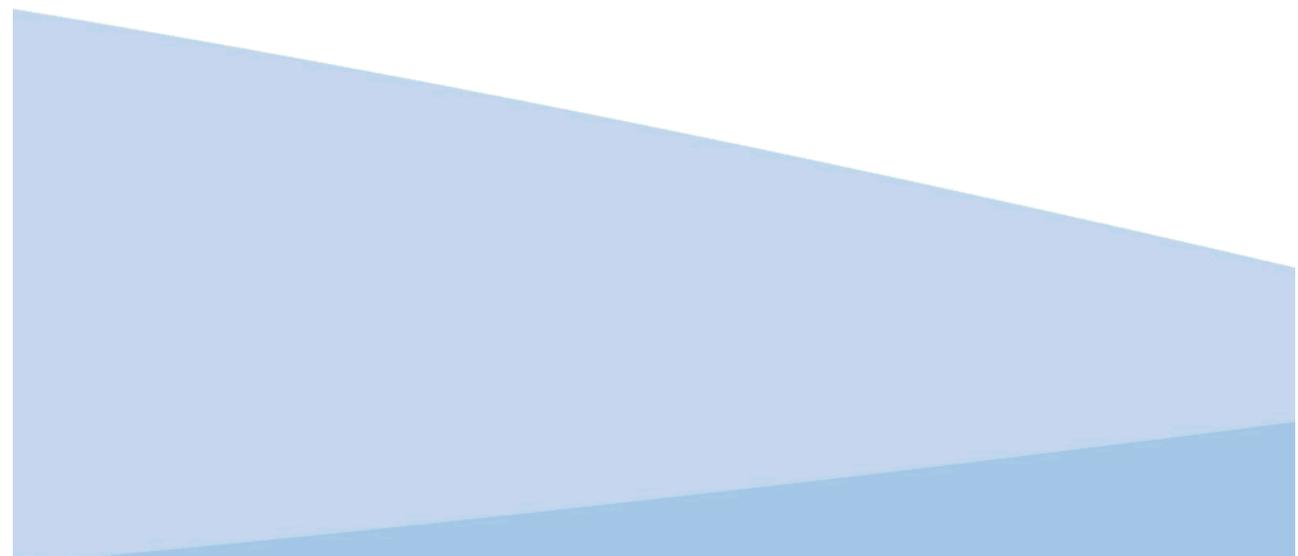


Image 12: Coolbellup Entry Statement, Waverly road



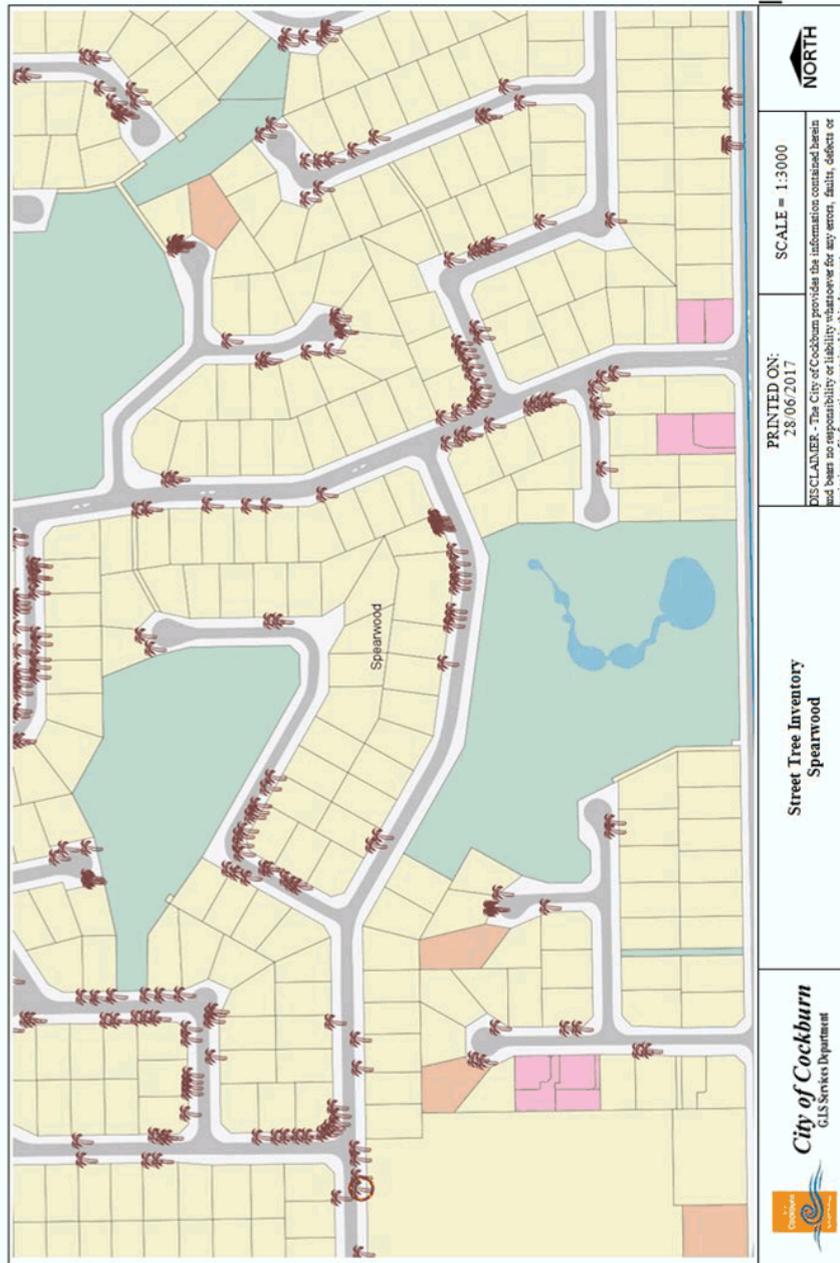
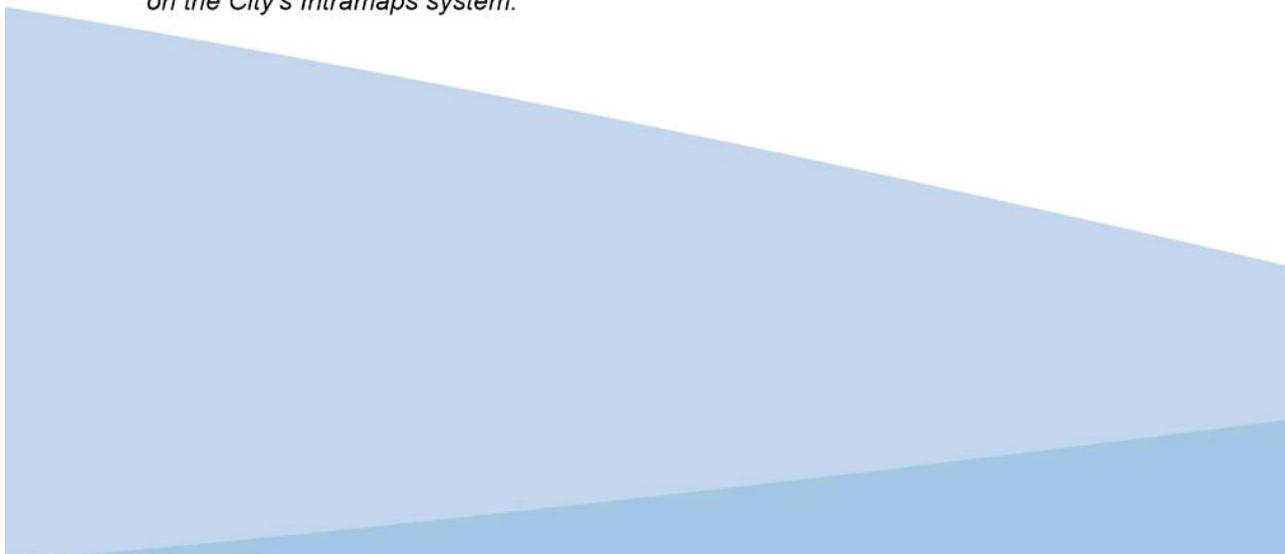


Image 13: Snapshot of the City's Street Tree Inventory on Intramaps (select Urban Forest' module). Each 'palm' symbol represents a tree on the database.

STREET_TREES	
Botanical Name	Angophora costata
Genus	Angophora
Common Name	Smooth Bark Apple Myrtle
Species	Costata
Type	Aunative
Power Lines	STREET
Approx Height m	8
Canopy Spread m	4
Canopy Height m	5
Diameter mm	300
Tree Age	MATURE
Tree Health	GOOD
Tree Structure	FAIR
Tree Status	Existing
Verge Cover	TURF
Problems	1
Comments	
Poss Significant	0
Alignment	Alignment
New Tree Value	0.00
Works Required	No
Works Completed	No
Works Compl comments	
Valuation of Asset	7239.24
Size of Tree	2

TREE_PROBLEMS		1 OF 1
WORKS_REQUIRED		
1 OF 1		
Tree Number	849	
Comments		
Work Required 1	No Work Required is recorded.	

Image 14: Corresponding information displayed for each tree on the Street Tree Inventory on the City's Intramaps system.



8.3 Street Tree Species Diversity

The City's urban forest is varied and diverse with over 250 different species from a broad range of genus. While this species mix contributes to a resilient urban forest, it has been noted that the older streets in Cockburn were planted without a common theme. Avenue planting themes are popular in newer developments with species such as the London Plane Tree and WA Peppermint, which add character to the streets and create more pedestrian friendly neighbourhoods.

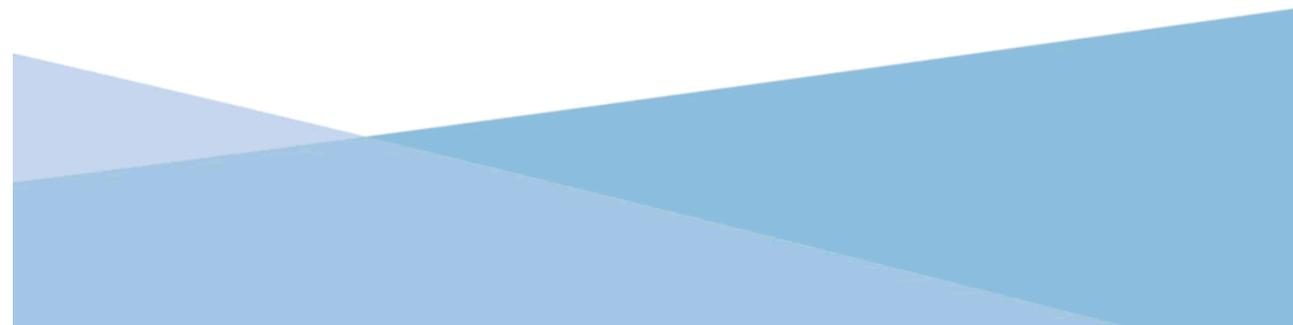
The most prevalent tree species in Cockburn's streetscapes are the WA Weeping Peppermint (*Agonis flexuosa*), and Kings Park Special Bottlebrush (*Callistemon spp.*). Four out of the five most prominent species are West Australian native trees, representing 17% of the total street tree population together.

Top 5 most prominent trees in Cockburn streets:

WA Peppermint	5.5%
Weeping Bottlebrush	5%
European Olive Tree	4.9%
Eucalyptus Tree	3.6%
Broad Leaf Paperbark	2.9%



Image 15: WA Peppermint Trees along The Grange, Beeliar



Currently 45% of street trees in Cockburn are from the botanical Family Myrtaceae (the myrtle family) as illustrated in image 14 below.

The Myrtle Family includes all Eucalyptus, Melaleuca, Callistemon, Agonis species and many more. Species from this Family have been traditionally planted within streetscape environments due to their availability and robustness compared to other tree species.

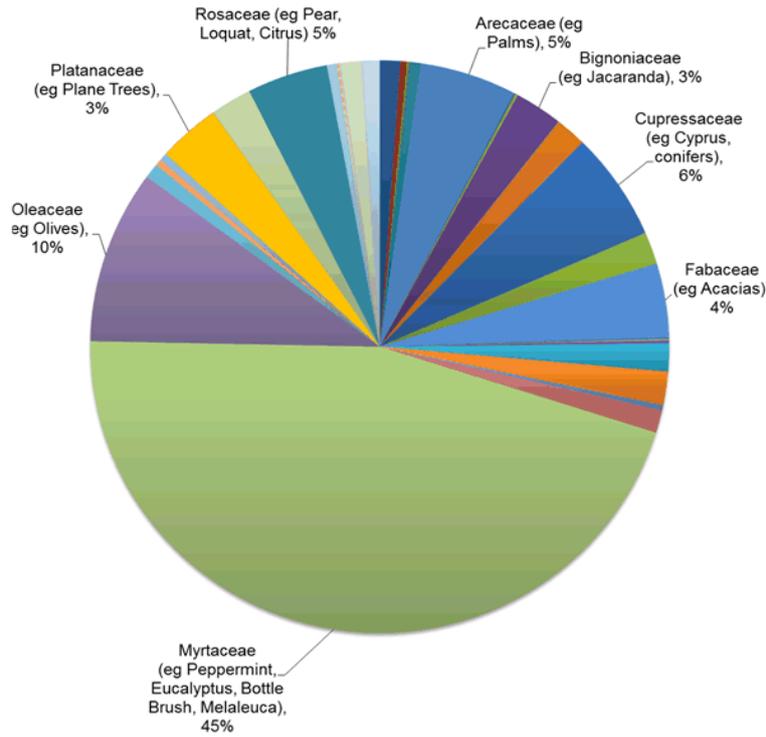
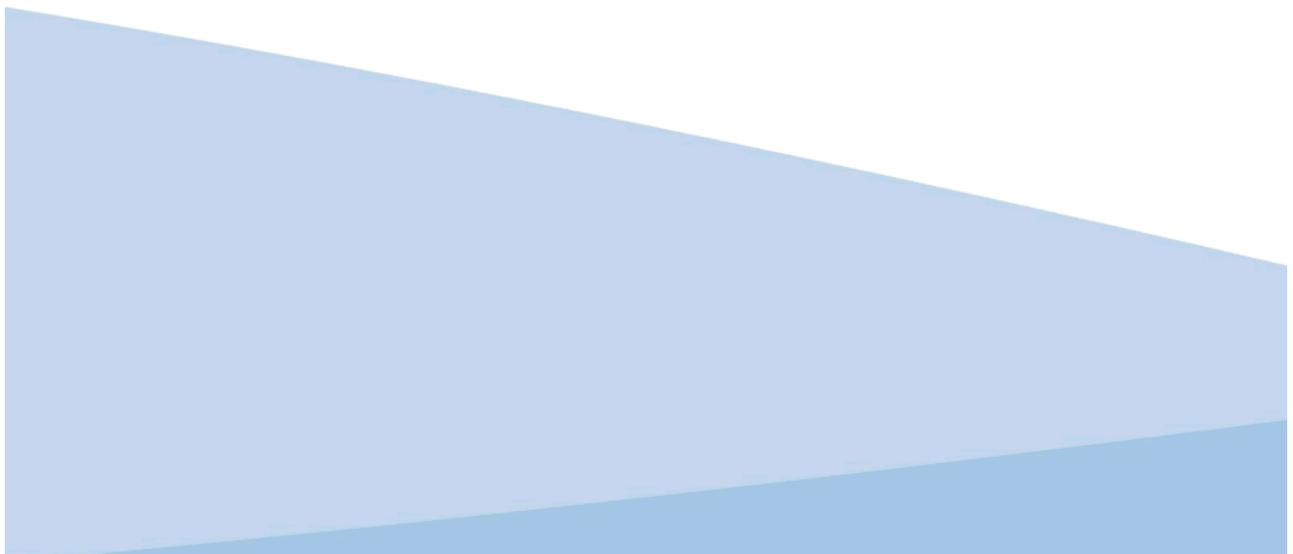


Image 16: Diversity of Street Tree Species in Cockburn, by Family classification



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Trees from the Myrtaceae family have recently become prone to Myrtle Rust disease (*Puccinia psidii*). This is a fungal infection which leads to decline or even sudden death of mature trees in this family. Reliance on this family of trees for street trees will leave the urban forest vulnerable to widespread loss of trees should Myrtle Rust establish a presence in the City's streets and parklands.

