

# **CITY OF COCKBURN**



## **ORDINARY COUNCIL**

## **AGENDA PAPER**

### **FOR**

**THURSDAY, 12 JUNE 2014**

# CITY OF COCKBURN

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**CITY OF COCKBURN****AGENDA TO BE PRESENTED TO THE ORDINARY  
COUNCIL MEETING TO BE HELD ON  
THURSDAY, 12 JUNE 2014 AT 7:00 PM**

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

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

- 4. ACKNOWLEDGEMENT OF RECEIPT OF WRITTEN DECLARATIONS OF FINANCIAL INTERESTS AND CONFLICT OF INTEREST (by Presiding Member)**
- 5. APOLOGIES AND LEAVE OF ABSENCE**
- 6. ACTION TAKEN ON PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**  
Nil
- 7. PUBLIC QUESTION TIME**
- 8. CONFIRMATION OF MINUTES**
  - 8.1 (OCM 12/6/2014) - MINUTES OF THE ORDINARY COUNCIL MEETING - 08/05/2014**

**RECOMMENDATION**

That Council adopt the Minutes of the Ordinary Council Meeting held on Thursday, 8 May 2014, a true and accurate record.

**COUNCIL DECISION**

**9. WRITTEN REQUESTS FOR LEAVE OF ABSENCE**

**10. DEPUTATIONS AND PETITIONS**

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

Nil

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

**13. COUNCIL MATTERS**

**13.1 (OCM 12/6/2014) - MINUTES OF THE DELEGATED AUTHORITIES, POLICES AND POSITION STATEMENTS COMMITTEE MEETING - 22/5/2014 (026/005) (D GREEN) (ATTACH)**

**RECOMMENDATION**

That Council receive the Minutes of the Delegated Authorities, Policies and Position Statements Committee Meeting held on Thursday, 22 May 2014, and adopts the recommendations contained therein.

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

**COUNCIL DECISION**

**Background**

The Delegated Authorities, Policies and Position Statements Committee conducted a meeting on 22 May 2014. The Minutes of the meeting are required to be presented.

**Submission**

N/A

## **Report**

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

The primary focus of this meeting was to review the delegations pursuant to the Local Government Act, 1995 and extraneous to the Local Government Act, 1995.

## **Strategic Plan/Policy Implications**

### **Leading & Listening**

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

## **Budget/Financial Implications**

As contained in the Minutes.

## **Legal Implications**

N/A

## **Community Consultation**

As contained in the Minutes.

## **Attachment(s)**

Minutes of the Delegated Authorities, Policies & Position Statements Committee – 22 May 2014.

## **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**13.2 (OCM 12/6/2014) - REGIONAL PHYSICAL ACTIVITY AND EDUCATION CENTRE (RPAEC) AT COCKBURN CENTRAL WEST - FINAL DESIGN APPROVAL (154/006) (A LACQUIERE) (ATTACH)**

**RECOMMENDATION**

That Council:

- (1) adopt the Concept Design for the RPAEC as shown in attachment 1 to the Agenda;
- (2) proceed with the development of detailed plans and specification required for a building construction tender to be considered at the August 2014 meeting of Council;
- (3) require an updated Operational and Management Plan and Business Plan to reflect the approved Design to be submitted for Council consideration by November 2014;
- (4) require a Development Agreement between the City of Cockburn and the Fremantle Football Club to be submitted to Council for consideration by December 2014.
- (5) amend the Long Term Financial Plan 2012/13 to 2021/22 - Regional Physical Activity and Education Centre from \$82M to \$79.39M;

**COUNCIL DECISION**

**Background**

In September 2012, Council resolved to develop a new Aquatic and Recreation Facility to be constructed in the Cockburn Central West Precinct. Council also resolved to explore the scope for an integrated facility to include the Fremantle Football Club training and administration facilities along with a tertiary education institution. The development of an integrated facility with the ability to reduce the design to a 'standalone' City of Cockburn base build was advanced in accordance with a specific Business Plan that was endorsed in February 2013 by Council. The integrated model was well supported

by the local community, sporting groups, state sporting associations and local politicians.

In December 2013, Council adopted a Heads of Agreement that outlined the key principals between the City and the Fremantle Football Club to jointly deliver the RPAEC at Cockburn Central West.

The result of this decision has seen the formation of a state of the art, high profile facility that will provide significant benefits to a number of key stakeholders and the surrounding community. A key requirement for the project to proceed was for the City and the Fremantle Football Club to jointly secure external funding through State and Federal Governments. The joint strategy has been successful to date and the project has received \$22.4M in funding from State and Federal Governments representing around 21% of the overall project cost.

In September 2013 the City appointed a project architect, Sandover Pinder & DWP|Sutters to lead the design of the integrated facility. Following the project architect appointment the City also engaged the following key consultants to form the project design team.

<b><u>Discipline</u></b>	<b><u>Consultant</u></b>
Structural & Civil Engineers	AECOM Australia
Mechanical Engineering	WSP
Electrical & Vertical Lift Engineers	Norman Disney & Young
Hydraulics Engineer	Norman Disney & Young
ESD Consultant	Norman Disney & Young
Pool Engineer	Brown Consulting
Building Compliance	John Massey Group

The plans to develop the RPAEC are currently on track. As part of the process, an approval on the final building layout is required by Council prior to proceeding to detailed design and documentation. The design has considered the functional requirements for the City of Cockburn, Fremantle Football and Curtin University and aims to deliver a world class integrated facility that will become the focal point of the south west region.

## **Submission**

N/A

## **Report**

Since the appointment of the lead architect in September 2013 (Sandover Pinder and DWP|Suters) the project team has worked to develop a concept design for the integrated facility. The process to develop the concept design has been well co-ordinated with the team taking into consideration a number of reports, studies, facility tours,

management, operations, briefings and stakeholder consultation. The final concept design delivers the key requirements for the City of Cockburn, Fremantle Football Club and Curtin University with foresight to provide future expansion for all key stakeholders.

The current design articulates the geography of the site, changes in level, views, shelter from the elements and the integration of landscaping, together with the character of a waterhole (wetlands). The design focuses on the idea of a communal place of recreation and community where all ages can interact in close proximity.

The functional design of the building is driven by the clear separation of the community aquatics and health club programs from Fremantle Football Club and the sports stadium through a controlled public street/foyer. The placement and design of the street and canopy form a key way-finding strategy to give clarity to circulation within the site and to create a civic focus for the community. Using scale and materiality definition each element of the building responds to the specific internal and external environmental requirements. Creating a specific identity for each of the stakeholders whilst giving the overall facility a sense of unity and clarity, was a key driver for the planning and overall design of the facility.

The concept design was presented to the Cockburn Central West Reference Group in December 2013 and received support by the Group to progress the design to the next phase. The design team has now further refined the concept to schematic design that outlines specific detail of the facility components in line with their functional requirements as briefed by the various stakeholders. The final design includes the following key components for the various stakeholders.

### *City of Cockburn Regional Aquatic and Recreation Community Facility*

#### Lower Ground Floor

- Multipurpose indoor sports hall with six (6) Indoor High Ball Courts, which have the capability of holding show court events with retractable seating.

#### Internal Street Level

- Kiosk/Café;
- Crèche;
- Reception facilities;
- Retail floor space;
- Allied Health; and
- Administration offices.



Ground Floor

- Administration offices;
- Outdoor 9 lane 52m (inclusive of 2m moveable boom) Heated Lap and Competition Pool, capable of accommodating water polo;
- Indoor 8 Lane 25m Leisure/Lap Pool;
- Learn to Swim space;
- Leisure Pool;
- Water Slide and Splash Pad;
- Water Playground;
- Hydrotherapy Pool;
- Spa, Steam and Sauna;
- Kids Party and Indoor Playground; and
- Sporting club rooms.

First Floor

- Health Club style Gym and Cardio space;
- Group Fitness and Spin Studios;
- Utility/service area; and
- Change and Toilet facilities

Second Floor

- Civic Function and Multipurpose room;
- Community office and meeting space; and
- Meeting Rooms.

General

- Separate changing facilities for Aquatic, High Ball, Referee and Tournament and Schools;
- Toilets and ancillary accommodation; and
- Plant and storage to suit.

External

- Four hundred (400) car parking bays (plus 100 bay overflow);
- Outdoor crèche area;
- Outdoor activity area;
- Public accessible café/seating area; and
- Community playing fields capable of accommodating two rugby pitches or an AFL oval (delivered by LandCorp).

*Fremantle Football Club Administration and Training Facility*Lower Ground Floor

- Medical/sports science area;
- Change rooms/property areas;
- Yoga/Pilates rehabilitation;
- Gymnasium area;

- Meeting Room;
- Football Administration offices;
- Lecture theatre;
- Multimedia facility;
- Players' lounge;
- Players change facilities; and
- Toilets and ancillary accommodation.

#### Internal Street Level

- Club retail facilities; and
- Interactive centre.

#### Ground Floor (level with Main Facility Entrance)

- Aquatic recovery facilities (shared).

#### First Floor

- Club administration facilities.

#### Second Floor

- Meeting facilities (shared); and
- Function facilities (shared).