As the Urban Forest Plan seeks to increase the number of street trees, it is important that the City maintains a diverse mix of tree species, whilst creating more tree avenues to achieve the greatest environmental and health benefits for the community. Having a diverse palette of tree families and species will ensure resilience from pests and disease and provide an enhanced robustness to withstand future threats.

8.4 Concerns Regarding Street Trees

The urban forest is vulnerable to a range of threats including loss of trees due to pests and diseases, vandalism, during building construction, extreme weather events arising from climate change, and natural attrition due to ageing of trees.

Trees also have the potential to create a number of issues. Some key concerns include:

- Tree roots lifting and breaking paths, driveways, fences, and roads
- Potential tree or branch failure which may cause damage or injury
- Leaf, seed capsules and bark litter can create the perception of mess, and can block gutters on buildings.

Another issue that impacts the location and management of trees within streetscapes is overhead power lines. The alignment agreed with utility providers for street trees is 2.7m from the front of the adjacent private property boundary^{xvi} which is also the alignment for overhead powerlines. This limits trees planted under powerlines to smaller species with less effective shade canopies.

A *Street Tree Master Plan* has been developed to identify strategies to help manage the above challenges. These strategies include the following:

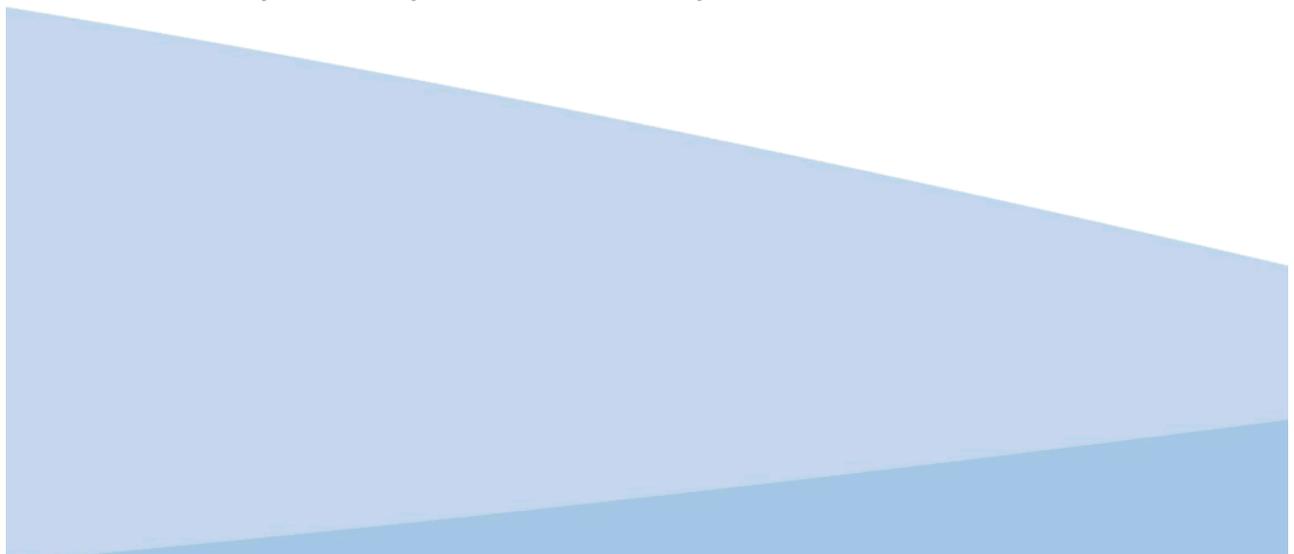
- Selection of the appropriate species for the site
- Undertaking an initial street design to locate trees at correct distances from infrastructure or provide alternative design infrastructure to suit the tree
- Ensuring trees are watered for the first three years during their establishment period

- Auditing street trees on a scheduled basis to check for potential limb failure and structural damage
- Educating residents regarding the benefits of street trees and how to contribute to the care of the street tree
- Undertaking plantings in accordance with the Street Tree Master Plan tree palette for identified zones to achieve appropriate species mix and spatial definition.

Streetscapes

Challenges identified by the community	Community Voices
<ul style="list-style-type: none"> • Overgrown trees. • Certain tree species dropping leaves and damaging properties. • Rubbish and broken glass on verges and footpaths. • Poor streetscape maintenance at shopping areas. 	<p>"Regular maintenance of parks and verges. Although they do maintain them, the frequency isn't enough and at times they are well overgrown and very untidy."</p> <p>"Need to trim trees, shrubs (for health and safety of ratepayers)."</p> <p>"The street verges and middle islands on main streets with more plants/trees."</p> <p>"Planting more appropriate street trees that can exist with residents and not make life a living hell for several months of the year."</p> <p>"Flame Tree leaves and roots destroying yards, gutters, reticulation systems, driveways, etc. Pull them down and replace with natural smaller trees."</p> <p>"Verge street tree species selection. Northern hemisphere deciduous species have, and will continue, to cause frustration to households due to the tree's messy leaf drop and invasive root habits. More consideration should be given to the use of medium size local native trees that flower, so attracting birdlife into our suburbs."</p> <p>"More street trees on verges, encourage people to ask for a tree. Especially shady ones, provides relief in summer, encourage bird life, and improves a streets appeal 100%, cools houses, shades garden (less water used in long run)."</p> <p>"Rubbish everywhere. When I go for my Saturday morning walk to collect the paper I take a large bag. By the time I get to the shop it is absolutely full of garbage... Now I don't know the solution, teach it in school, educate the parents, promote clean living."</p> <p>"Cleanliness of the streets and footpaths. Everyday I walk past broken bottles and glass in the middle of footpaths."</p> <p>"Improving with shop keepers efforts to keep clean and tidy the streetscape in front of outside shops, we see cigarette butts, food and drink containers lying around - no civic pride by shop owners to promote a clean access."</p>
Actions suggested by the community	
<ol style="list-style-type: none"> 1. Regular tree maintenance. 2. Greater consideration of street tree species. 3. Plant more native trees. 4. Improve rubbish removal on streets and footpaths. 5. Community initiatives to reduce littering. 6. Encourage better verge and shop front maintenance in commercial areas. 	

Image 17: Challenges and actions for streetscapes suggested by the Cockburn community. Community Scorecard 2018, Catalyst



9 Development Controls

Property developers are currently required to introduce trees and shrubs on road reserves, parkland and sports ovals through three existing regulatory controls:

- **State Planning Policy 2.9 *Water Resources* (SPP2.9)**
Concept designs must indicate integration of storm water within public open space
- **State Operation Planning Policy *Liveable Neighbourhoods* (LN)**
The 'placement' of street trees must be 'considered' in the structure planning stage of new neighbourhoods
- **City of Cockburn Local Planning Policy 5.18 "*Subdivision and Development – Street Trees*" (LPP5.18)**
Requires the provision of street trees at the rate of one tree per lot, in new developments and subdivisions.

These existing three controls have been applied with mixed success. Apart from the one tree per lot required of LPP 5.18 there is little indication what a suitable level of canopy cover is required on a street, park or sports facility. The canopy established by LPP5.18 is constrained by the crowded nature of the modern road:

- Reduced building set backs are used
- Narrow lot widths encourage paving by residents to reduce maintenance and increase car parking provisions, and
- Median strips are often required to be heavily fragmented to provide right hand turns onto the street from resident's crossovers.

For the above reasons, it is important that an agreed minimum level of canopy cover be established early in the planning process. Streets must be planned so that the lot width, verge width and carriageway are properly considered.

9.1 Structure Plans

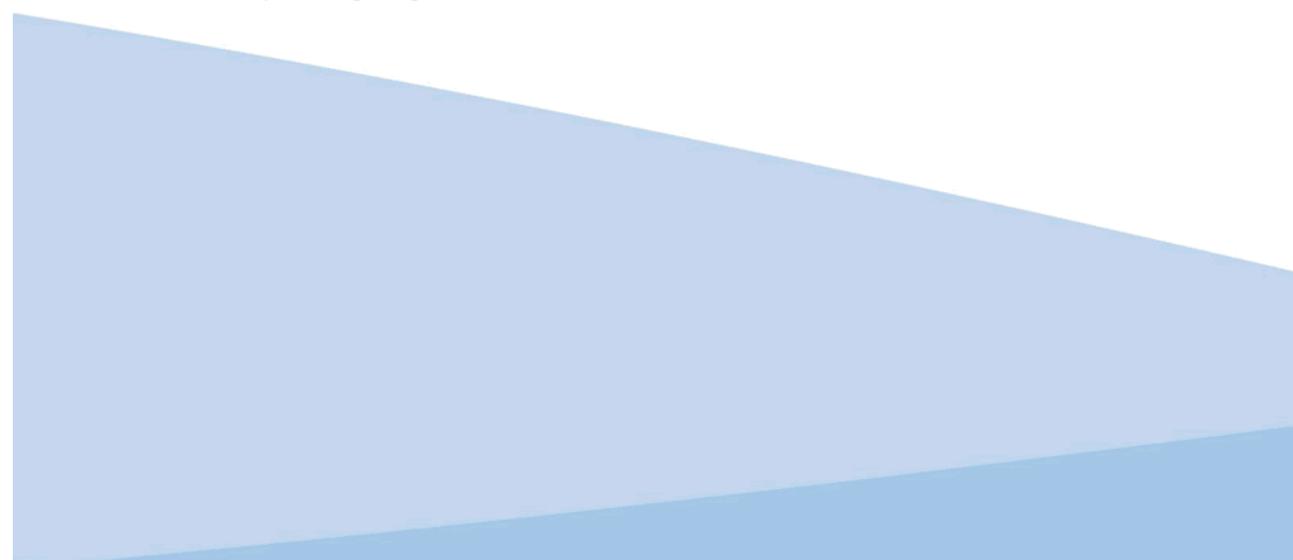
Structure plans endorsed by the City, and the Western Australian Planning Commission are used as briefing documents for the designs of future subdivisions in the structure plan area. The placement of street trees must be considered in the structure plan, however it is not mandatory. Structure plans tend to illustrate future street layouts in a singular cross section of one part of a street, which often results in an unrealistic impression of the number of street trees that the entire street can accommodate.

To enable adequate street tree provision, modifications to existing planning policies and the development of new policies is required to ensure that the coordination of elements in a street be demonstrated in plan-view as well as cross-section. The plan view must be for the length of a typical street to demonstrate how proposed road elements will function in context. Plan-view will also indicate the total canopy size that each proposed street profile can 'theoretically' provide.

Where applications submitted to the City contain designs with less than adequate shade tree provision, City officers will be in a position to require justification for non-compliance with these policies. This will encourage subdivision developers to comply with the structure plan, and assist the officers with improving the structure plan design process.



Image 18: Eucalyptus Street, Hammond Park. Opportunities for planting shade trees in this road are limited by constraints not readily appreciated in plans submitted at structure planning stage.



9.2 Town Planning Scheme

The City of Cockburn's Town Planning Scheme requires commercial and industrial development applications to include shade trees, grass and shrub planting in the design of these developments. Clause 4.9.2 implies that landscaped (planted) areas will be subject to shade over at least 50% of their area as the trees mature. Conversely, car parks are only required to be shaded by shade trees to 11.9% of the car park area. It does not specify where the trees should be planted on the lot (over the parking bays) or how they should be arranged within the car park.

Clause 4.9.2 allows a 50% reduction in the amount of the lot that should be given over to planting (from 10% down to 5%) if the adjacent verge is planted. This clause is of little value as the verges are routinely planted to improve the marketability of the lot meaning there is little reason for developers to provide the 10% on lot planting.

The absence of design performance targets in TPS3 and a general lack of appreciation of its importance in the design of streets and car parks for the City's health and wellbeing are leading to very poor outcomes. It is recommended that TPS3 is amended to identify performance indicators and require the City's statutory planners to assess the performance of the car park designs to ensure they provide adequate shade canopy.

A *Good Design Guide* for commercial development has been developed by the City in order to provide direction in terms of shade and pedestrian amenity in these environments.

9.3 Local Law 2000

The City's approval for modifications to the street verge by the adjacent property owners (including the removal of street trees) is required by section 9.4 and 9.5 of the City of Cockburn (Local Government Act) Local Law 2000 (LL2000). The local laws require that a record is kept of the nature of all consents given (plans and correspondence).

9.4 PSEW22 Streetscape Bonds

PSEW22 *Streetscape Bonds* provides a framework to protect and finance the repair of damage to the road reserve by developers of private lots, primarily in the commercial precincts. The policy enables street trees to be protected during construction in order to mitigate potential damage and avoid replacement. Amendments to this policy and increase in resources are required in order to increase the protection of street trees during development of adjacent private and commercial lots.

9.5 Policy Opportunity

As the City continues to mature and transitions to infill development there is an increasing need protect our street trees from potential damage through the construction process. It is recommended that the City develop or amend existing policies that requires a Tree Protection Plan (TPP) to be submitted by the developer before construction commences.

The policy will need to be accompanied by Tree Protection Zone (TPZ) approval processes/guidelines in conjunction with a tree bond.

10 Parks and Sports Ovals

The City of Cockburn manages over 320 parks, covering 361 hectares. The City's public open space feature great diversity, from grassed sports fields to the paved town square at Cockburn Central. In the 2018 community perceptions survey, Cockburn residents identified parks, playgrounds and open spaces as one of the most valued aspects of their local area.

At present the City does not have a complete inventory of all trees in its parks and sporting ovals. One of the recommendations of this plan is to undertake regular audits on a rotating basis of all of Cockburn parks and sporting ovals to help the City manage measure and increase its urban forest.

Once an understanding of the existing health and species of trees in the City's parks and sporting ovals has been established, a desk top exercise in nominating locations suitable for infill tree planting can be undertaken. From this the number and species of trees and their location within parks can be established and used to chart progress towards establishing the ideal tree canopy target achievable in the City's parks and sports ovals.



Image 19: Trees help create a sense of place. Lake Berrigan, South Lake



13 Objectives and Targets

The vision of the Urban Forest Plan is to create a healthy, diverse and thriving urban forest that contributes to the health and wellbeing of the Cockburn community. The objectives and targets to achieve this vision are outlined below:

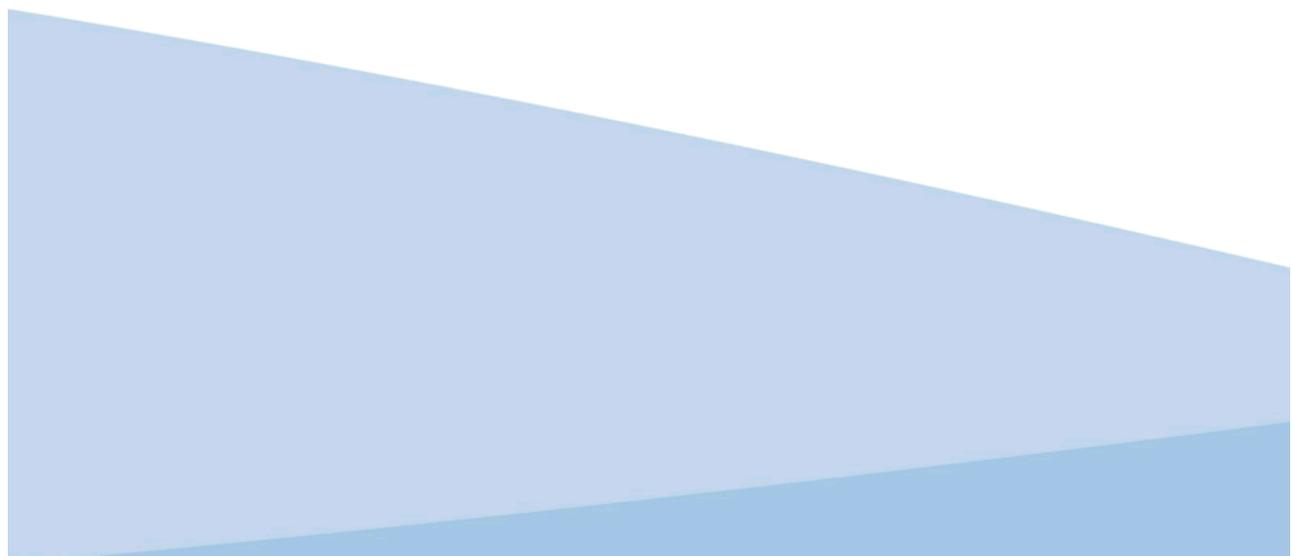
Objective 1: Implement the Urban Forest Plan

To successfully implement the Urban Forest Plan the City must develop a comprehensive urban forest program that maintains and protects the existing tree canopy while expanding it in the future. This plan identifies 6 strategic objectives and targets, accompanied by 30 actions which map a clear pathway to achieving the City's aspirations for a thriving urban forest.

The plan will direct the management of streetscapes and public open space over the next 10 years to improve liveability and wellbeing.

An Urban Forest Officer will be required to deliver the City's aspirations for an enhanced shade canopy across road reserves, parks and sporting ovals. The Officer will review, amend and create new policies that drive tree establishment within new and existing suburban environments.

The Officer will be responsible for engaging with residents, community groups, sporting clubs and corporate entities to deliver an education program and articulate the importance of trees as a highly valued asset.



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Additionally the Officer will be responsible for the following tasks:

- Establishment of the baseline data, monitoring and reporting on progress towards the targets
- Update the tree inventory database
- Oversee the audit of trees in streetscapes, parks and sporting ovals
- Establish theoretical canopy size
- Undertake thermal imaging and report on outcomes
- Integrate tree planting schedules with development proposals
- Liaise with internal stakeholders to engender tree retention
- Establish a community street tree and park planting program in addition to existing community planting events
- Establish promotional literature and videos to support community education.

Target

Appoint an Urban Forest Officer to implement the Urban Forest Plan.



Image 20: Community engagement will raise awareness on the importance of trees as highly valued assets.



Objective 2: Maintain and protect the City's existing Urban Forest

Cockburn's urban forest is a valuable asset, estimated to be worth over \$137 million in street trees alone. The maintenance and protection of these existing trees is critical to the success of this plan.

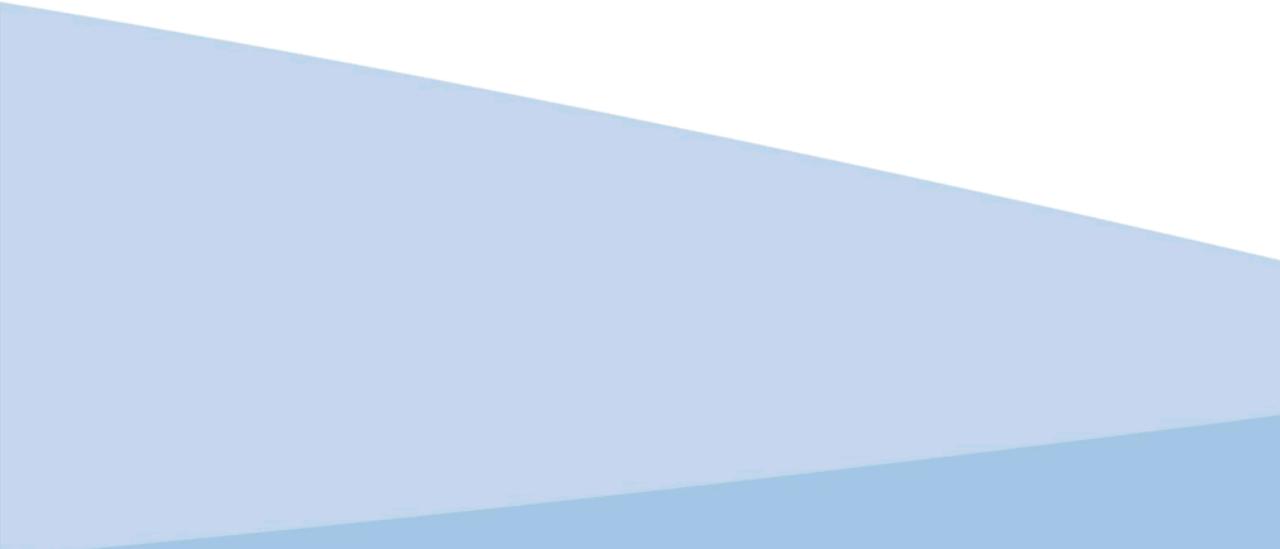
This plan sanctions changes to tree management practices including an increase in the watering regime of new trees (three times per week) to improve soil moisture and promote healthy growth during the first three years of establishment.

To ensure a thriving tree canopy the following maintenance will be undertaken as required during each watering application:

- Reshape and re-mulch bowls around trees
- Re-tie/replace stakes
- Prune trees to retain shape and remove dead foliage
- Apply slow release fertilisers every 3 months
- Record and replace trees in a deteriorating condition.

Regular health checks will also be undertaken for all trees as part of the tree audit scheduled every 5 years. A health rating of Good, Fair, Poor, Very Poor or Dead is used to describe the health condition of each tree.

Further actions to protect the City's existing tree population include a trial of root directing barriers, a replacement program for trees that are aging, inappropriate or vandalised, as well as the development of policies to strengthen the protection of trees and establish tree protection plans and zones in new developments. Additionally an investigation will be undertaken as to whether a compulsory street tree plantings can be implemented.



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In summary, the City will maintain and protect its existing Urban Forest by:

- Engaging an arborist to examine, record, and rate the health of all street streets on a five year cycle (street tree audit)
- Commence an audit of all trees in City of Cockburn POS and sports ovals.
- Improving the health of trees in streetscapes and POS by increasing maintenance and watering regimes.
- Reviewing *PSEW15 Removal and Pruning of Street Trees* to strengthen the protection of existing trees.
- Developing a policy for the application of a Tree Protection Plan for street trees adjacent to a development site
- Developing approval processes and bond amounts for Tree Protection Zones.

Target

70% of trees in the City's streets, parks and public open space to be rated as in 'Good' condition.



Image 21: A Jacaranda tree in excellent health condition.



Objective 3: Establish baseline, monitor and evaluate success

Establishing baseline data is critical to delivering the vision of the plan. The current canopy cover baseline is constrained as it includes combined data on both trees and shrubs. In order to establish a more accurate baseline of tree canopy cover (excluding shrubs) the City must acquire LIDAR data.

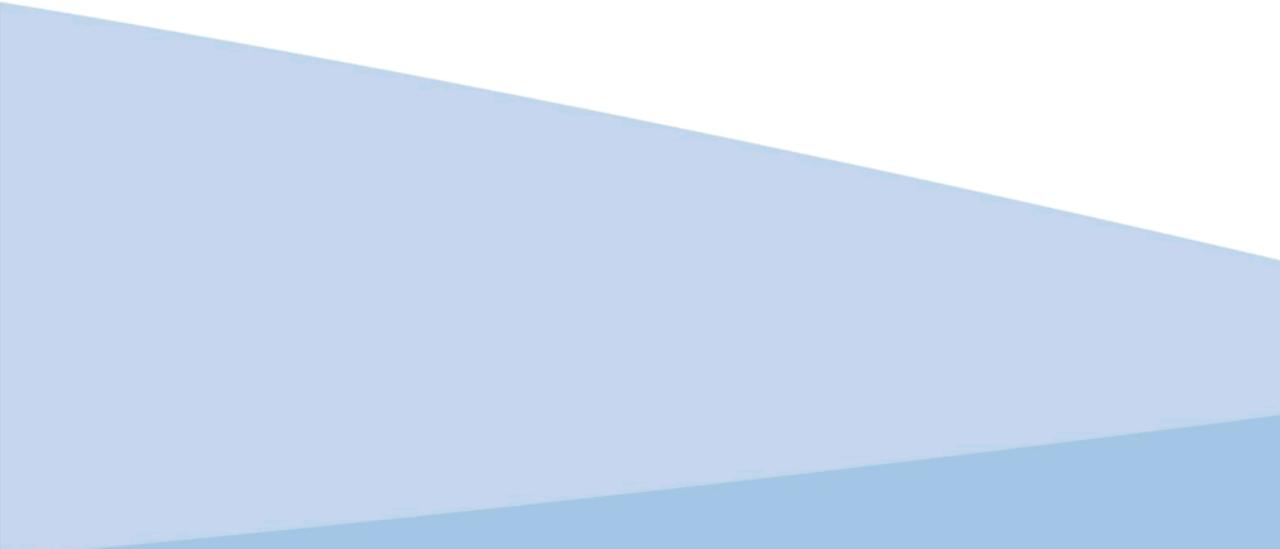
This plan commits to tree audits of the City's streetscapes every 5 years with the next audit due to be completed 2018/19. In 2020 the City will commence audits of trees in Cockburn's parks and sporting ovals. The information obtained from these audits will provide key information that is currently missing from the City's inventory. Once an understanding of the health, location and condition of existing tree species is established, infill tree planting programs can be developed and implemented.

In addition, the City will undertake thermal image mapping every 3 years to map the effect of urban heat across all Cockburn suburbs, and to monitor the ongoing efficacy of the Urban Forest Plan and identify future areas of need. This information can enable the City to identify localised hotspots to inform the City's urban forest planting schedule and prioritisation of tree plantings.

The City will track progress against the urban forest targets annually. A summary of performance, whether positive or negative, will be included in the *State of Sustainability* report. This annual reporting process allows the City to identify and assess any resourcing or other issues. The Urban Forest Plan is a long-term plan which is intended to be a 'living' document. The plan will be reviewed every four years in alignment with the City's *Sustainability Strategy* and *Strategic Community Plan*.

Target

Measure tree canopy cover and undertake regular monitoring with progress reported each year via the State of Sustainability report.



Objective 4: Increase canopy cover

Canopy cover contributes to the over-arching vision of the Urban Forest Plan. An increase in tree canopy cover will provide cooler suburbs, protect infrastructure and contribute to liveability^{xvii}.

To establish the ideal tree canopy target, the City must first understand what is achievable based on the planting opportunities available and the maximum canopy size of trees when they mature.

The best method to understand this is to develop a *theoretical* future canopy size based upon the number and the species of trees planted (using the City's tree inventory database).

The calculation of a 'theoretical maximum canopy size' will be used to establish an ideal canopy target and assess the adequacy of the planting regime in producing adequate shade. This will identify shortcomings in the proposed planting regime across the City well in advance of the trees reaching maturity and establish where additional steps will be needed to bring parity to the City's various street styles.

Classifying each species used in the City's tree database with an estimated canopy size at maturity will assist with identifying future shortfalls in canopy distribution across the City. This will complement future LiDAR aerial survey and mapping exercises.

Once the City has established a tree canopy target, the rate of planting (number of trees per annum) can be reviewed and increased if required to ensure the City achieves its goals for a thriving urban forest.

The City will increase canopy cover by:

- Establishing a theoretical maximum canopy size (based on the tree inventory)
- Establish the ideal tree canopy target for the City's streetscape, parks and sporting ovals
- Identify the rate of planting (number of trees per annum) and investment (\$) required to achieve the tree canopy target.

Target

Establish a theoretical maximum canopy size, total canopy target and implement an annual tree planting programme.



Objective 5: Link development controls to canopy targets

By engaging with the property development process at the structure planning stage the positioning, distribution and performance of trees planted in the coming decades can be assured. Linking principles and ideas for achieving a minimum canopy cover adopted at Structure Plan stage with the designs produced at the later subdivision stage will help ensure that the design of streets places trees at the centre of the design process.