#### External

- Two hundred (200) car parking bays (of which 70-80 are located in a separate secure location adjacent to the football facilities on the lower ground); and
- Separate private entrance.

#### *Curtin University*

#### Second Floor

- Administration/Office Spaces
- Lab
- Meeting rooms
- Testing Rooms
- Storage

## *Stakeholder Consultation*

### Cockburn Central West Reference Group

The City has held regular meetings with the Cockburn Central West Reference Group that was established by Council to keep the Elected Members informed of the project and to seek feedback as the design had progressed. At the meeting of the CCW Reference Group on 27 March 2014, the members were presented with the latest designs and 3D building images. The design was supported in general including the option to provide a multi-functional community space on the upper floor that provided the City with an area to allow for future expansion or for additional commercial leasing space. General consensus supporting the direction of the plans has allowed the design team to further progress the planning without any interruption to the project timing.

### State Sporting Associations and local clubs

The City has maintained regular contact with the key State sporting associations throughout the project but also held specific briefings in September 2012 and March 2014. Overall the sporting associations have felt well consulted throughout the process and have contributed to the final design of the facility. The following State sporting associations and clubs have formally endorsed the final designs for the RPAEC with letters of endorsement provided in Attachment Two.

- Netball WA & Coastal Netball Association
- Waterpolo WA
- Masters Swimming WA
- West Australian Football Commission
- Volleyball WA
- Cockburn Masters Swimming Club
- South Lakes Dolphins Swimming Club
- Swimming WA

### South Lake Leisure Centre Staff

The key staff at the South Lake Leisure Centre were provided with a detailed briefing of the facility plans on 25 March 2014. The briefing allowed for the staff members to provide the project team with further feedback on the design from an operational perspective. The South Lakes Leisure Centre Manager has been involved throughout the design process on specific design requirements where required. The majority of comments received by staff have been included in the final design.

### Disability Reference Group

The City of Cockburn Disability Reference Group was presented with the plans on 6 May 2014. The Group made a number of suggestions as outlined in the Memo contained in Attachment Two. A number of issues raised was around the operational management of the facility that will be taken into consideration when preparing the detailed operational and management plan. The specific design considerations have been included in the current design and the recommendation to appoint an access consultant is being progressed. Further consultation is required with some external disability groups and will form part of the access consultants brief.

### Aboriginal Reference Group

A briefing to the Aboriginal Reference Group (ARG) was scheduled on 19 May 2014 however the meeting did not take place. The project team will seek feedback from the ARG at their next meeting in June. The project team are keen to seek feedback on the Cockburn Central West precinct and how the development can recognise indigenous servicemen and women representing the country.

### Environmental Sustainable Design (ESD)

As part of the project design team, the City appointed Norman Disney and Young as the ESD consultant to advise the City of the various initiatives that should be considered in line with the budget set for the project. Following a number of workshops, site visits and meetings, the consultant explored over 30 initiatives with some identified as standard design practice and some at a capital expense with various payback periods calculated. A raft of non-cost standard design initiatives have been included in the design, however, of the higher capital initiatives explored, deep geothermal heating was highly recommended based on the short payback period of six years and considerable operating savings in ongoing heating costs. At an estimated cost of \$2.3m, this is the only ESD initiative that the budget can accommodate. A large scale photovoltaic system (150KW) is still a desirable initiative, however, at this stage would require further funding or alternative funding strategies such as leasing or sponsorship. This initiative is still being explored and will have the ability to be retrofitted in the future should the original budget not be sufficient.

### Land

The Cockburn Central West site is currently owned by the WA Planning Commission (WAPC) and whilst the management responsibility will be transferred directly to the City, LandCorp will be developing the site to enable the City to undertake the construction of the RPAEC. The

forward works will be delivered by LandCorp and possession of the site to commence the RPAEC construction is expected in December 2014. The City is now working through a Development Agreement with LandCorp which details the development parameters and costs for delivering a serviceable site. A Structure Plan for the Cockburn Central West Precinct has been formally endorsed by Council at the September 2013 meeting. The structure plan approval process has had a positive impact on the design of the RPAEC with the retaining of the wetland area remaining a prominent feature of the site. As part of the development LandCorp will be delivering community playing fields opposite the RPAEC site that will be delivered at the completion of the RPAEC building.

### Development Timeline

The below table outlines the up and coming major project milestones with the completion time still set for the end of 2016.

<b>Milestone</b>	<b>Estimated Completion</b>
Final Design adopted by Council	June 2014
Detailed Design pre-tender cost estimates adopted by Council	August 2014
F.F.C. Development Agreement adopted by Council	December 2014
Building Construction tender adopted by Council	December 2014
Site mobilisation and commencement	February 2015
Works 50% complete	January 2016
Works 75% complete	June 2016
Work 100% complete	October 2016
Official Opening	November/December 2016

### **Strategic Plan/Policy Implications**

#### **Growing City**

- Investment in industrial and commercial areas, provide employment, careers and increase economic capacity in the City.

#### **Infrastructure**

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

#### **Community & Lifestyle**

- People of all ages and abilities to have equal access to our facilities and services in our communities.
- Promotion of active and healthy communities.

### A Prosperous City

- Sustainable development that ensures Cockburn Central becomes a Strategic Regional Centre.

### Budget/Financial Implications

#### Project Budget

The City committed to the 'base build' of \$82M for the proposed aquatic and recreation facility at the September 2012 Ordinary Council Meeting. The project budget has evolved over the different phases of design and revised accordingly. A revised detailed cost plan has been prepared by WT Partnership (Attachment Three) on the current plans with the outline of costs presented below for each stakeholder:

City of Cockburn	\$79.39M
Fremantle Football Club	\$24.94M
Curtin University	\$2.34M
<b>Total Project Cost</b>	<b>\$106.67M</b>

#### Project Funding

The funding targets for the project have not been fully received and therefore the City and the Fremantle Football Club are required to make up the shortfall in funding or reduce the scope of the facility. The below table outlines the targeted or committed funding amounts against the actuals received or now required to be committed:

Stakeholder	Targeted Funding contributions	Overall Funding requirements
City of Cockburn	\$65M	\$68.5M
Fremantle Football Club	\$10M	\$13.5M
Federal Government RDAF	\$15M	\$10M
State Government - Cabinet	\$15M	\$10M
State Government - CSRFF	\$2M	\$2.4M
Curtin University	\$2.3M	\$2.3M
<b>Total Funding Contributions</b>	<b>\$109.3M</b>	<b>\$106.7M</b>

The original budget of \$82M has not been exceeded, however, an additional \$3.5M (in addition to the \$65M already allocated in the LTFP) will be required by the City of Cockburn as a result of an expanded multifunctional community space including provision for future expansion. One of the key lessons from the site tours was the ability to expand at a later date and the design and costs now reflect this position. The City has the ability to commercially lease this space until such time expansion is required. There have been some interest from State sporting associations to relocate to the facility which will be further investigated.

The Fremantle Football Club has advised the City that they have a number of options to cover their funding shortfall including an offer by the State Government for a low interest loan. The Draft 2014/15 includes a capital budget of \$20M for design, construction (commence in 2014/15) and project management.

## **Legal Implications**

### Fremantle Football Club

The City has started to progress a Development Agreement with the Fremantle Football Club for further details of the legal requirements for the development and occupancy of the Fremantle Football Club facilities and any shared facilities.

### Curtin University

The City and the Fremantle Football Club is now in the process of progressing towards a Heads of Agreement with Curtin University. Curtin's involvement in the project requires a \$2.3M contribution for their facilities and is a key factor in bringing the design of the second floor facilities together. In the unlikely event that Curtin University pull out of the development the City would be required to prefund the space and commence negotiations with another tertiary institute.

### LandCorp

The City is in the final stages of closing a Development Agreement with LandCorp to deliver the site in accordance with the approved Structure Plan and the RPAEC requirements. There will be a cost to the City of Cockburn for LandCorp to develop the site that is currently being negotiated. The current detailed costing in Attachment Three includes an allowance for site development by LandCorp.

## **Community Consultation**

As reported previously, extensive consultation was undertaken as part of the development of this proposal that included community groups, sporting groups, residents, State sporting associations and the Department of Sport and Recreation. Further details of the consultation in relation to the current plans are outlined in the 'report' section of this document.

## **Attachment(s)**

1. Final Building Design and elevations
2. Design endorsement letters from stakeholders
3. Final Design Cost Estimate by WT Partnership

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**14. PLANNING AND DEVELOPMENT DIVISION ISSUES**

**14.1 (OCM 12/6/2014) - LICENCE AGREEMENTS FOR THE ILLUMINATED DIRECTIONAL STREET SIGNS: VARIOUS LOCATIONS OWNER/APPLICANT: CITY OF COCKBURN (159/001) (L GATT) (ATTACH)**

**RECOMMENDATION**

That Council consents to the City entering into new Licence Agreements for the management of the illuminated streets signs for an increased fee of \$1,500.00 per sign per annum commencing 1 July 2014, with CPI increases annually for an initial term of five years with an option for a further five year.

**COUNCIL DECISION**

**Background**

The City currently has Illuminated Directional Street Signs installed in various locations throughout the City by three different organisations.