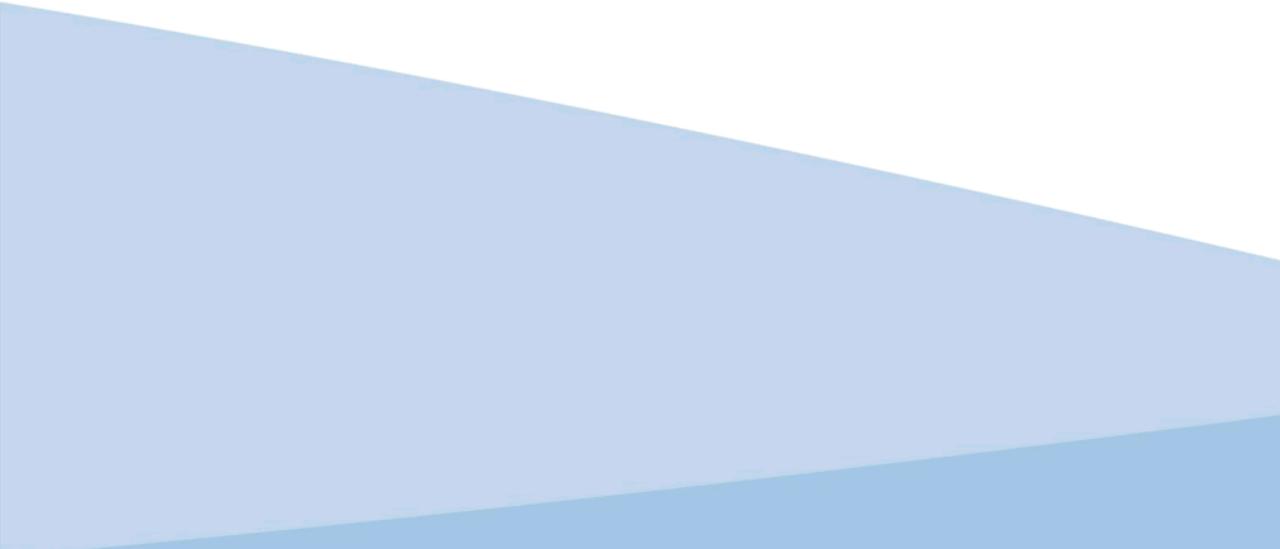
Planning policy shall be developed to ensure that the asset value of the City's street trees is recognised in the development of individual lots. Developers who choose to remove street trees will be required to compensate the City with both the asset value of the tree, cost of planting a replacement trees and the Helliwell valuation of the lost asset.

The design of large commercial and industrial car parks in accordance with a modified TPS3, and improvements to planning policies such as LPP 5.15 and LPP5.18 will enable the City to demonstrate how these large scale open areas can benefit from an improved design brief. Incorporation of Good Design Guides into the City's TPS3 and into planning policy will ensure that developers are compelled to consider these issues as part of the development application process.

Existing planning policies and processes will require modification to ensure minimum canopy rates are integrated into earliest planning stages and that these feed through to final product.

Target

Policy and development controls are implemented to increase tree shade cover in new subdivisions, private and commercial lots.



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Objective 6: Increase robustness of the City's tree population

A resilient urban forest features diversity in both the age and species mix of its trees. Cities that feature one prominent species are more vulnerable to threats from pests and disease. Diversification is a key strategy in reducing risk and the same rule applies to the urban forest.

Species Diversity

Whilst the City of Cockburn aspires to achieve strong avenue plantings, it must strategically plan its planting programs to ensure it maintains a healthy and diverse tree population.

Currently, 45% of street trees are from the family Myrtaceae, 16% are from the genus Eucalyptus species, 5.5% are *Agonis flexuosa* species, and 5.2% are Callistemon Kings Park species. It is noted that these current species mix are close to the diversity thresholds and will need to be monitored closely.

Myrtle rust has become a serious pathogen of trees in the Myrtaceae family which is caused by the exotic fungus *Puccinia psidii*. The disease can cause damage to branches and foliage, stunted growth, and death of the trees affected.

The red flowering gum (*Corymbia ficifolia*) has been known to develop Marri canker in the urban environment. There is no current cure for Marri canker and once infected it is extremely hard to eradicate. Pruning is very selective and tools need to be sterilized before and during the process. As a result the City is restricting the planting of this tree species to reduce our vulnerability and protect the urban forest.

Species Robustness

Many species used in the City's streets have been proven to be less than robust when considering the increased mean annual temperatures predicted by climate change studies. Trials shall be undertaken to identify likely suitable replacement species for the City's vulnerable species.

Target

The urban forest will be composed of:

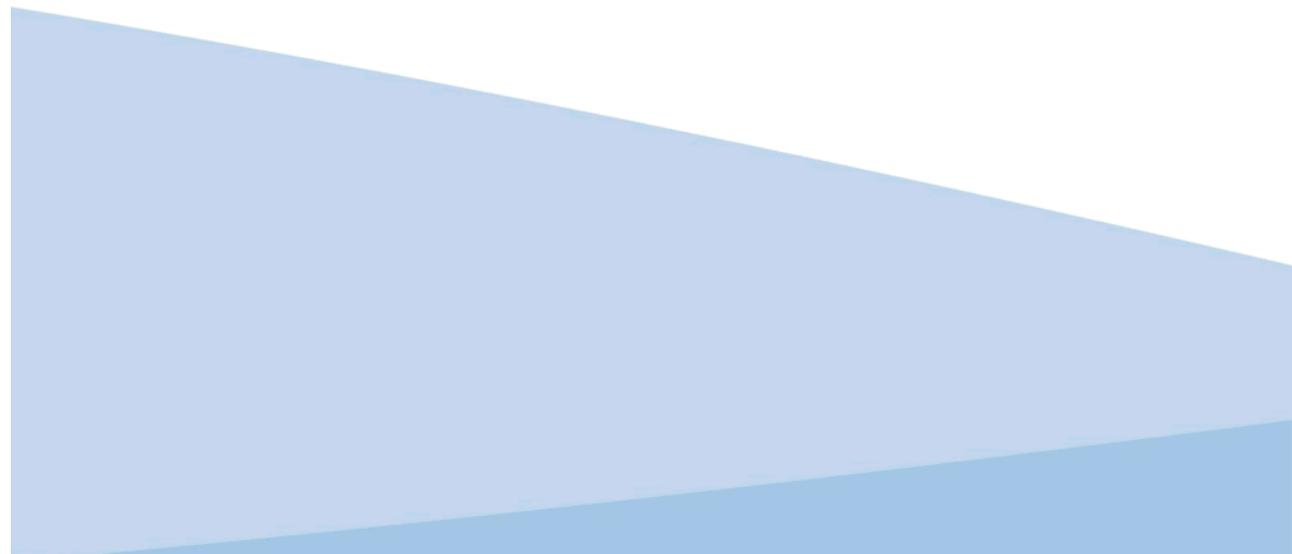
- No more than 50 percent of trees from the same family
- No more than 20 percent of trees from the same genus
- No more than 10 percent from the same tree species

14 Action Plan

This action plan sets out 30 key performance indicators that will enable the City to work toward the objectives and targets set out in the Urban Forest Plan. Actions have been identified for the next 5 years, and will be reviewed in 2022 in line with the next Strategic Community Plan review.

Objective 1: Resourcing & Education

	Action	Measure of Success	Funded	2018/19	2019/20	2020/21	2021/22	2022/23
1.1	Appoint an Urban Forest Officer (UFO)	Workforce plan amendment.	x		✓	✓	✓	✓
1.2	Prepare a suite of educational tools to promote the value and benefits of the Urban Forest Plan	Information tools developed	x			✓	✓	✓
1.3	Develop and implement a community street planting program which engenders ownership of street trees	Community planting programs commenced	x			✓	✓	✓
1.4	Develop and implement a program that encourages private property owners to plant and maintain trees to increase canopy cover	Program implemented and targets set	x			✓	✓	✓



Objective 2: Maintain and Protect the City's existing Urban Forest

	Action	Measure of Success	Funded	2018/19	2019/20	2020/21	2021/22	2022/23
2.1	Review <i>PSEW15 Removal and Pruning of Street Trees</i> to strengthen the protection of existing trees	Revised Policy adopted by Council	✓	✓	✓	✓	✓	✓
2.2	Investigate the implementation and enforcement of compulsory street trees.	Investigation completed	✓	✓				
2.3	Develop policy requiring the application of a Tree Protection Plan (TPP) to street trees adjacent to a development site	Revised Policy adopted by Council	✓	✓	✓	✓	✓	✓
2.4	Develop approval process and bond amounts for Tree Protection Zones (TPZ)	Revised Policy adopted by Council	✓	✓	✓	✓	✓	✓
2.5	Develop program for pruning of street trees under powerlines and disseminate information	Program developed and marketed	✓		✓			
2.6	Review and update street tree watering tender to incorporate maintenance of each street tree over a 3 year period. Implement upon existing tenders cessation	Tender reviewed and adopted by Council.	✓	✓				
2.7	Increase current tree watering schedule to 3 times per week over 3 year period per tree.	Increased watering regime commenced.	x		✓	✓	✓	✓

Objective 3: Establish baseline, monitor and evaluate success

	Action	Measure of Success	Funded	2018/19	2019/20	2020/21	2021/22	2022/23
3.1	Identify locations/species for additional trees when carrying out tree audits (streets and parks).	Completion of new street and parks and sports ovals tree audit.	✓		✓		✓	
3.2	Conduct LiDAR survey of tree canopy every five years to ground truth 'theoretical' canopy sizes and establish private and public canopy sizes over time.	Tree canopy cover baseline updated.	✓	✓				
3.3	Undertake street tree audits (every 5 years) to identify the health condition of trees.	Audits completed and tree inventory updated.	✓	✓	✓			
3.4	Undertake parks and sports ovals tree audits (every 5 years) to identify the health condition of trees.	Audits completed and tree inventory updated.	x			✓	✓	
3.5	Conduct analysis of thermal image mapping to identify hot spots and monitor efficacy of the Urban Forest plan.	Mapping to show no net increase in urban heat island effect. Data explained in sustainability report.	✓			✓		
3.6	Report on the progress of the Urban Forrest Plan in the annual State of Sustainability Report.	Reporting complete	✓	✓	✓	✓	✓	✓

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Objective 4: Increase canopy cover

	Action	Measure of Success	Funded	2018/19	2019/20	2020/21	2021/22	2022/23
4.1	Establish 'theoretical maximum canopy size' from base line data. Set target for achieving maximum canopy over time.	Data applied to tree data base.	x		✓			
4.2	Develop a City wide tree planting schedule. Identify and prioritise locations in response to thermal imaging, ecological corridors, LiDAR, tree audit, and town planning policy settings.	Urban forest tree planting schedule developed.	x			✓		
4.3	Implement the urban forest Street Tree planting schedule (to be adjusted following compilation of base line data)	750 trees planted and maintained (initially)	x		✓	✓	✓	✓
4.4	Commence Parks and Ovals planting program (to be adjusted following compilation of base line data)	250 trees planted and maintained (initially)	x		✓	✓	✓	✓
4.5	Continue to facilitate individual requests for street trees	500 trees planted and maintained	✓	✓	✓	✓	✓	✓
4.6	Revise current 'theoretical' canopy size. Graphically illustrate progress to targets in annual Sustainability report.	Revised current canopy size featured in Sustainability report.	x					✓

Objective 5: Link development control to canopy targets

	Action	Measure of Success	Funded	2018/19	2019/20	2020/21	2021/22	2022/23
5.1	Facilitate Town Planning Scheme and R-Code amendments and other car park standards.	Scheme or R-Code amended and carpark standards altered	✓	✓	✓			
5.2	Local Planning Policies to be amended to require plan view design drawings that demonstrate compliance with canopy targets.	Update achieved	✓	✓	✓			
5.3	Develop guidelines that facilitate tree pit locations with permeable pavement, crossovers, paths, street lighting and services.	Guidelines developed	✓	✓	✓			

Objective 6: Increase robustness of the City’s tree population.

	Action	Measure of Success	Funded	2018/19	2019/20	2020/21	2021/22	2022/23
7.1	Identify shortfalls in diversity targets and advocate use of species to counter lack of diversity.	Diversity increased year on year.	x		✓	✓	✓	✓
7.2	Record diversity of new tree plantings each year in sustainability report.	Diversity increased year on year.	x		✓	✓	✓	✓
7.3	Identify and trial new, more robust tree species.	New species identified and trialed	x		✓	✓	✓	✓
7.4	Identify replacement species for the <u>most vulnerable</u> 25% of street tree species predicted to fail because of climate change	Conduct trial plantings	x			✓		

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City of Cockburn
STREET TREE MASTER PLAN



cockburn.wa.gov.au

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1. INTRODUCTION

The City of Cockburn is currently undergoing both infill and green field development to accommodate the rapidly growing population. This process is resulting in the removal of large amounts of the cities Urban Forest. This equates to a loss of asset to the city and amenity to the community and environment.

In response to this, the City is implementing a planting program for our streetscapes to ensure trees are provided to benefit the community and environment, now and for the future generations to come.

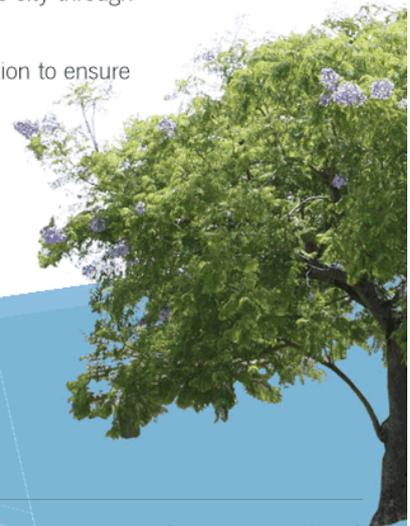
Through this process, an opportunity exists to support the environment and create or increase identity and character to the suburbs within the City of Cockburn by planting species that will not only survive the changing environmental conditions, but flourish.

A survey of all the street trees within the City of Cockburn was undertaken to inform this document. This survey identified that most streets within the City of Cockburn provide no street tree theme, with residential streets trees in these areas being a random mix of native and exotics species. Newer developments have provided avenue planting themes, as the desire to create pedestrian friendly neighbourhoods gains importance.

This document will act as a resource to be used by the City of Cockburn officers, developers and the community to provide a holistic vision for the City's streetscapes in the future. The tree palette has been selected for streetscapes and verges adjacent to residential or private lots.

Strategic objectives of the street tree master plan are to:

Increased Urban Forest	Increase the numbers of trees and in turn the percent of shade within the City.
Urban character	Provide a tree palette to guide the character of future development and improvements within the City.
Species suitability	Provide a selection criteria which guides appropriate species selection which will thrive and be appropriate for its location.
Street hierarchy	Define the street hierarchy and create landmark locations to aid navigating around the city through the use of selected species
Installation	Provide information on planting location to ensure utilities and the public are protected.





2. DOCUMENT FORMAT

This Master plan is divided into seven sections.

1. Analysis of the street tree
2. Maintenance
3. Selection criteria
4. Methodology
5. Tree zones
6. Suggested species
7. Species information and gallery

3. ANALYSIS OF THE STREET TREE

3.1 Benefits

Street trees which contribute to the Urban Forest have many, economic, environmental, social, physical and mental benefits.

Economic Benefits

- Reduces home energy demand and costs.
- Reduces deterioration to infrastructure from sun damage and weather.
- Increased real estate value of properties with tree lined streets.
- Increases the asset base of the City of Cockburn as the trees grow.

Environmental Benefits

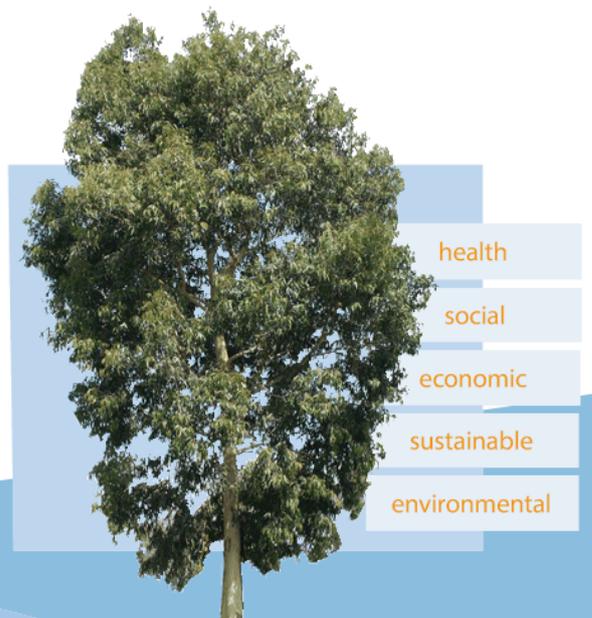
- Reduces greenhouse emissions by shading nearby buildings and paths from the sun.
- Cools the air through transpiration when the tree releases moisture in the form of vapour.
- Reduces the urban heat island effect in a time of climate change to improve liveability, safety and comfort.
- Improves air quality
- Improves water quality by filtering chemicals and nutrients stripping water runoff.
- Reduces soil erosion.
- Locks up carbon from the atmosphere to help prevent climate change.
- Increases habitat to birds and other wildlife and provide food.
- Screens objectionable views and reduce glare from street lights and car headlights.
- Supports biodiversity and ecological corridors.
- Reduces road noise to residents.
- Reduces the speed and damaging effects of strong winds.

Social Benefits

- Improves the character and visual amenity of streetscapes and neighbourhoods.
- Evokes community passion and pride, and create a sense of place.
- Reduces psychological precursors to crime.
- Street trees provide visual and physical separation between cars and pedestrian areas.
- Traffic calming

Physical / Mental Benefits

- Shaded, tree lined streets and paths are conducive to healthy activities, and therefore improve the health of residents.
- Pedestrians using shaded footpaths have reduced exposure to UV radiation.
- Improves our quality of life by providing a sense of peacefulness, restfulness, serenity and tranquillity as a result of creating a more natural and less artificial environment.
- Increases the mental health of residents by creating community cohesion and lowering stress levels.



3.2 Concerns regarding Street Trees

Street trees have the potential to create a number of problems. These main concerns include:

Infrastructure conflicts

- Tree roots lifting and breaking paths, driveways, fences, roads etc.
- Root invading utility infrastructure.
- Leaves clogging up drains and filling up building gutters.
- Potential tree or branch failure which may damage power lines, houses and harm people and animals.
- Trees may conflict sight-lines.
- Trees too large for the verge it is planted in may cause damage by growing into the house.
- Trees may shade solar panels of the adjacent house.

Concerns from Resident's

- Trees can be messy, dangerous and destructive with leaf and bark litter, branch, fruit and nut drops.
- Trees will conform to prevailing conditions and as such may not be a form and shape that the resident finds desirable.



- The tree encroaches over their boundary.
- Residents fear the tree will fall on their house, themselves or others.
- Residents fear the tree will catch on fire.
- The tree fails to grow or thrive and provides little amenity.
- Trees can be affected by disease and pests/
- Trees can be vandalised, especially when small and young.

3.3 Key Mitigating Strategies

A number of strategies can be used to reduce damage or problems created by trees. These include:

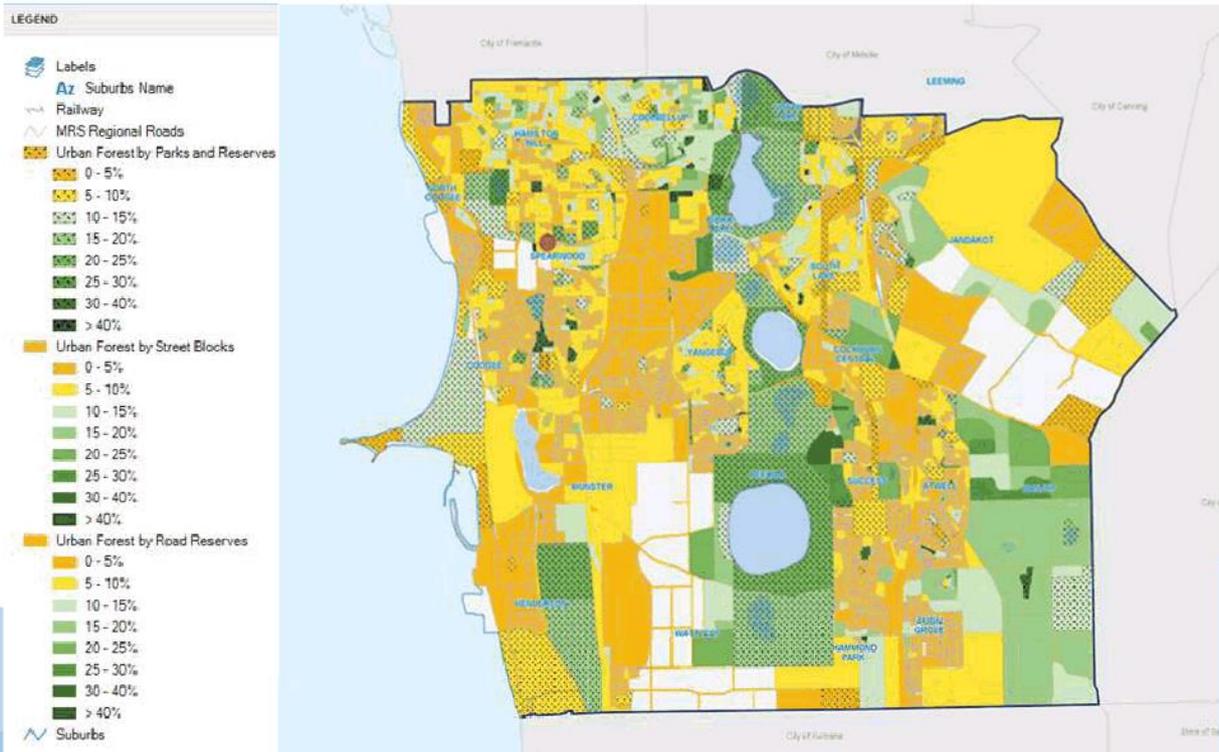
- Selection of the appropriate species for the site.
- Ensure adequate water for the first two years establishment period.
- Using root barriers when using a species with known invasive roots.
- Proper initial design to locate trees at correct distances from infrastructure or design infrastructure to fit the tree.
- Initial designs to map sight-line conflicts.
- Consider the use of unit paving where a risk of surface roots is high, as this allows for a more cost effect restoration of the path.
- Where street trees with invasive surface roots already exist: suspend walls and fences, using a pier and beam system.
- Underground power lines when possible to avoid power line conflict.
- Audit street trees on a schedule basis to check for potential limb failure and structural damage.
- Advise residents to use gutter guards to prevent leaves form clogging house gutters.
- Educate residents regarding the benefits of street trees and how to contribute to the care of their street tree

Urban heat - Surface temperatures on a 42 degree day



Bitumen in full sun= 65.8°C Bitumen under tree canopy = 38.5°C Rubber sofffall around tree = 94°C

Increasing the street tree canopy is an opportunity to reduce the heat island effect across the City



Urban forest coverage in the the City of Cockburn

4. MAINTENANCE

4.1 Management - Arboriculture Inspections

The management of street trees is currently through officers in the Parks Service Unit with the engagement of a consulting arborist as required. The incorporation of a consulting arborist in the management program achieves a degree of independence in the decision making process. The assistance of a consultant is generally required when the request could be controversial, subject to the political process or escalate to involve the media in an attempt to garner community support for the removal of a tree or trees. In addition the consulting arborist can provide Quantified Tree Risk Assessments and reports to determine the potential risk of a tree.

4.2 Clearance from Power Lines

The Western Australian Office of Energy Safety sets out the regulations for the clearance of vegetation from power lines. The regulations list each power line classification and the clearance zones required to mitigate disruption to the network. In addition the regulations outline that management of naturally occurring vegetation is performed by the service provider whilst planted street trees are the responsibility of the local municipal authority.

Compliance with regulations is facilitated by the contracts issued by service providers that require inspection, issue notices of non-compliance, action works not completed and re-inspection.

Management of the clearance of vegetation from power lines will be facilitated through the street tree database. The database generates reports that list all trees under power lines orientated to each suburb, previous pruning history and a monetary value for the works. All street trees under power lines will be pruned on an annual basis, subject to growth habits and additional requirements by the regulators

4.3 Street tree and Utility Alignment

Street trees must be planted on a particular alignment within the road reserve. The location varying road reserve widths is outlined in the 'Utility Providers: Code of Practice for Western Australia'. This ensures trees are planted along

the power pole and street light alignment which will reduce the possibility of the tree being dug up in the future for repairs or amendments to the underground utilities. Generally the tree will be located between 2.4 and 3m from the front lot boundary and 1.5 to 2m from the edge of crossovers.



5. SELECTION CRITERIA

The City is a constructed cultural and urban landscape consisting of streets, buildings (residential, industrial and commercial), natural areas and POS. Trees play an important role in enriching the cultural experience of a location, therefore the aesthetic characteristics of the trees need to be an important selection consideration. The selection of species may also reinforce climatic, historical, cultural or natural associations that satisfy local requirements.

Tree selection criteria can be divided into three main categories which are listed in order of importance. These include:

1. Environmental considerations
2. Functional requirements
3. Aesthetic and design requirements.

5.1 Environmental Considerations

The following section shall outline some environmental factors that affect tree selection

Climate

Perth has a Mediterranean climate with hot, dry summers and mild, wet winters. It is the sunniest capital city in Australia with clear blue skies an incredible 70% of the year. Summer temperatures can rise above 40 degrees Celsius, accompanied by strong easterly and south westerly winds patterns which expose the coastal plants to salt spray. The further inland the lower the wind speed and the less salt burning is experienced. Selecting trees for these areas will need to take into account the distance from the coast, and wind and salt tolerance.

Geology and Soils

Five different soil associations can be found across the City of Cockburn. The types range from white limey sands to limestone outcrops with little soil cover, to deep yellow sand to black peaty sands, to loams and clay surrounding lakes and swamps. Limestone outcrops will require mechanical assistance to enable tree planting, and the Quindalup sandy soils are typically low nutrient, alkaline soils with good drainage, but will require soil building at the time of planting and a good fertilizing regime to ensure the new plant has sufficient nutrients to establish a root system.

It is also important to consider that in many developed areas within the City, the natural soil will have been stripped off and replaced with up to several meters of construction fill sand which is devoid of organic matter. This soil will require building with organic matter before planting into and whilst trees with large tap roots will eventually reach the natural soil, trees with shallower surface roots may never come into contact with natural soils.

Hydrology

The City of Cockburn has several strings of lakes and swamps running from the North to the South. These areas naturally host a range of riparian species of plants which tolerate seasonal to year round inundation of water.

Much of the swamp system has been filled in the development process however trees with large tap roots will access this ground water once enough growth has occurred.

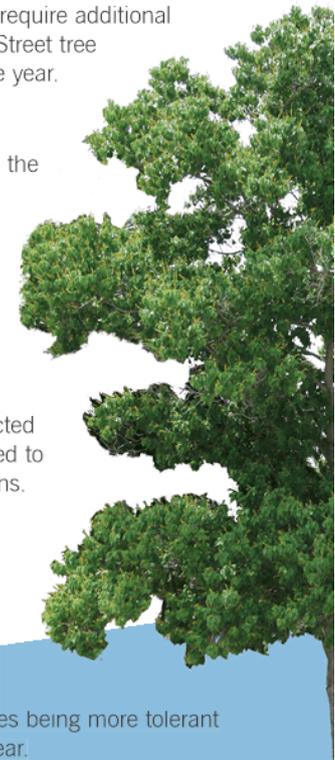
Many areas of the City will require additional water to be provided to the Street tree during the dry months of the year.

Hardscapes

Higher density of housing in the City of Cockburn means a greater percentage of the ground is covered with paving, roads and hard surfacing. This leads to lower soil permeability, greater compaction, higher heat sink temperature and smaller planting areas. Selected trees for these areas will need to be tolerant of these conditions.

Atmospheric Pollution

Dense development areas and busy roads will have high air pollution from quantity of cars. Trees will need to be tolerant of this pollution with deciduous trees being more tolerant due to the leaf drop every year.



Drought conditions

With the reduced rainfall it is expected that street trees will survive an average drought period in reasonable condition without irrigation or a reliance on scheme water after the initial two to three year establishment period.

Pest and Disease

Tree species should be resistant to pests and disease. Planting a diverse species range shall ensure that any outbreaks of pests or disease will not devastate a large area.

Wildlife Habitat

Trees provide shelter, food sources and corridors which our native fauna species can utilize. Trees along the city's ecological corridors and a 50m buffer either side, should be endemic or native tree species which benefit the ecology of those areas and help to maintain the natural biodiversity.

5. 2 Functional requirements

Proven performance

When considering a species for a location there needs to be a proven history of that species thriving in the same conditions.

Tree litter

The amount of leaf, bark, nut or fruit litter which sheds from a tree must be a consideration, especially for tree which will overhang a pedestrian path. The level of maintenance available must be equal to that which will be required of the species.

Limb failure

All trees shed branches from time to time; however some trees are more prone to other for limb shedding and limb failure or branches heavy and large enough to cause injury. Such trees must not be planted along pedestrian paths or over play grounds and areas where people are likely to frequent. It is recommended that know limb shedding varieties only be used in ecological corridors wide primary distributor reserves or in large garden beds where people are not encouraged to be.