The organisations are operating under Licence Agreements for the rights to erect, operate and maintain illuminated directional signs within road reserves, which are either current or expired and holding over.

Claude Outdoor Media Pty Ltd – Expired 1 October 2010  
Australian Sign Rentals – Expired 1 October 2013  
Directional Systems Australia Pty Ltd – Expires 30 June 2014

The purpose of this report is to request that Council consent to the preparation of new Licence Agreements which will include an increased fee per sign.



## Submission

The granting of renewed licences comes within the disposition of property provisions of the *Local Government Act 1995*. Under the provisions of section 3.58 (3) of the Act, local governments are able to enter private treaty arrangements as long as the intention is publicly advertised and submissions, if any, are formally considered.

Subject to there being no submission/s received from the advertising the City seeks Council consent to enter into Licence Agreements with the three organisations that currently operate the illuminated street signs within the City of Cockburn.

## Report

The City's illuminated street signage is currently managed under a licence system of which two have expired and been held over and one that expires on 30 June 2014.

To facilitate improvements to the management of the internal processes, the City made investigations with other local governments as to how they are currently managing their systems.

There are two options for the City to consider when entering into these licences. One being the calling of tenders for the rights to erect, operate and maintain illuminated directional signs within road reserves. The calling of tenders however is not seen as a particularly effective way forward in this instance for the following reasons:

1. In the event of a current existing licensee not being successful, there are likely to be long delays in removal of the infrastructure.
2. There is no guarantee that all the sites would be taken up within a short time frame by the successful tenderer as they will need to negotiate new contracts with advertisers.
3. The City would lose revenue in the interim period with no guarantee that all sites are eventually replaced.
4. Existing businesses would lose exposure.
5. The community directional signage would be lost for a period.
6. There are limited providers operating in Western Australia.
7. The dismantling of fit for purpose infrastructure which is in good condition is arguably wasteful.
8. All three of the existing licensees indicated strongly that they wished to continue with their current signage.

Considering the above, other Councils have chosen to enter into Licence Agreements with their current operators with an increased annual fee in the range of \$1,500.00 per sign per annum. It appears that this is the current market rate amongst other Councils.

After reviewing the above the City's Officers chose to write to the current Licensees to ask if they were prepared to enter into new Licenses with an increased annual fee per sign. All three organisations were supportive of this process.

The City has received confirmation in writing that all three organisations are supportive of an increased licence fee of \$1,500 plus GST per site per annum. A copy of the letters of support are detailed as an attachment.

The proposed fees will be increased annually by CPI compounding with an initial five-year term with a further five years at the option of the Licensee.

It is proposed that a new template Licence Agreement be prepared by the City's solicitors and the costs be borne equally by the three Licensees.

It is therefore requested that Council consents to the City entering into new Licence Agreements for the management of the Illuminated Street Signs for an increased fee of \$1,500.00 per sign per annum with CPI increases annually for an initial term of five years with an option for a further five year.

### **Strategic Plan/Policy Implications**

#### **Leading & Listening**

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

#### **A Prosperous City**

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

### **Budget/Financial Implications**

The fees currently charged are \$400.00 per sign per annum; this will be increased to \$1,500.00 per sign per annum. The current income is \$17,600.00 and following the introduction of the new licence agreements the income will increase to \$66,000.00 per annum.

### **Legal Implications**

Subject to advertising under Section 3.58 of the *Local Government Act 1995*.

## Community Consultation

The three organisations that currently install signs within the City's boundaries have consented in writing to the increase in the annual licence fee. Copies of each of the letters of consent are detailed at attachment 1.

## Attachment(s)

Letters of Consent

## Advice to Proponent(s)/Submissioners

The Proponent(s) have been advised that this matter is to be considered at the 12 June 2014 Council Meeting.

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

Nil.

### 14.2 (OCM 12/6/2014) - PROPOSED VARIATION TO LOT 412 GAEBLER ROAD LOCAL STRUCTURE PLAN - LOCATION: HAMMOND PARK - OWNERS: GOLD ESTATES HOLDINGS PTY LTD - APPLICANT: ROBERTS DAY (110/090) (L SANTORIELLO) (ATTACH)

#### RECOMMENDATION

That Council:

- (1) pursuant to Clauses 6.2.9.1(a) and 6.2.14.1 (a) of City of Cockburn Town Planning Scheme No. 3 ("Scheme"), adopt the variation to the Local Structure Plan;
- (2) pursuant to Clause 6.2.14.2 of the Scheme, forward the proposed variation to the Commission within 10 days of Council's resolution;
- (3) advise the proponent and the person who made a submission of Council's decision; and
- (4) advise the proponent that the site is subject to Development Contribution Area No. 13 and 3.

#### COUNCIL DECISION

## **Background**

The original Lot 412 Gaebler Road Local Structure Plan was adopted by Council on 21 December 2004 and endorsed by the WAPC on 26 February 2005. Since then, the Structure Plan has been subject to minor modification/s, which has been dealt with in accordance with the statutory requirements of the Scheme.

Council adopted a variation to this Structure Plan on 12 December 2013 (Item 14.4). The objective of that review was to reflect a more contemporary design approach. The modification comprised a range of changes including:

- A reconfiguration of some lots in response to the updated Residential Design Codes;
- The redesign of the former dual coded R20/40 precinct;
- Increasing the base density on the R20/40 area from R20 to R25; and
- Increasing the size of the Local Centre site.

Prior to the commencement of the public advertising of the modified Structure Plan (item 14.4), the City requested additional modifications to the Structure Plan reflecting comments submitted by the Western Australian Planning Commission. The most significant of these related to the dual code and sought greater certainty in future development by the inclusion of specific density codes of R25 and R40. During the course of including these additional modifications, an incorrect version of the Structure Plan map was lodged with the City. Two lots that were intended to be included in the R40 code were incorrectly depicted as R25.

The purpose of this proposal before Council is to rectify this, by way of considering the merits of the proposed modification to the Structure Plan to recode those relevant lots to R40. Following advertising and consideration of submissions received, it is recommended that Council adopt the modifications.

## **Submission**

The modified Structure Plan proposal included as part of item 14.4 of the 12 December 2013 Council report was lodged by Roberts Day on behalf of Richard Noble (the landowner). The modified Structure Plan comprised the following:

- Removing the existing dual coding of Residential 'R20/R40' in favour of site specific density codings of R25 and R40 to provide for greater certainty of future development outcomes. This results in a

proposed overall decrease in potential dwellings that can be developed on the land;

- Redesign of the former dual coded Residential 'R20/R40' precinct. The objective for the redesign was to seek a better outcome for this small precinct, which is dependent upon access past an existing laneway. In this regard the redesign proposes an entry road, which expands to a 22m reserve to facilitate an internal amenity area consisting of a strip of trees in a central median. The loop road is connected to a 10m Public Access Way (PAW) providing direct pedestrian access to Gaebler Road and the area of POS to the south;
- Increasing the size of the Local Centre lot to 1500m<sup>2</sup> to ensure the ability to facilitate a range of potential 'local centre' uses.

In addition to the above design changes, other modifications to the wider Structure Plan were undertaken:

- Relocation of the drainage sump associated with the Primary School site to its constructed location adjacent to Frankland Avenue.
- Deletion of the 300m 'sphere of influence' line arising from the former market gardens to the south, which have since been closed down.
- Deletion of the 40m 'strip of vegetation' along Gaebler Road, which has been cleared following the closure of the market gardens to the south.

## Report

### Planning Background

The subject land is 1.5 hectares in size and generally bound by residential development to the north and west, Irvine Parade to the east and Gaebler Road to the south as shown within Attachment 1.

The subject land is zoned 'Urban' under the Metropolitan Region Scheme ("MRS") and 'Development' under City of Cockburn Town Planning Scheme No. 3 ("Scheme"). The subject land is also located within Development Area 4 ("DA 9"), Development Contribution Area No. 3 ("DCA 3") and Development Contribution Area No. 13 ("DCA 13").

### Previous report to Council (Item 14.4 of the 12/12/13)

This report specified the following:

*"Under the current dual coding framework, there is potential for 35 dwellings to be developed whereas the proposed modification would*

*result in a maximum yield of 30 dwellings. The reduction is attributed to the modification specifying sites for R40 and R25 development and removing the 'blanket' dual coding. Whilst the base coding has increased from R20 to R25, allocating only certain sites to be coded R40 has resulted in a net reduction in dwelling yield."*

Whilst the intention of the modification was to achieve 30 dwellings the LSP map only allowed for 28 dwellings. This proposal before council aims to rectify this error. Like the previous modification, the planning merits of this proposal need to be considered irrespective of the previous proposal not being the up to date map.

#### Proposed Modification to Local Structure Plan

This proposal aims to adopt the intended Structure Plan map which is included as attachment 3 of this report. The specific lots proposed to be up-coded from R25 to R40 are identified in Attachment 2. The justification supporting this proposal is similar to that which was used to support the previous proposal. The subject recoding of these two lots will assist in providing greater housing diversity and choice within the Hammond Park suburb, and importantly in close walking proximity to an existing primary school and future local centre.