Canopy size

The expected maximum canopy size must fit into the planting location without growing so large that it will require constant pruning. It is acceptable

for the canopy to overhand the road as long as its form will allow a height clearance underneath for the tallest vehicle to pass under.

Tempering of climate

Research has shown that trees with larger broader canopies provide the greatest benefits to the city, however whilst small trees growing in large areas do not contribute to the visual quality or canopy cover of the street, very large trees in confined spaces can become problematic with high maintenance costs.

Tree species selection should therefore provide the broadest shade canopy within the context of the available space. Scale of the street, site constraints such as verge widths, overhead powerlines, building alignments and vehicular clearances much all is considerations when selecting an appropriate tree. In some instances a tree may not be suitable for an area at all.

Root Damage

Tree selection must take into account the surrounding infrastructure. If paths, fences or building are within the potential root zone then a tree with non-invasive roots must be selected or effective root control provided. Large POS site with sufficient space surrounding the tree can afford trees with more invasive root systems.

Longevity

Trees with long life spans are preferable over species which will require more frequent replacement.

Crown pruning and leader removal

Trees to be planted under overhead power lines should have epicormic budding capabilities. This allows the crown to thicken in response to pruning such that although the crown height is continually reduced the remaining branches provide a dense sideways spreading canopy which still provides shade.

Solar passive

Tree selection will also be cognisant of solar panels on adjacent residential homes in high density settings to ensure the penetration of sunlight during winter periods.

6. METHODOLOGY

6.1 Tree Species Selection

Trees have varying lifespans with some trees living up to 150 years. It is therefore imperative that our selection objective is to plant the correct species for the correct location, according to the local environmental conditions and constraints of the intended planting location.

Incorrect selection can incur a high ongoing maintenance cost to the City, fail to thrive or in some circumstances, require the removal of the tree after it has matured and proven to be problematic.

Most of the older established suburbs within the City of Cockburn are planted with established trees. This provides us with a valuable insight as to which species thrive in different areas of our city and inform us of what growth pattern we can expect from these species. We have overlaid this information with performance criteria such as environmental contributions, amenity, aesthetic and heritage values to create a 'Street Tree List'.

It is understood that trees are living organisms which will always create a degree of negative factors that cannot be controlled. The selection process aims to provide more positive than negative factors as an outcome.

6.2 Zoned Landscape Approach

The City of Cockburn has identified three different zones which require three different approaches to the planting theme within them.

The City of Cockburn's vision is to create avenue planting to its streets, with both sides of the road being planted with a consistent pattern of preferably one variety of tree (Avenue planting). All planting to new developments will be based on an avenue planting approach where species selection and location of planting will reinforce the distinct physical character of each area and where possible be responsive to its unique environmental conditions. A number of key species will be identified suitable for the use at strategic entrances or key intersection as well as the streets throughout the various suburbs within City of Cockburn. The Street Tree Master Plan provides details regarding the methodology and tree selection.

6.3 Existing Tree Plantings

Areas with an existing pattern of planting, we will choose the most appropriate tree or trees to the existing streetscape to be used for future plantings to this area. If none of the existing trees are deemed suitable, a new species from the list will be selected based on the species in the surrounding area. No streetscapes shall be removed on mass rather be a process of natural attrition or as infill development requires the removal of trees to the verge.

7. ZONE DESCRIPTION

Coastal Zones	These are zones which will experience the direct force of the salt laden prevailing winds, with quick draining sandy soils.
Significant Verges, Median & Roundabouts	These zones include verges, medians or roundabouts that the City of Cockburn identifies as significant and therefore have a particular character predetermined for the streetscaping to create this street hierarchy. Roads such as major entrances to suburbs, significant roundabouts, median or landmarks locations.
Ecological corridors and wetlands	These zones have been identified by the 'Natural area management strategy' as being of significant ecological benefit to the City of Cockburn. These zones create ecological links within the city to help sustain our wildlife and ecological biodiversity. See Appendix A for Ecological area map
Industrial and commercial zones.	The zones are often identified by larger setbacks and car parks directly adjacent to the front lot boundary. This space allows the planting of larger street trees which will provide a greater shade to help combat the extreme heat sinks often associated with these areas.
Residential zones	This zone consists of everywhere else that does not fall into the above zones one to four. These zones aim to create a consistent avenue planting with the same plant to both sides of the road. Many existing roads will only achieve infill of a single species to gradually over the decades to come achieve this vision. New developments will achieve this from the outset.

8. STREET TREE SELECTION FOR ZONES

Zone 1:

Coastal Front Line

- Agonis Flexuosa
- Araucarcia heterophylla
- Casuarina equisetifolia
- Corymbia ficifolia
- Cupaniopsis anacardiodes
- Callistemon kings park special
- Callistemon viminalis
- Erythrina sykesii
- Eucalyptus gomphcephala
- Gleditsia tricanthos shademaster
- Hibiscus tilaceus rubra
- Melaleuca quinquenervia
- Olea europa
- Pyrus cleveland select
- Ulmus parvifolia

Beneath Power Lines

- Agonis flexuosa
- Corymbia ficifolia
- Cupaniopsis anacardiodes
- Callistemon kings park special
- Callistemon viminalis
- Gleditsia tricanthos shademaster
- Hibiscus tilaceus rubra
- Olea europa
- Melaleuca quinquenervia
- Ulmus parvifolia

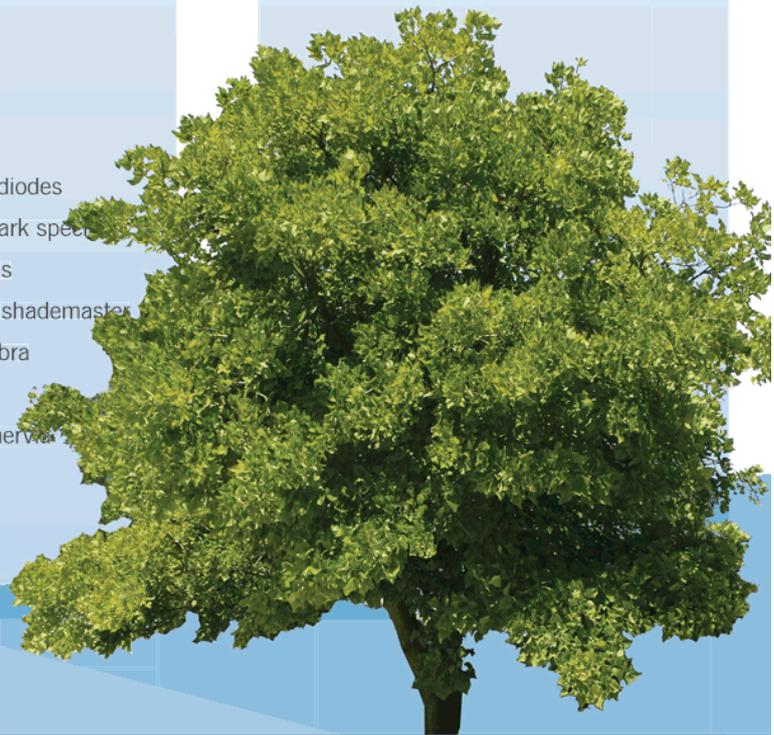
Zone 2:

Significant Verges, Median, and Roundabouts

- Araucarcia heterophylla
- Corymbia maculata
- Erythrina Sykesii
- Platanus acerfolia
- Platanus insularis
- Platanus orientalis
- Platanus digitata
- Fraxinus oxycarpa Raywood
- Liquidamber styraciflua
- Ulmus parvifolia

Beneath Power Lines

- Ulmus parvifolia
- Erythrina sykesii





Zone 3

Ecological Corridors

- Agonis flexuosa
- Angophora costata
- Araucaria heterophylla
- Brachychiton Acerfolia
- Callistemon viminalis
- Callistemon kings park special
- Corymbia ficifolia
- Corymbia maculata
- Erythrina sykesii
- Eucalyptus gomphocephala
- Eucalyptus leucoxyton 'rosea'
- Eucalyptus sideroxyton 'rosea'
- Eucalyptus torquata
- Melaleuca quinquenervia

Beneath Power Lines

- Agonis flexuosa
- Callistemon viminalis
- Callistemon kings park special
- Corymbia ficifolia
- Eucalyptus leucoxyton 'Rosea'
- Eucalyptus torquata
- Melaleuca quinquenervia

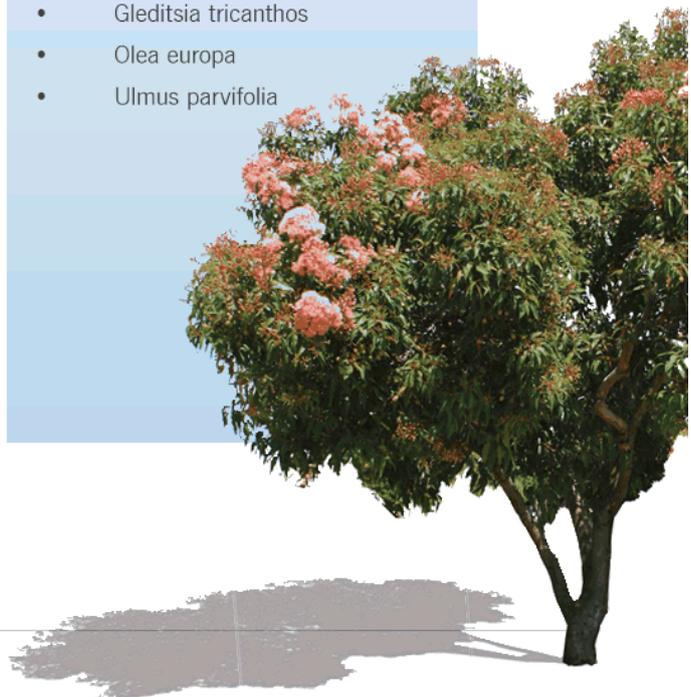
Zone 4

Industrial Commercial

- Angophora costata
- Brachychiton acerfolia
- Brachychiton populneus
- Delonix regia
- Eucalyptus gomphocephala
- Eucalyptus sideroxyton 'rosea'
- Fraxinus oxycarpa 'raywoodii'
- Gleditsia tricanthos inermis
- Liquidamber styraciflua
- Magnolia grandiflora
- Olea europa
- Platanus acerfolia
- Platanus orientalis
- Platanus insularis
- Ulmus parvifolia

Beneath Power Lines

- Angophora costata
- Eucalyptus sideroxyton 'rosea'
- Gleditsia tricanthos
- Olea europa
- Ulmus parvifolia





Zone 5

Residential Wide Verges

- Agonis flexuosa
- Angophora Costata
- Bauhinia sp.
- Brachychiton Acerfolia
- Eucalyptus leucoxylon 'Rosea'
- Eucalyptus sideroxylon 'rosea'
- Fraxinus oxycarpa Raywood
- Delonix regia
- Gleditsia tricanthos inermis
- Hibiscus tilaceus rubra
- Jacaranda mimosifolia
- Lagerstroemia sp.
- Liquidamber styraciflua
- Magnolia little gem
- Melaleuca quinquenervia
- Platanus orientalis
- Platanus insularis
- Paulownia tomentosa
- Prunus dulcis
- Pyrus ussuriensis
- Ulmus parvifolia

Beneath Power Lines

- Agonis Flexuosa
- Eucalyptus leucoxylon 'Rosea'
- Delonix regia
- Gleditsia tricanthos inermis
- Hibiscus tilaceus rubra
- Jacaranda mimosifolia
- Melaleuca quinquenervia
- Ulmus parvifolia



Zone 6

Residential Narrow Verges

- Callistemon 'KPS'
- Callistemon viminalis
- Corymbia ficifolia
- Eucalyptus foresterianna
- Eucalyptus spathulata
- Eucalyptus torquata
- Lagerstroemia sp.
- Pyrus calleryana Cleveland select
- Pyrus calleryana capital
- Prunus cerasifera sp.
- Olea europa
- Sapium Sebiferum

Beneath Power Lines

- Callistemon 'KPS'
- Callistemon viminalis
- Corymbia ficifolia
- Eucalyptus foresterianna
- Eucalyptus spathulata
- Eucalyptus Torquata
- Lagerstroemia sp.
- Pyrus calleryana Cleveland select
- Pyrus calleryana capital
- Prunus cerasifera sp.
- Olea europa
- Sapium Sebiferum

9. FUTURE TREE PLANTING OPPORTUNITIES

In 2014 an audit of the City of Cockburn's verge trees was undertaken. The survey also recorded residential lots which had no tree present. The number of tree required to achieve an outcome of one tree per residential verge is recorded below. This information coupled with data from the urban canopy survey will be applied in our on going street tree planting program.

* Leeming and Banjup will be audited in 2016 / 2017.

Suburb	Total no. of potential tree planting opportunities
Spearwood	2504
Hamilton Hill	2443
Yangebup	2096
Success	1808
South Lake	1704
Bibra Lake	1653
Atwell	1558
Beeliar	1418
Munster	1391
Coolbellup	1351
Coogee	1127
Aubin Grove	1004
Hammond Park	937
Jandakot	822
Banjup	688
North Coogee	577
Wattleup	574
Cockburn Central	315
North Lake	237
Henderson	183
Total	24,390



10. STREET TREE DETAILS - NATIVE

Botanic name	Common name	Mature size	Flowering	Growth habit	Growth rate								Invasive roots	Comments
						Sand	Loam	Limestone	Clay	Deciduous	Evergreen	Use beneath power lines		
Agonis flexuosa	WA Peppermint	H: 10m W: 7m	<input checked="" type="checkbox"/>	Weeping / round spreading form	M/S	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>		
Angophora Costata	Smooth barked apple gum	H: 15m W: 7m	<input checked="" type="checkbox"/>	High rounded dense canopy	M/F	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	Moderate root damage
Araucaria heterophylla	Norfolk Island Pine	H: 30m W: 15m		Conical, erect standing	M/S/	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			Land mark plant
Brachychiton Acerfolia	Illawarra flame tree	H: 10m W: 6m	<input checked="" type="checkbox"/>	Pyramidal dense canopy	S	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Callistemon viminalis	Weeping bottlebrush	H: 7m W: 4m	<input checked="" type="checkbox"/>	Low, weeping, dense habit	M	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Callistemon 'KPS'	Kings Park Special	H: 5m W: 3m	<input checked="" type="checkbox"/>	Large bushy habit	F		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					
Corymbia ficifolia	Red flowering gum	H: 12m W: 6m	<input checked="" type="checkbox"/>	Compact rounded canopy	M	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Corymbia maculata	Spotted gum	H: 30m W: 6m	<input checked="" type="checkbox"/>	Tall straight dense canopy	F	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Cupaniopsis Anarcardiodes'	Tuckeroo	H: 8m W: 8m	<input checked="" type="checkbox"/>	Rounded canopy	M	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Erythrina x Sykesii	Australian Coral tree	H: 15m W: 12m	<input checked="" type="checkbox"/>	Dense rounded canopy	F	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Eucalyptus Forrestiana	Fuscia gum	H: 5m W: 4m	<input checked="" type="checkbox"/>	Upright open form	M	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Eucalyptus gomphocephala	Tuart	H: 40m W: 15m	<input checked="" type="checkbox"/>	Broad spreading, upright branches	M	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		
Eucalyptus leucoxyton 'rosea'	Yellow gum	H: 6m W: 5m	<input checked="" type="checkbox"/>	Open form	F	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Eucalyptus marginata	Jarraah	H: 15m W: 7m	<input checked="" type="checkbox"/>	Open form	S	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		
Eucalyptus sideroxylon 'rosea'	Red ironbark	H: 15m W: 7m	<input checked="" type="checkbox"/>	Dense pyramidal upright	M/F	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		
Eucalyptus Spathulata	Swamp mallee	H: 8m W: 5m	<input checked="" type="checkbox"/>	Small round or spreading	M	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Eucalyptus Torquata	Coral gum	H: 12m W: 4m	<input checked="" type="checkbox"/>	Small round or spreading	F	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Melaleuca quinquenervia	Broad leaf paper bark	H: 15m W: 7m	<input checked="" type="checkbox"/>	Tall Rounded canopy	M/F	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

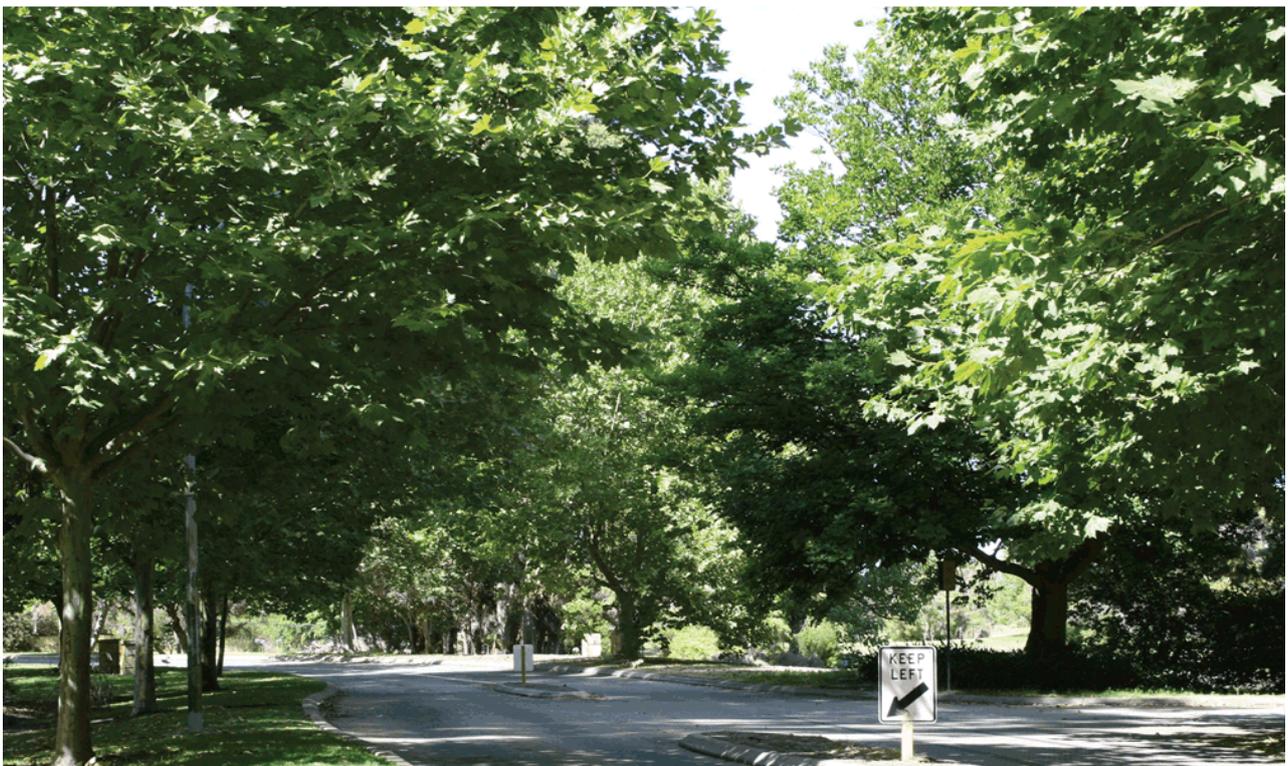
11. STREET TREE DETAILS - EXOTIC

Botanic name	Common name	Mature size	Flowering	Growth habit	Growth rate								Comments
						Sand	Loam	Limestone	Clay	Deciduous	Evergreen	Use beneath powerlines	
Bauhinia sp.	Orchid tree	H: 8m W: 6m	<input checked="" type="checkbox"/>	Spreading irregular canopy	F	<input checked="" type="checkbox"/>	Semi deciduous						
Fraxinus oxycarpa raywoodii	Claret ash	H: 15m W: 12m	<input checked="" type="checkbox"/>	Oval, rounded dense canopy	F	<input checked="" type="checkbox"/>							
Delonix regia	Poinciana Flame tree	H: 8m W: 6m	<input checked="" type="checkbox"/>	Wide spreading canopy	M	<input checked="" type="checkbox"/>	Wide spreading canopy						
Gleditsia tricanthos inermis	Shademaster / Sunburst	H: 15m W: 12m	<input checked="" type="checkbox"/>	Spreading rounded canopy	F	<input checked="" type="checkbox"/>	Autumn colour: yellow						
Hibiscus tilaceus rubra	Cottonwood	H: 9m W: 5m	<input checked="" type="checkbox"/>	Rounded canopy	F	<input checked="" type="checkbox"/>	Surface roots.						
Jacaranda mimosifolia	Jacaranda	H: 5m W: 3m	<input checked="" type="checkbox"/>	Open globed canopy	M	<input checked="" type="checkbox"/>							
Lagerstroemia sp.	Crepe myrtle	3-10m 3-6m	<input checked="" type="checkbox"/>	Rounded dense canopy	M/F	<input checked="" type="checkbox"/>							
Liquidamber styraciflua	American sweet gum	H: 15m W: 7m	<input checked="" type="checkbox"/>	Pyramidal canopy	F	<input checked="" type="checkbox"/>	Autumn colour						
Magnolia grandiflora	Southern magnolia	H: 10m W: 8m	<input checked="" type="checkbox"/>	Globed / pyramidal dense canopy	M	<input checked="" type="checkbox"/>							
Magnolia	Little gem	H: 6m W: 3m	<input checked="" type="checkbox"/>	Irregular pyramid canopy		<input checked="" type="checkbox"/>							
Olea europa	Olive	H: 7m W: 5m	<input checked="" type="checkbox"/>	Dense rounded canopy	M	<input checked="" type="checkbox"/>	Berries drop and self-seed.						
Platanus acerfolia	London Plane	H: 20m W: 15m	<input checked="" type="checkbox"/>	Rounded pyramidal canopy	M/F	<input checked="" type="checkbox"/>	Autumn colour						
Platanus orientalis	Oriental plane	H: 12m W: 6m	<input checked="" type="checkbox"/>	Round pyramidal canopy	F	<input checked="" type="checkbox"/>							
Platanus insularis	Autumn Glory		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>							
Paulownia tomentsa	Pallownia	H: 12m W: 12m	<input checked="" type="checkbox"/>	Pyramidal spreading canopy	F	<input checked="" type="checkbox"/>							
Prunus cerasifera sp.	Prunus cerasifera sp.	H: 5m W: 3m	<input checked="" type="checkbox"/>	Upright growth	M	<input checked="" type="checkbox"/>	Several varieties.						
			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>							

STREET TREE DETAILS - EXOTIC

Botanic name	Common name	Mature size	Flowering	Growth habit	Growth rate							Invasive roots	Comments	
						Sand	Loam	Limestone	Clay	Deciduous	Evergreen			Use beneath powerlines
Prunus dulcis	Almond	H: 4m W: 3m	✓	Rounded canopy	S/M	✓	✓		✓	✓				
Pyrus calleryana Cleveland select	Chanticleer	H: 9m W: 4m	✓	Small round or spreading	M/F	✓	✓		✓	✓		✓		Autumn colour: red.
Pyrus calleryana capital	Capital	H: 9m W: 3m	✓	Narrow upright	M		✓		✓	✓		✓		Autumn colour: red.
Pyrus ussuriensis	Pyrus ussuriensis	8-15m 8-12m		Conical pyramid to round canopy	M	✓	✓		✓	✓		✓		Rounded canopy
Sapinum Sebiferum	Chinese tallow	H: 10m W: 5m		Rounded canopy	M	✓	✓		✓	✓				Rounded canopy
Ulmus parvifolia	Chinese elm	H: 10m W: 5m		Oval, rounded dense canopy	M	✓	✓		✓	✓				Suckering roots
Elkova serrata	Green vase	H: 14m W: 10m		Vase-shaped, upright branching	M		✓		✓	✓				Not suitable for wetlands.

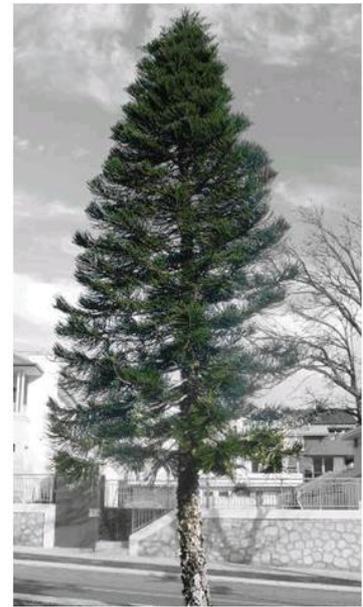
*This table represents a selection of tree species which the City considers appropriate in size and form for Streetscapes. Is it accepted that there will be other species over the course of time which may become available that should be considered to be included on this list. The City will consider alternate species upon application.



12. STREET TREE GALLERY



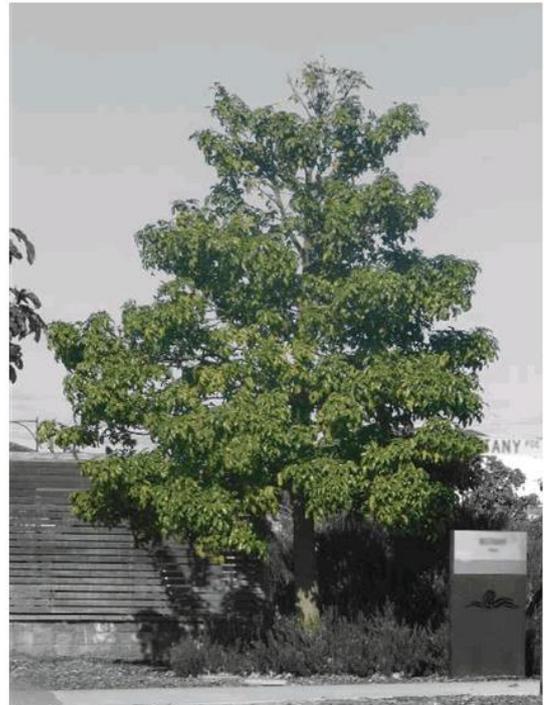
Agonis flexuosa



Araucaria heterophylla



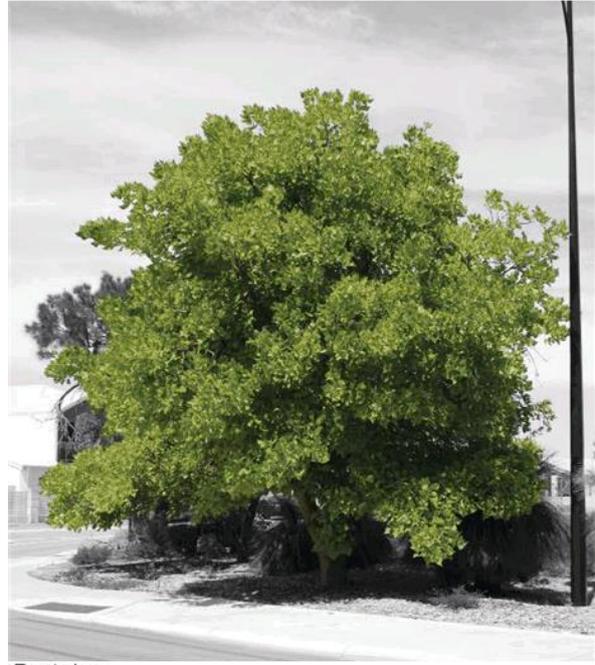
Angophora costata



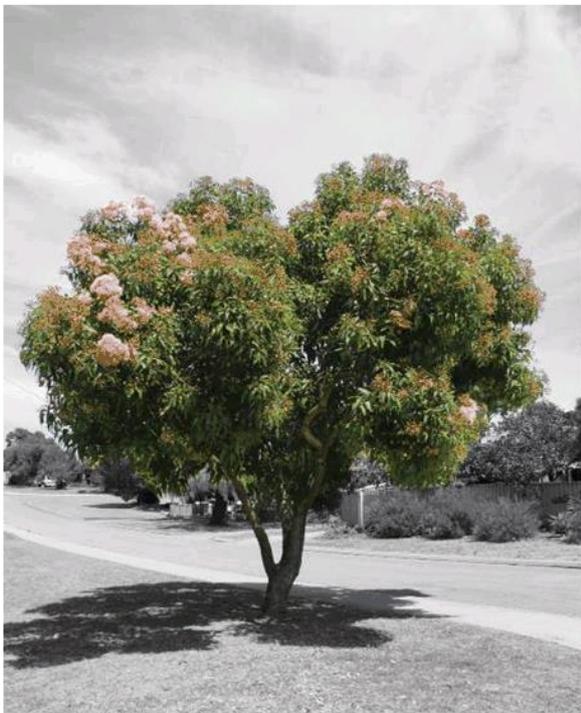
Brachychiton acerfolia



Calistemon 'kings park special'