The proposal will also help to further establish residential development in a suburb with (soon to be) excellent access to public transport, specifically the Aubin Grove train station which is scheduled for completion by 2017. The previous technical reports that accompanied the structure plan (primarily traffic) demonstrate that the proposal is acceptable from a traffic generation viewpoint, and accordingly in itself won't pose unacceptable impacts.

On this basis it is recommended that Council support the modification.

#### **Strategic Plan/Policy Implications**

##### **Growing City**

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

##### **Budget/Financial Implications**

The Structure Plan fees for this proposal have been calculated in accordance with the *Planning and Development Regulations 2009*,

including the cost of advertising and this has been paid by the applicant.

Subdivision and development of the subject land is also subject to the requirements of the City's Development Contribution Plan 13 – Community Infrastructure.

### **Legal Implications**

Planning and Development Act 2005  
City of Cockburn Town Planning Scheme No. 3  
Town Planning Regulations 1967

### **Community Consultation**

The proposed modification was advertised for a period of 21 days in accordance with Scheme requirements. Advertising was reflective of the advertising undertaken previously for item 14.4 of the 12 December 2013 Council report. This was to ensure all residents were aware of the proposed modification.

In total the City received one submission objecting to the proposal. The attached schedule of submissions aims to address the various issues raised in the objection.

### **Attachment(s)**

1. Location Plan
2. Comparison zoning plan
3. Proposed Local Structure Plan
4. Schedule of Submissions

### **Advice to Proponent(s)/Submissioners**

The Proponent(s) and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 12 June 2014 Council Meeting.

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

Nil

**14.3 (OCM 12/6/2014) - PROPOSED METROPOLITAN REGION SCHEME AMENDMENT LOCATION: LOTS 2 AND 4 ARMADALE ROAD, BANJUP OWNER: MIDLAND BRICK COMPANY PTY LTD (108/004) (R PLEASANT) (ATTACH)**

**RECOMMENDATION**

That Council

- (1) write to the Western Australian Planning Commission indicating the City does not currently support the proposed Metropolitan Region Scheme (“MRS”) amendment for Lot 4 Armadale Road, Banjup for the following reasons:
  1. The land has not been identified as appropriate for more intensive development State level strategic planning instruments.
  2. In the absence of (1), there is no decision whether the potential risk posed by urbanisation on the groundwater resource is acceptable.
  3. There is a void of advanced regional level structure planning to determine regional issues such as new/additional primary and other regional road reservations, high school reservations, bush forever (parks and recreation) reservations.
  4. There is a void of advanced district structure planning to determine district issues such as primary school allocation, open space networks and planning, activity centre planning, relationship to non-residential development, strategic bush fire management, sub-regional movement network.
- (2) requests that should the Western Australian Planning Commission consider supporting the proposal, this be made subject to the planning tasks associated with (3) and (4) being firstly completed for the precinct bound by Warton Road, Jandakot Road, Solomon Road and Armadale Road.

**COUNCIL DECISION**



## Background

A request to amend the Metropolitan Region Scheme (MRS) has been submitted to the Western Australian Planning Commission (WAPC). The purpose of the amendment is to rezone approximately 62 hectares of land from 'Rural-Water Protection' to 'Urban' under the MRS. Concurrent rezoning under the City of Cockburn's Town Planning Scheme 3 (TPS3) is not sought at this stage, however, the proposed urban zoning will ultimately allow for residential development of the land following a local scheme amendment, detailed structure planning and subdivision approval.

Previous correspondence submitted to the City by the applicant involved a 'planning overview report' (13 August 2013) and supporting documents, requesting the City provide a submission to the WAPC to support the inclusion of the wider Banjup Precinct in the draft South West Sub-Regional Structure Plan (SWSRSP). It is noted the SWSRSP is yet to be released by WAPC.

While it was inappropriate for City officers to offer support at that particular time, a summary of issues was provided of which are required to be addressed prior to any further intensification of development on the subject site and surrounding Banjup District. District level issues relate to:

- The need for further state level led Strategic Planning.
- The intensification of development on the Jandakot Water Mound.
- Road and infrastructure requirements of the wider Banjup district.
- Connections and contribution to the Cockburn Central Activity Centre.

These issues remain unresolved for the City and therefore the purpose of this report is to provide comment on the proposed amendment, drawing on the previously raised issues and make a submission to the WAPC to not support the amendment.

## Submission

N/A

## Report

The proposal relates to the rezoning of Lots 2 and 4 Armadale Road, Banjup, 3.15 hectares and 58.7 hectares respectively, from 'Rural-Water Protection' to 'Urban' under the MRS.

### Strategic Planning Policy Implications

A key decision gate on whether to support an MRS amendment is whether such an amendment seeks to align with State level strategic objectives. While there are elements of the proposal that present some planning merits with regards to accommodating growth, the utilisation of brownfield land and proximity to an important activity centre, the land remains identified as 'Rural' in Directions 2031 and the draft South West Sub Regional Strategy.

As a result of the proposed inconsistency with state level strategic policy, the City highlights the need for State led guidance to address regional issues that need to be determined before considering further urbanisation like this. Examples include new/additional primary and other regional road reservations, high school reservations and bush forever (parks and recreation) reservations. In the absence of these issues being known the amendment as it currently is presented is incomplete.

### The intensification of development on the Jandakot Water Mound

The proposed amendment recognises the key planning constraint to the site is presented by the Jandakot Groundwater Protection Policy (SPP2.3), which seeks to protect the Jandakot Water Mound.

The site is located within a Rural-Water protection Zone and is currently within a Priority 2 protection area of the Jandakot Underground Water Pollution Control Area. The proposal suggests planning merit in regards to protection of the water mound is evident given the Priority 2 classification is not consistent with the previous or proposed use of the land (being that it remains incorrectly classified) and that the site presents identical geological attributes as the nearby Stockland's 'Calleya' proposal (this land has support for further urban intensification).

In response, the City notes the following. It is recognised the subject site is located immediately adjacent to land identified as 'urban expansion area 2011-2015', (commonly referred to as the former Banjup Quarry Site or Banjup Stocklands Development) within the draft South West Sub regional Strategy. The City highlights this proposition was only considered after extensive research into the potential environmental impacts, and in particular, the impact on the groundwater mound.

Further, in August 2011, the City wrote to landowners within Banjup advising of the above and that there was no support by the City for any other rezoning, urbanisation or industrialisation within the 'Resource' zone (Jandakot Water Mound) at that time. Particularly, as such a

proposition could pose significant risks to the Jandakot Water Mound, and as such would require comprehensive state and local level strategic planning to carefully consider such a notion of future development.

It is also noted the Banjup Stockland development has been discussed in the past as a “test case” given the environmental sensitivities of the area. This was consistent with the views and recommendations of the Department of Water (DoW) and the then Department of Environment and Conservation (DEC).

Given development has not commenced on the Banjup Stockland development site, it is difficult to determine the environmental impacts (if any) of urban development on the Jandakot Water mound without having the benefit of analysis or any positive evidence from which to base future decisions. Therefore, it needs to be recognised that the impacts of the ‘Callaya’ development on the water mound are yet to be realised.

Effectively the previously mentioned State level strategic planning forms an important consideration as to whether the risk posed by potential urbanisation is acceptable from an environment viewpoint. This careful consideration needs to be made through an open and transparent process at the State level, such as that which the Stockland Calleya development obtained its genesis from under Directions 2031.

#### Road and infrastructure requirements of the wider Banjup district

The City is concerned about the lack of a study which identifies the road infrastructure requirements of the Banjup district. Infrastructure upgrades were considered necessary as a result of the Stockland site and the Jandakot Airport Masterplan is also currently being reviewed. Preliminary drafts of the Masterplan provide for significant upgrading west of the Banjup Stockland development, focused around a Southern connection through to the Jandakot Road/Berigan Drive intersection and to the Freeway.

The issue the City is concerned about is the integration of these projects with future development and the surrounding road network.

In particular, is the need to plan for the North-South connection between Liddelow Road located towards the South of the site, Jandakot Road, and the Jandakot Airport (See figure 1). Liddelow Road and Jandakot Road are both Regional Distributor Roads and the future connection of these roads in addition to their ongoing connection with the Airport needs to be planned. The proposed amendment highlights the issue with not undertaking strategic level planning of the

district given the traffic report and the amendment do not consider the impacts of the wider district. Rather, the traffic assessment identifies the impacts resulting from the proposed 743 lots and the primary school. The amendment identifies a structure plan that connects from the intersection of Armadale Road and Liddelow Road, identifying projected daily traffic volumes of 2,000vpd and recommending a classification of Neighbourhood Connector B. Should the land to the north continue this proposed road through to Jandakot Road, it is likely to attract an increased amount of traffic beyond what has been identified. This is due to the likelihood that the extension North of Liddelow Road towards the airport is likely to attract significantly more North-South traffic given its location between the two existing Regional Distributor Roads (Armadale Road and Jandakot Road). Figure 1 illustrates this point.

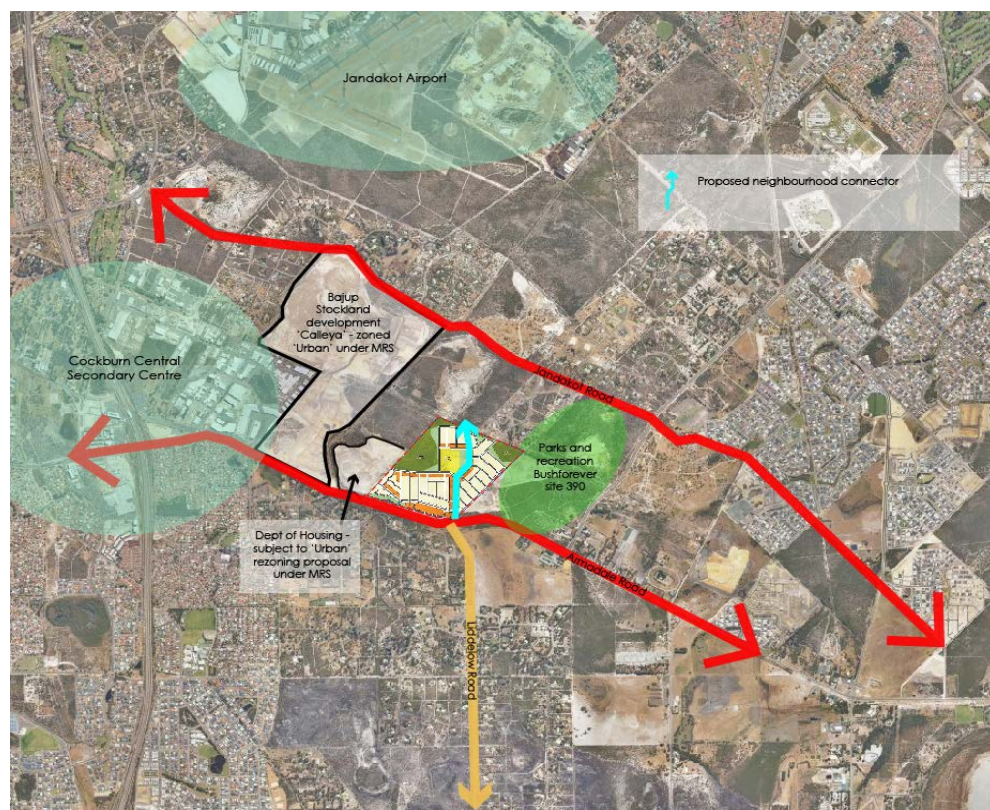


Figure 1: Subject site in the context of the wider Banjup District.

The City strongly recommends a district level transport study inform any change to 'Urban' zoning in Banjup and also trigger an appropriate change in the road reservations under the MRS, such as addressing the above example and adding Jandakot Road as a 'Other Regional Road' as well as change the current designation of Armadale Road 'Primary Regional Road' to account for the new intersection designs. This sees a key role for regional and district level structure planning to first be completed before contemplating MRS amendment.

Such a study should also consider all the other district level planning issues that need to be addressed – neighbourhood structure, centres, density targets, neighbourhood and district road structure, natural area considerations, major POS planning, public transit integration, schools and community facilities etc.

Allowing further development without addressing the existing issues with the regional network would not be in accordance with orderly and proper planning.

#### Bush forever sites and wetlands

A significant amount of land within the Banjup District is mapped as Bush forever sites and is the location of wetlands. The impact and encroachment of these sites from urban development clearly needs to be minimised. This is likely to only occur effectively through regional and district level planning, ensuring important vegetation, wetland links and corridors are protected beyond individual landholding boundaries.

#### Community facilities

The proposal details that as a result of consultation with the Department of Education, the provision of a Primary School so as to cater for the needs of the future residents of the subject land and the wider precinct. The City is concerned that there is limited discussion of other facilities including requirements for a high school in the district. Again, it is stated that regional/district level planning is yet to identify the infrastructure requirements of future residents in Banjup.

#### Conclusion

While it is recognised the subject site presents the potential to meet various state level strategic objectives, it is clear sufficient planning studies and information has not yet been undertaken to ensure the development of the site and the wider Banjup district is developed in accordance with orderly and proper planning. Of the greatest significance is the ongoing protection of natural resources – the Jandakot Water Mound and the Bush forever sites and wetlands. Secondly, it is clear infrastructure planning remains to prove how the district can be developed in a sustainable manner.

Therefore, it is on this basis that Council make a submission to the WAPC indicating support is not provided for this proposal until such time as the necessary State level strategic planning has been resolved and the necessary district level planning is undertaken.

## **Strategic Plan/Policy Implications**

### **Growing City**

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

### **Infrastructure**

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

### **Community & Lifestyle**

- Promotion of active and healthy communities.

### **Environment & Sustainability**

- A community that uses resources in a sustainable manner.

## **Budget/Financial Implications**

If the MRS amendment is approved, the City will need to undertake amendments to TPS3 to bring it into consistency with the MRS, and preparation, advertising and progression of these amendments would be covered by appropriate fees payable under the *Planning and Development Regulations 2009*.

## **Legal Implications**

N/A

## **Community Consultation**

Submissions on the MRS Amendment are due to the WAPC by 13 June 2014.

## **Attachment(s)**

1. Location Plan
2. Site Plan
3. Indicative Concept Plan

## **Advice to Proponent(s)/Submissioners**

The Proponent(s) have been advised that this matter is to be considered at the 12 June 2014 Council Meeting.

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

Nil.

**14.4 (OCM 12/6/2014) - RETROSPECTIVE CHANGE OF USE - FACTORY TO CLUB PREMISES - REQUEST FROM THE STATE ADMINISTRATIVE TRIBUNAL (SAT) TO RECONSIDER DECISION - REVIEW MATTER NOS. DR 282 & 284 OF 2013 - LOCATION: 4/13 (LOT 22) PORT KEMBLA DRIVE, BIBRA LAKE - OWNER: HAYLEY LOUISE BOND, KRISTOPHER GRAHAM BOND, PETA NICOLE RYAN & SULTENE PTY LTD - APPLICANT: URP TOWN PLANNERS & BUILDING DESIGNERS (1105155) (T CAPPELLUCCI) (ATTACH)**

**RECOMMENDATION**

That Council:

- (1) approve an application for a retrospective change of use from Factory to Club Premises, at No. 4/13 (Lot 22) Port Kembla Drive, Bibra Lake, as part of the State Administrative Tribunal Review Matters Nos. DR 282 & 284 of 2013, in accordance with the plans date-stamped 20 March 2013, subject to the following conditions and footnotes:

Conditions

1. No more than a twenty five (25) persons are permitted on the premises at any one time.
2. This planning approval is for a temporary period of two (2) years only from the date of issue and does not retrospectively authorise any previous unapproved use of the premises.
3. The premises are not approved as a licensed premise. The bar, indicated on the floor plan is not to be used for the sale of alcoholic liquor or supplies to the public unless a change of use for that purpose is approved by the City and Liquor Control Act requirements are complied with.
4. The premises are not to be hired or permitted to be used by a third party, without the prior approval of the City.
5. The land use 'Club Premises' shall not continue or recommence until a Building Approval Certificate and an Occupancy Permit (BA9) have been issued by the City for the unauthorised fit-out, in order to bring the premises into compliance with the Health (Public Building) Regulations 1992 and current Building Code of Australia requirements.
6. All activities on the premises are to comply with Noise Regulations including vehicle noise from the building and from the outside areas.

7. No external signage advertising the 'Club Premises' or the operator of the 'Club Premises' is permitted.
8. The entire ground floor area shall only be used for the purpose of a 'Club Premises' as defined in the City of Cockburn Town Planning Scheme No. 3. The premises are not to be used at any time for residential accommodation or any other purposes.
9. The premises require seven (7) car bays, including one disabled bay, plus one (1) loading bay. Within 90 days of the date of this approval, the car parking bays must be lined marked and constructed in accordance with AS 2890.1:2004, Parking Facilities, Part 1: Off-street parking to the satisfaction of the City.
10. The Club Premise is only permitted to operate during the following times:
  - (a) Tuesday between the hours of 7.00pm to 9.00pm and Friday between 6.30pm to 12.00am, to conduct club meetings;
  - (b) Saturday between the hours of 7.00pm to 12.00am once every two months (maximum 6 per calendar year), to conduct private functions;
  - (c) Monday to Friday (excluding Public Holidays) between the hours of 8.00am to 7.00pm, for informal use by club members only and for not more than two days per calendar week; and
  - (d) On a Saturday, Sunday or Public Holiday between the hours of 8.00am to 7.00pm for informal use by the club members only.