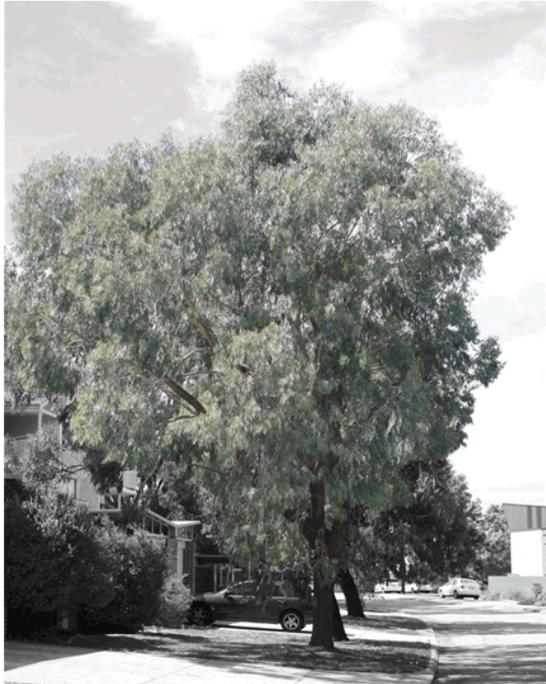
Erythrina



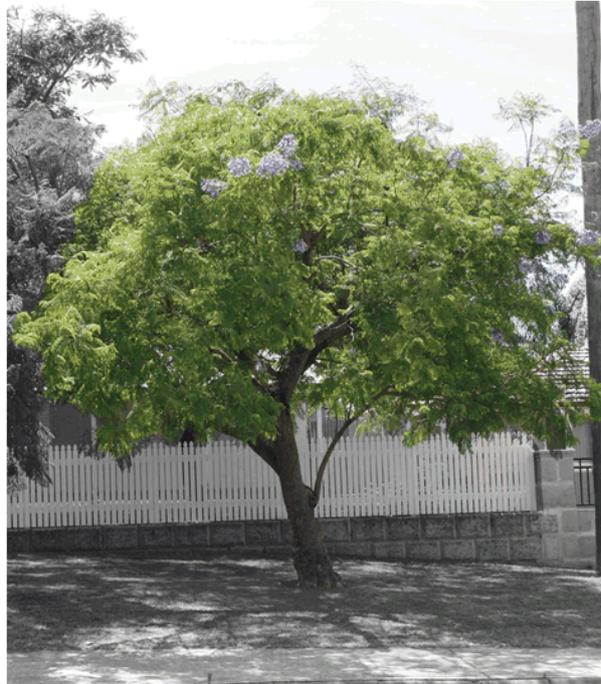
Calistemon 'kings park special'



Eucalyptus maculata



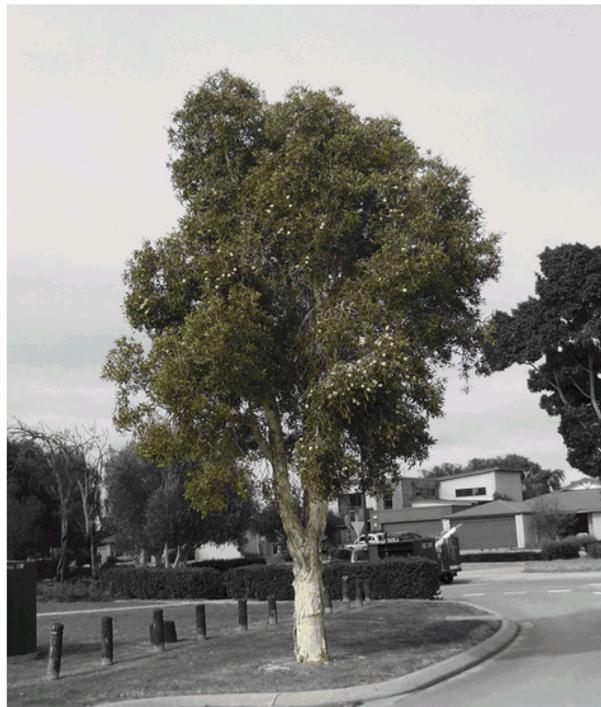
Eucalyptus sideroxylon rosea



Jacarandah mimosifolia



Magnolia little gem



Melaleuca quinquenervia



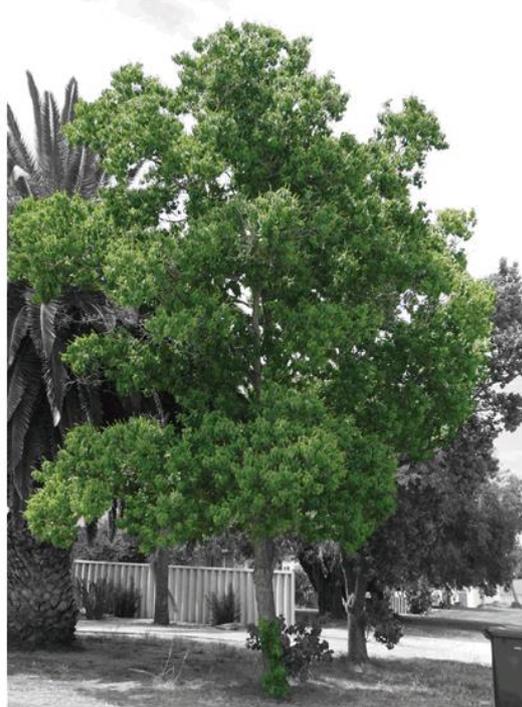
Olea europaea



Platanus 'london plane'



Pyrus calleryana 'cleveland select'



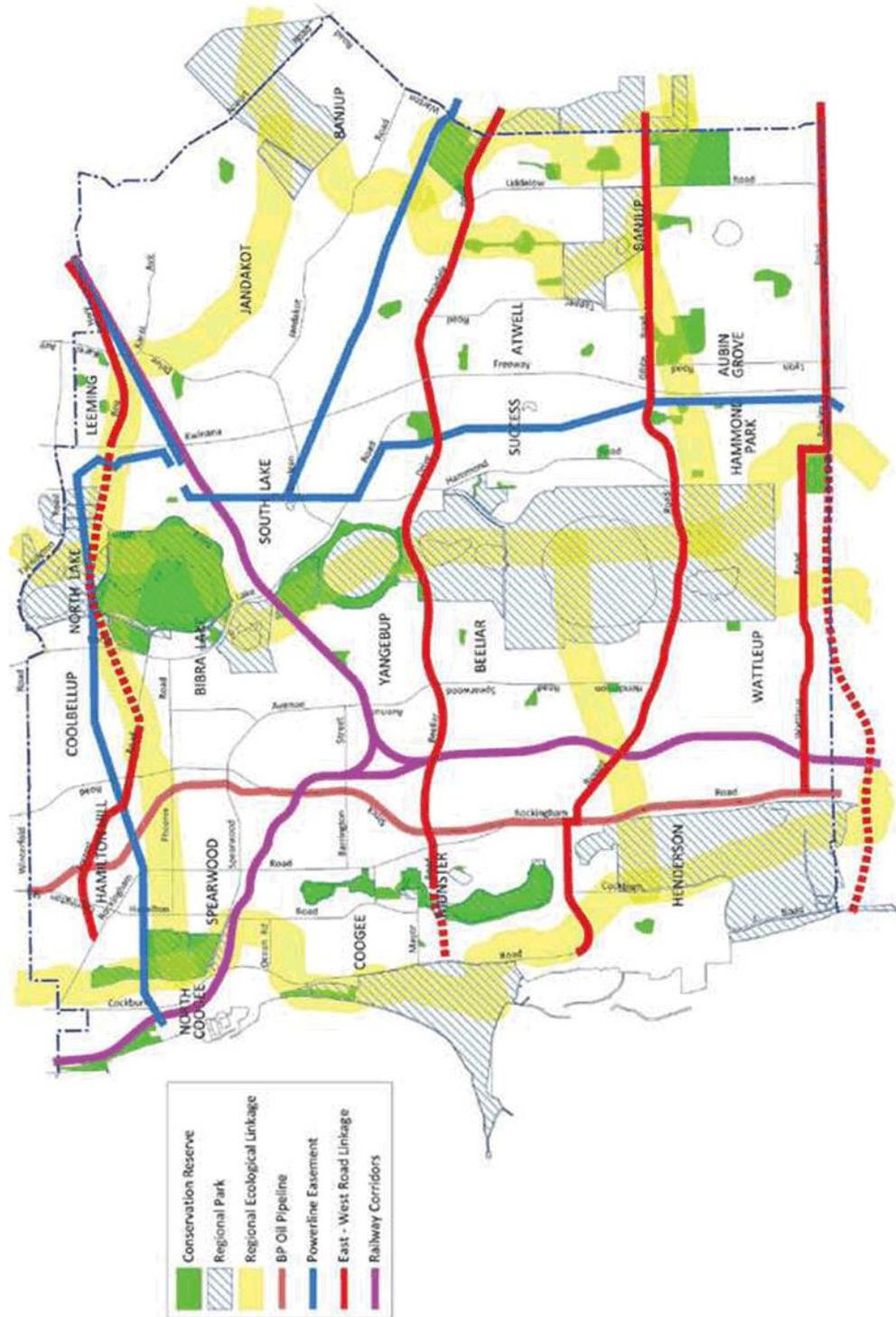
Sapium sebiferum

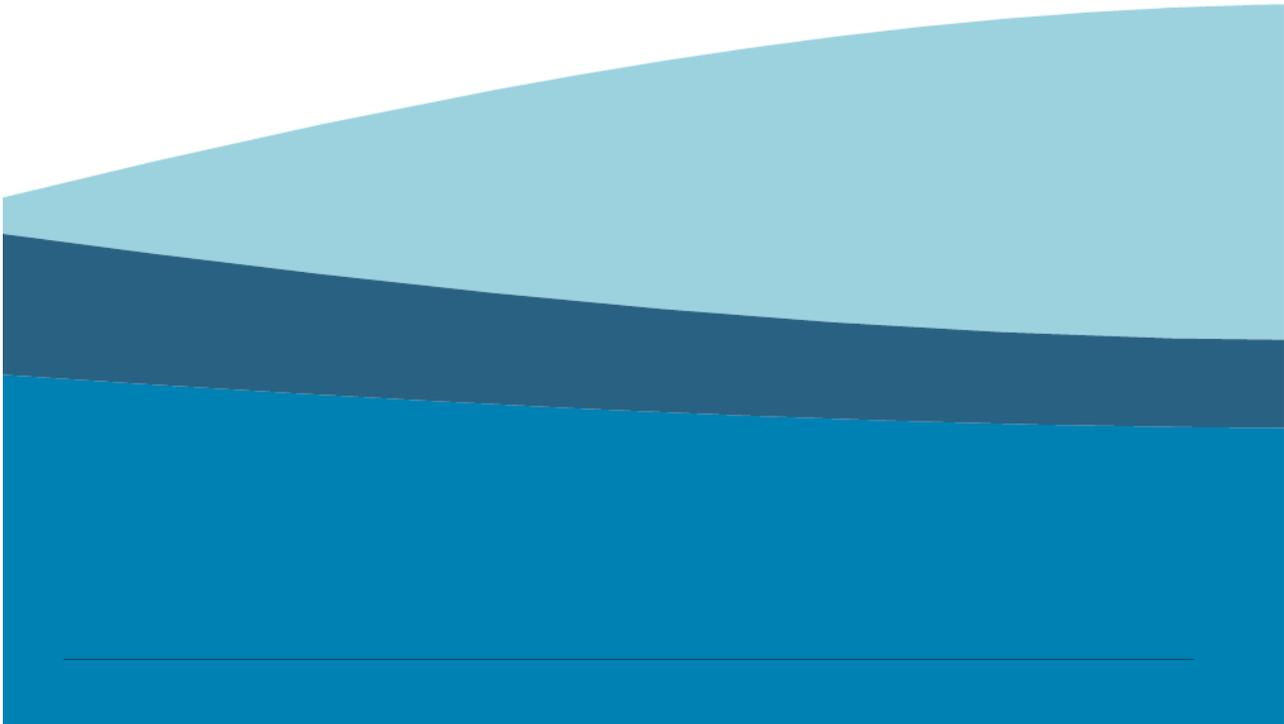
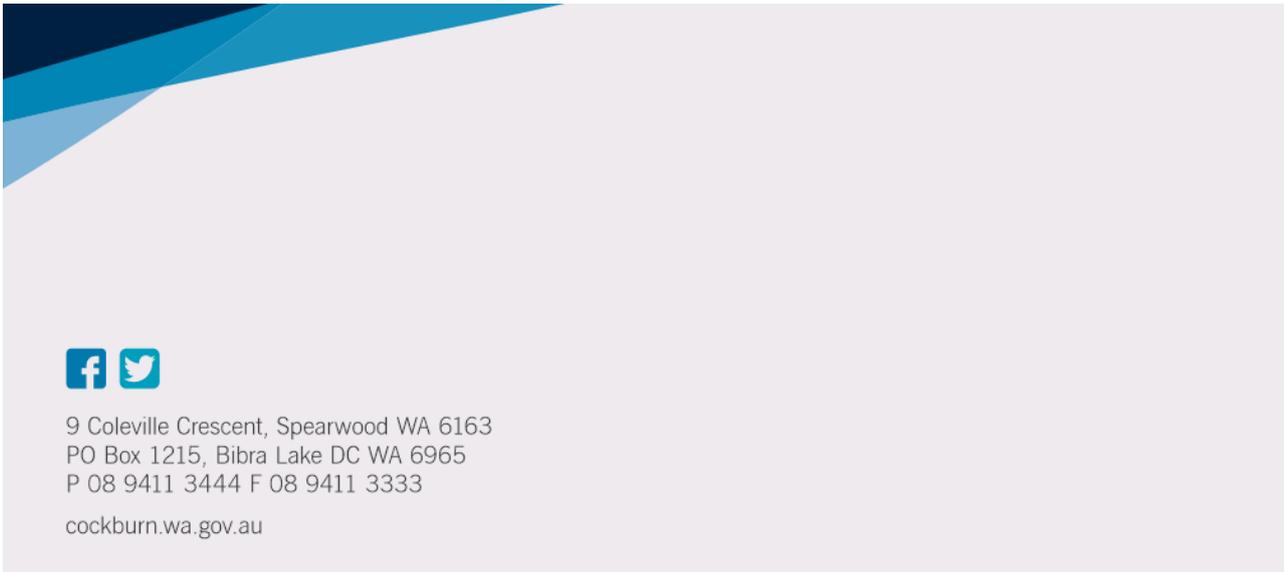


24 City of Cockburn

1. APPENDICES

1.1 Ecological corridors within the City of Cockburn





23. CONFIDENTIAL BUSINESS

Nil

24. RESOLUTION OF COMPLIANCE

RECOMMENDATION

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

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

25. CLOSURE OF MEETING