#### Footnotes

1. This is a Planning Approval only and does not remove the responsibility of the applicant/owner to comply with all relevant building, health and engineering requirements of the City, with any requirements of the City of Cockburn Town Planning Scheme No. 3, or the requirements of any other external agency.
2. This development approval has been granted for a temporary use period only a no extension shall be granted without the prior approval of Council. Use of the site shall cease upon expiry of this temporary use approval. Any future use of the site beyond the expiration of this application will be considered under the statutory framework governing at that time.
3. All advertising signs are to be in accordance with the requirements of the City of Cockburn Town Planning Scheme



- No. 3. Non-exempt signage will require separate planning approval.
4. The primary use of the development hereby approved is 'Club Premises', defined in the City of Cockburn Town Planning Scheme No. 3 as 'premises used by a legally constituted club or association or other body of persons united by a common interest'.
5. With regards to Condition No. 9, no car parking bays are to be provided in front of any doors or gates of the subject unit.
6. With regards to Condition No. 5, the subject building is a Class 9B structure and accordingly, in addition to the unauthorised works for the internal fit out, the following aspects, but not limited to, will also need to be addressed to meet requirements prior to lodgement of a Occupancy Permit – BA9 with the City:
- Additional female toilet and disabled access toilet;
  - Mechanical ventilation;
  - Smoke alarms;
  - Fire exits to be operable doors from the inside of the building with fire exit signage;
  - Fire extinguishers;
  - Electrical layout plan;
  - Roof plan;
  - Clarification on the Office component;
  - Wheelchair access; and
  - Parts 2-7 of the Health (Public Buildings) Regulations 1992.
- (2) notify the State Administrative Tribunal, the applicant and those who made a submission of Council's decision.

## COUNCIL DECISION

### Background

The following timeline provides an overview of actions and events that have occurred to date in relation to the subject site (4/13 (Lot 22) Port Kembla Drive Bibra Lake) and the previous planning application for a retrospective Change of Use from Factory to Club Premises which was refused by Council at its meeting held on 11 July 2013:

- |                 |   |
|-----------------|---|
| October 2012    | The City was advised by the Organised Crime Squad that the Rebels Motor Cycle Gang were operating at the subject premises and their intention to have them evicted from the subject premises.   |
| 10 October 2012 | A meeting was held with the City's officers and some of the owners of the site, where planning and building requirements were discussed. The owners present were advised that planning approval for a change of use was required.   |
| 27 March 2013   | The Council received an application for the proposed retrospective change of use from Factory to Club Premises at No. 4/13 (Lot 22) Port Kembla Drive, Bibra Lake.  |
| 11 July 2013    | <p>The Council at its Ordinary Meeting refused the above-mentioned application (against staff recommendation) for the following reasons:</p> <ol style="list-style-type: none"> <li><i>"1. Impact on the amenity of the area by way of noise, movement and events held at the premises (TPS3 section 10.2.1 (n)).</i></li> <li><i>2. Likely social issues that may result from the operation of the proposed club house which can affect the amenity of the locality (TPS3 section 10.2.1 (j)).</i></li> <li><i>3. In consideration of the objection received on the application (TPS3 section 10.2.1 (y))."</i></li> </ol> |
| 8 August 2013   | The applicant lodged an application to the State Administrative Tribunal (SAT) for review of the Council decision of 11 July 2013.  |
| 21 August 2013  | <p>SAT Directions Hearing held resulting in the following orders:</p> <ol style="list-style-type: none"> <li><i>"1. The matter is referred to mediation to commence at 2pm on site at Unit 4 13 Port Kembla Drive, Bibra Lake and thereafter at the offices of the City of Cockburn on Wednesday, 9 October 2013 for the duration of three hours.</i></li> <li><i>2. The Mayor of the respondent is invited to attend and/or nominate one or more councillor members and/or the chief executive officer of the respondent to attend the mediation.</i></li> </ol>   |

3. *At least five days before the mediation the parties must exchange any documents to be relied on which have not already been provided”.*

- 29 October 2013      A meeting was held at the City’s offices between Councillors Steven Portelli and Lee-Anne Smith and City’s solicitors to discuss a way forward with the subject matter.
- 16 January 2014      The SAT Mediation was rescheduled and below were the relevant orders from the mediation:
- “1. *The applicants advise the respondent by 22 January 2014 the maximum number of people proposed to be at the club premises at any one time.*
  2. *The applicants are to liaise with the respondent to provide access to the premises by officers of the respondent for inspections such that appropriate conditions can be drafted;*
  3. *The respondent is to prepare draft conditions for the applicants consideration that will reflect the prospective maximum numbers identified in order 1, and to prepare a draft proposal for a time limited approval. The respondent is to liaise with the applicant in the preparation of these documents such that further mediation can be informed.*
  4. *The matter is adjourned to a further mediation to commence at 10am on 10 March 2014 for the duration of 3 hours to consider a section 31 referral”.*
- 22 January 2014      Members of the City’s Statutory Planning, Building and Environmental departments conducted a site inspection on the subject premises, as per order 2 above, in order to ascertain what is required for the subject site to comply with all relevant requirements. In addition, the applicants as per order 1 above confirmed that the maximum number of people to be in the premises at any one time would be twenty five (25).
- 5 March 2014      The City sent the applicant draft conditions to consider before the next scheduled mediation, as per order number 3 above.

23 April 2014

A further mediation at SAT where both parties agreed to conditions and footnotes as per Order 3 of 16 January 2014 mediation. Both parties also agreed on the following orders on the basis of the item being considered at the 12 June 2014 Council Meeting:

- “1. The Respondent is invited pursuant to section 31 of the State Administrative Tribunal Act 2004 to remake its decision by or on 12 June 2014.*
- 2. The matter is otherwise adjourned to a further directions hearing on 20 June 2014.”*

### **Submission**

The applicant previously sought retrospective approval from the City for a Change of Use from 'Factory' to 'Club Premises' at the subject site.

Following lodgement of the application, the applicant clarified that the 'Club Premises' was for a club operated by an incorporated motorcycle club, identified as the Rebels Motorcycle Club. Formal club meetings are proposed to take place twice a week outside normal business hours (i.e. Tuesdays from 6.30pm to 9.00pm and Fridays from 6.30 pm to midnight). The premises is also intended to be available for informal use by the club members on a daily basis (Monday to Sunday, excluding Public Holidays) outside the abovementioned hours to assist with general maintenance and ongoing operation of the club. It is also proposed to hold occasional private functions on selected Saturday nights up until midnight. The applicant has advised that the maximum number of members to be present in the club at any one time is proposed to be twenty five (25).

The application is being referred to Council by the State Administrative Tribunal (SAT) for reconsideration. It should be noted that there have been no modifications to the original proposal for a change of use to 'Club Premises' besides discussions being held on the prospect of the City issuing a temporary approval for the change of use as outlined in the timeline above. As a result of this reconsideration, key aspects addressed during the process have included identifying the maximum number of people attending the site, operating hours as well as ensuring the Health (Public Building) Regulations and current Building Codes of Australia requirements are addressed.

Arising from the SAT Mediation process and ongoing correspondence between the City and the applicants representative, the purpose of this report is for Council to reconsider its original decision of refusal and consider whether a temporary approval could be entertained and if so, what conditions and modifications should be imposed.

## Report

Under Section 31 of the *State Administrative Tribunal Act 2004*, the City has been invited to reconsider its previous decision on the subject application; that is, to (a) affirm the decision; (b) vary the decision; or (c) set aside the decision and substitute it for a new decision. Once a decision is made by Council, it will be conveyed to SAT.

### State Administrative Tribunal Act 2004

Section 31 states as follows:

*“31. Tribunal may invite decision-maker to reconsider decision*

- (1) At any stage of a proceeding for the review of a reviewable decision, the Tribunal may invite the decision-maker to reconsider the decision.*
- (2) Upon being invited by the Tribunal to reconsider the reviewable decision, the decision maker may –*
  - (a) Affirm the decision; or*
  - (b) Vary the decision; or*
  - (c) Set aside the decision and substitute its new decision.*
- (3) If the decision-maker varies the decision or sets it aside and substitutes a new decision, unless the proceeding for a review is withdrawn it is taken to be for the review of the decision as varied or the substituted decision.”*

### Zoning and Use

The site is located within the ‘Mixed Business’ zone of the City’s Town Planning Scheme No.3 (TPS 3), the objective of which is to provide for a wide range of light and service industrial, wholesaling, showrooms, trade and professional services, which, by reason of their scale, character, operation or land requirements, are not generally appropriate to, or cannot conveniently or economically be accommodated within the Centre or industry zones.

A ‘Club Premises’ is classified as a permitted (‘P’) use within the ‘Mixed Business’ zone, meaning a use that is permitted by the Scheme provided the use complies with the relevant development standards and requirements of the Scheme. The land use ‘Club Premises’ is defined in TPS 3 as follows:

*“Means premises used by a legally constituted club or association or other body of persons united by a common interest.”*

The proposed use of the premises is consistent with the TPS 3 land use permissibility and does not prejudice the objectives of the ‘Mixed Business’ zone as stated under TPS 3. Furthermore, TPS 3 does not contain powers to discriminate between different types of clubs based on the suspected activities of the members.

### Neighbour Consultation

One (1) objection was received during the consultation period which made reference to the incompatibility of the proposed ‘Club Premises’ with the existing land uses within the locality. It was stated that the proposed use may generate anti-social behaviour, which will impact on the safety of tenants, landowners and their clients, visitors etc.

Concerns about anti-social behaviour in this instance appear to relate to club patrons and members, and to be based partly on the perception of outlaw motorcycle clubs. Given the motorcycle club has been operating without approval at the premises for some time, and no other comments have been received from adjoining owners, this may indicate that the club premises has been operating without impacting on the amenity of the adjoining properties. It should be noted that the applicant has advised that the premises have not been used following the City’s initial advice that it required planning approval.

The applicant has advised that activities shall be undertaken behind closed doors. If concerns of anti-social behaviour arise in the future due to the club operations, they should be directed to the WA Police as is the case with any business or activity where illegal activities are suspected.

### Car Parking

The subject site requires a total of thirty-nine (39) car bays on-site for the land uses operating from the six (6) units. The number of car parking bays required for the other five (5) units along with the proposed change of use of Unit 4 from ‘Factory’ to ‘Club Premises’ is as follows:

Unit	Land Use	Area	Parking Requirement
1	Showroom	140m <sup>2</sup>	1:50m <sup>2</sup> = 3 bays
2	Motor Vehicle Sales	300m <sup>2</sup>	1:5 vehicles + 1:1 employee = 5 bays
3	Factory	305m <sup>2</sup>	1:50m <sup>2</sup> = 7 bays
4	Club Premises	302m <sup>2</sup>	1:50m <sup>2</sup> = 7 bays + 1 Loading

Unit	Land Use	Area	Parking Requirement
	(Proposed)		Bay at 1:500m <sup>2</sup>
5	Dance Studio	200m <sup>2</sup>	4 bays
6	Showroom	610m <sup>2</sup>	1:50m <sup>2</sup> = 13 bays
<i>Total bays Required</i>			39 bays
<i>Total bays Proposed</i>			39 bays

Given that the subject site at Unit 4 is changing use from 'Factory' to 'Club Premises' which both have the same car parking requirement of 1:50m<sup>2</sup>, the required amount of car parking bays on-site will not change from what is already existing and therefore no variation to the parking requirements of TPS 3 is sought. However the premises require the provision of one (1) loading bay which has not been addressed in the application. However, should Council support the proposal, a condition can be imposed requiring one (1) loading bay and seven (7) car parking bays to be line marked and constructed in accordance with Australian Standards.

#### Maximum Persons Accommodated & Operating Hours

The original application for 'Club Premises' proposed a maximum of twenty five (25) club members being accommodated in the premises at any one time. From discussions during the SAT review process, the owner and one of the users of the site confirmed that the maximum number of persons, not just members, using the site at any one time would be twenty five (25). As such, should Council support the proposal, a condition can be imposed limiting the maximum number of people at the premises at any one time to twenty five (25).

Most of the other approved uses in the complex operate primarily during normal business hours. The attendance of the maximum number of twenty five (25) persons will only occur during the formal club meetings twice a week and outside normal business hours. The proposed maximum number of persons and car parking bays provided solely for the 'Club Premises' use is considered to comply with the Scheme.

Given the potential conflicts with surrounding uses, in particular, those units within the same complex the City, though the SAT review process, considers it appropriate that the proposed club premises only be permitted to operate during the following times:

- Tuesday between the hours of 7.00pm to 9.00pm and Friday between 6.30pm to 12.00am, to conduct club meetings.

- Saturday between the hours of 7.00pm to 12.00am once every two months (maximum 6 per calendar year), to conduct private functions.
- Monday to Friday (excluding Public Holidays) between the hours of 8.00am to 7.00pm for informal use by club members only and for not more than two days per calendar week.
- On a Saturday, Sunday or Public Holiday between the hours of 8.00am to 7.00pm for informal use by the club members only.

### Amenity Impacts

Amenity is defined under TPS No. 3 as follows:

*“Means all those factors which combine to form the character of an area and include the present and likely future amenity.”*

The comments during neighbour consultation did note how the proposal may impact on the amenity of the area; however it is assumed that the basis of the sentiments made in the objection stems from the nature of the club and the broader public perception of such clubs and their members/patrons.

In reference to the land use and its general impact on the amenity of the locality, the Organised Crime Squad in discussions with City Officers has noted that the safety of nearby businesses, i.e. as a result of gang crime activity and feud violence, could cause potential amenity issues.

In view of the above, the City considers that the proposal, with these conditions imposed restricting operating hours and maximum number of persons, will minimise any adverse impact on the amenity of the locality.

### Provision of “Bar” Facilities

An issue has been raised concerning the internal fit out proposed for the club premises specifically about the ‘bar’ shown on the plans. It has been clarified by the applicant that the ‘bar’ will not be used for the purposes of a licensed premises (i.e. there is no intention to sell and/or supply liquor to club members or guests for consumption on or off the premises). As a result, given the information provided the ‘bar’ facility does not impact the assessment of this development application and no Public Interest Assessment Report (PIAR) is required. A condition has been proposed to ensure that the premises are not licensed premises.



### Public Building

The City's Health Services ha inspected the premises and confirmed that it be considered a 'Public Building'. They have specifically raised concerns regarding compliance with the Public Building Regulations and health legislation. Specific aspects that need to be addressed to meet the Building Codes of Australia (BCA) and Health (Public Building) Regulations 1992, include:

- Mechanical ventilation;
- Additional female toilet and disabled access toilet;
- Smoke alarms;
- Fire exits to be operable doors from the inside of the building with fire exit signage;
- Fire extinguishers;
- Electrical layout plan;
- Roof plan;
- Clarification on the office component;
- Wheelchair access; and
- Parts 2-7 of the Health (Public Buildings) Regulations 1992.

Should Council support the application, conditions and footnotes can be imposed to ensure that when the lodgement of an Occupancy Permit – BA9 occurs the above issues are addressed to the City's satisfaction.

### Referrals

As discussed in the timeline of events, the City was made aware of the site not being used for its approved use by the WA Police's Organised Crime Squad in October 2012. The Organised Crime Squad intelligence unit has provided the City with an up to date 'Security-in-Confidence' report for the subject premises (a copy of which was circulated previously as part of the June officer's report). The report makes mention that as at July 2012, a number of renovations were taking place at the premises which appear to not have been approved by the City. As such, if the proposed use is supported by Council, a condition should be imposed to ensure all relevant building and health approvals from the City are obtained (as discussed in the Public Building section of the report above).

In addition, the report outlines how the Rebels Outlaw Motor Cycle Gang (OMCG) do engage in criminal activity, which can be a risk for those properties, businesses and people surrounding the club premises. The report mentions examples of previous instances and potential issues in the future which may impact on the amenity of adjoining properties as well as other people not directly related to the Rebels OMCG.

The WA Police advised that they felt the following factors should be taken into consideration in determining any application:

1. Impact on surrounding businesses.
2. Parking and potential impediments to other road users.
3. No liquor licence.
4. Premises not to be fortified nor have excessive overt security devices.
5. Potential impact on vulnerable people, elderly, other risk groups.
6. No signage to indicate the existence of OMCG Clubhouse.
7. Not to be used as a residence and no caretaker to remain on-site unless an extra-ordinary circumstance.
8. Restricted hours of operation.
9. Not to house weapons, firearms, explosives, etc.
10. No hazardous chemicals to be stored.
11. Restrict club capacity.
12. All proposed building plans to be submitted to WA Police.
13. Local government bylaws, regulations and approvals.

The WA Police also advised that on 26 July 2012 they undertook a search of the premises and during that search located and seized a number of items, including:

- one sawn off shotgun (loaded);
- ammunition;
- steroids; and
- two stolen motor vehicles.

No charges were made due to the lack of evidence and forensic material to link offenders to the actual property.

### Conclusion

It is recommended that Council in accordance with Section 31 of the State Administrative Tribunal Act 2004, set aside the original decision to refuse the change of use application to club premises and substitute its new decision to approve the application for a temporary period of two years for the following reasons, subject to appropriate conditions:

1. Development approval is not personal to an applicant for approval, but runs with the land. Therefore, Council is required to make its determination on the basis of factors relating to the proposed 'Club Premises' land use and not the fact that a certain group will occupy the premises.
2. The use class 'Club Premises' is a use that can be approved at Council's discretion in the Mixed Business zone given it is a 'P' permitted use and does not prejudice the objectives of that zone.

3. The club activities will not be evident from the exterior of Unit 4 and not visible from the street or other premises within the complex. As such, the proposal is not considered to have any adverse impact on the amenity of the locality.
4. Operating hours and maximum number of persons permitted can be restricted through a development condition to reduce potential amenity impacts. Use of the premises beyond restricted hours of operation (and other conditions) would result in development compliance and/or enforcement proceedings being commenced against the club by the City.
5. During the initial consultation period, one objection was received, with four (4) supporting submissions received underlining that the retrospective use which has already been operating is capable of being conducted in a manner which may have minimal impact on surrounding landowners and tenants.
6. Conditions can be imposed to ensure Health and Building regulations are addressed.

### **Strategic Plan/Policy Implications**

#### **Infrastructure**

- Community facilities that meet the diverse needs of the community now and into the future.

#### **Community & Lifestyle**

- Community environments that are socially cohesive and embrace diversity.

### **Budget/Financial Implications**

Potential costs in defending any decision of Council in the State Administrative Tribunal (SAT) should the matter be referred back to the SAT for mediation or a full hearing.

### **Legal Implications**

Town Planning Scheme No. 3  
Planning and Development Act 2005  
State Administrative Tribunal Regulations

## **Community Consultation**

As per Clause 10.2 of TPS 3, the local government in considering an application for planning approval shall have due regard to matters which, in the opinion of the local government, are relevant to the use or development of the subject land. With this specific application, while 'Club Premises' is a 'P' permitted use within the 'Mixed Business' zone, given the potential impacts of the proposed use on the adjoining properties, the City referred the application to the owners of the strata units to the south of the subject site at No. 15 Port Kembla Drive, the northern adjacent property at No. 2 Altona Street, along with the three (3) directly opposite properties on the other side of Port Kembla Drive, Bibra Lake. The advertising period was for 14 days. A map detailing the properties consulted is detailed in attachment 4.

At the conclusion of the comment period, five (5) submissions were received, with one (1) objection and four (4) supporting submissions which provided no comment. The issues raised by the objection letter received in respect of the application were:

- the amount of traffic in and out of the premises;
- parking will be affected;
- this is an industrial area, safety is an issue;
- likely scenario of increased crime; and
- value of property may decrease as an industrial building.

## **Attachment(s)**

1. Aerial site plan
2. Overall site plan
3. Internal floor plan
4. Map of properties consulted

## **Advice to Proponent(s)/Submissioners**

The Proponent(s) and those who lodged a submission have been advised that this matter is to be considered at the 12 June 2014 Council Meeting.

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

Nil.

#### 14.5 (OCM 12/6/2014) - DRAFT ECONOMIC DEVELOPMENT DIRECTIONS STRATEGY (059/003) (R PLEASANT) (ATTACH)

##### RECOMMENDATION

That Council endorse the Draft Economic Development Directions Strategy for the purposes of community consultation.

##### COUNCIL DECISION

### Background

The purpose of this report is to provide an overview of the Draft Economic Development Directions Strategy, seek Council's support for the established approach and to endorse the document for the purposes of community consultation.

The Cockburn community places great importance on planning for economic development and the long term liveability of our region. At the highest level this is encapsulated within the City's collective vision for the future - *'To make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth metropolitan area.'* (City of Cockburn Strategic Community Plan 2012 – 2022).

The City has responded to this desire by identifying the need to undertake a strategic approach towards economic development (Corporate Business Plan 2012/13-2016/17). As a result, this Draft Economic Development Directions Strategy is the first step in identifying an integrated approach towards planning for the future economy of the Cockburn region and to provide direction for the preparation of a subsequent Economic Development Strategy.

Cockburn's location within the South-west growth corridor has resulted in planning over the last 25 years being largely growth orientated with large tracts of greenfield sites developed for residential development and the infrastructure required to support this growth. Active planning of key developments has also seen the delivery of new jobs and services including the industrial precincts of Bibra Lake Estate, the Australian Marine Complex and Jandakot City. While forecasts indicate a strong future for Cockburn, growth attributable to greenfield development is expected to slow towards 2022, as the City transitions towards growth resulting from urban infill and revitalisation

This reorientation in growth is likely to see a change in focus for the City, moving away from its major land and infrastructure delivery role, to having to provide a greater focus on supporting Cockburn's key strategic industries and local businesses of which have arisen as a result of these developments.

Further, emerging Council amalgamations demonstrate the need to undertake a regional collaborative role and a shared, coordinated approach beyond the City's current boundaries. Now is an opportune time for the City to consider in practical terms where it sits in terms of achieving the community's vision for the future, confirm where we want to be, and decide collectively how we will get there. This will importantly seek to demonstrate Cockburn taking the lead role in helping guide the economic potential of the South-west sub-region, cognizant of growth imperatives set through State Government planning policy.

### **Submission**

N/A

### **Report**

#### Aim of the Draft Economic Development Directions Strategy

The aim of the Draft Economic Development Directions Strategy is to identify the key elements influencing Cockburn's economy and provide them in a context that demonstrates why the City needs to be strategic about Economic Development for the future. This Draft Economic Development Directions Strategy does not provide a full assessment of the LGA, rather it is a tool to identify a future path of which is likely to build upon and add to the information provided.

The Draft Economic Development Directions Strategy is a preliminary report which documents:

- The benefits of integrating economic development objectives into the City's functions.
- An external analysis to provide a snapshot of the region including Cockburn's 6 key strategic sectors and activity centre performance.
- Business and industry views.
- A recommended framework and approach to prepare a future Economic Development Strategy.

It is envisaged that the identification of broad directions for economic development, and the City of Cockburn's role in supporting this, will

provide a sound knowledge base on which to prepare a targeted and practical economic development strategy.

The key approach and outcome sought in preparing the Draft Economic Development Directions Strategy and the recommendations is to promote the involvement of all stakeholders in the way of information gathering, input on the proposed framework and promote collaboration in producing the final Strategy so as to ensure the City maximises the results of efforts and investment.

### The importance of economic development planning and Local Governments role

A successful local economy is a key driver of the wellbeing of a community. As a result, Council has an important role to play in promoting and facilitating economic development for local businesses and supporting the City's residents through the provision of jobs and services.

Given the close relationship with residents and the business community, Council is in a unique position to identify economic development initiatives in order to capitalise on opportunities for growth. Further, the development of an economic development strategy is an important part of gaining an understanding of roadblocks and the prioritisation of resources to support the continued growth of strategic employment within the City, including how we plan and support the growth of our activity centres.

Traditionally, Councils commonly involved in economic development have focused on land use planning, infrastructure and business attraction initiatives such as marketing and investment attraction. However it is becoming increasingly common for Councils to undertake more strategic economic development functions.

As economies become more complex, many are realising economic development is a specialised responsibility. This is a result of greater community expectations with regards to such things as the identification of employment and business challenges and opportunities, globalisation and competition between regions, the emergence of online services, and decentralisation of economic development roles from higher levels of government.

### Economic trends and challenges

Sustainability aims and strategies at the local level are commonly seeing integrated approaches when planning for the economy, social cohesion and the environment. Integrated approaches assist in

addressing broader inter-related social, economic and environmental forces. For Cockburn, some of these relate to:

- Globalisation, including global markets- demand and competition from emerging economies;
- The rapid development of the digital and knowledge based economy;
- Changes to population growth, including an ageing and growing population, and changes to overseas and interstate migration;
- Employment and occupation changes; and
- Housing affordability.

A wide range of economic development focused actions can be undertaken and the City already performs some of these activities in its current processes. A key objective in developing an Economic Development Strategy will be to analyse and refine the greatest opportunities for job generation by managing the region's strengths and trends as they occur in the National and Global environment.

#### Industry and Cockburn's 6 key strategic sectors

Analysis of Cockburn's economy provides insight into a strong and growing regional economy. A focus of the analysis is the presence of *strategic employment* (the transfer of goods and services to an external market) and Cockburn's 6 key strategic industries.

The largest of these is Other Transport Equipment Manufacturing due to the agglomerations of marine manufacturing enterprises located at Henderson (including the Australian Marine Complex). Other major industry segments directly involved in the creation and exportation of goods and services to external markets that include significant numbers of strategic jobs includes:

- Basic Ferrous Metal Product Manufacturing;
- Basic Ferrous Metal Manufacturing, and;
- Cement, Lime, Plaster and Concrete Manufacturing.

Key export support industries employing significant numbers of strategic workers include:

- Architectural, Engineering and Technical Services, and;
- Management and Related Consulting Services.

The Directions Strategy highlights the collaboration and advocacy role the City can be involved with to support these industries.



### Emerging sector – tourism

The City of Cockburn Corporate Business Plan identifies the aspiration to prepare a Tourism Strategy. Tourism is a sector that can have a significant flow on effect for many businesses and residents. Projects that may be the focus of a tourism strategy include:

- The enhancement of coastal activities and functions along Cockburn's coastline, including Cockburn Coast and the potential for an ocean pool;
- Port Coogee, Perth's newest marina environment and its planned mixed use ocean based marina precinct;
- Cycle tourism - the enhancement of high quality cycle routes to attract the large cycle community in Perth to frequent the South West on weekends;
- Bibra Lake and wetlands related tourism/education;
- Adventure world;
- The future direction of Caravan Parks;
- Attracting short term stay developments, and/or;
- Events and attractions relating to the boat building industry and marine related activities

It is currently unknown what benefits would result from investing in tourism, what amount of money is required and where investment would be of most benefit. It is therefore recommended a tourism feasibility report be undertaken to enable the City to consider opportunities and investment potential in this sector.

The Communications Team is currently preparing to undertake an Events Strategy for Cockburn. There are clear benefits to undertake a feasibility strategy for both tourism and events.

It will be important to understand Cockburn's tourism aspirations within the context of the strategies and goals of:

- Tourism Australia;
- Tourism WA, and;
- Destination Perth.

### Activity centres

Activity centres contribute to the provision of jobs in Cockburn and provide shopping, commercial and community services. They are meeting places for the community and can commonly impact on the identity of surrounding communities, in addition to first impressions of an area for visitors to the region. As a result, a key focus of economic development in Cockburn should include planning to ensure the continued maturing of Cockburn's activity centres.

The provision of the right mix of employment will contribute strongly to the maturity of our centres into the future. Cockburn Central Regional Centre, the only secondary centre within the City of Cockburn, is forecast to experience particularly strong demand for commercial floorspace to 2031. This strong demand reflects the projected high population growth for the area, the centre's existing infrastructure, and the types of uses proposed in the Structure Plan for the centre. Cockburn Central has the potential to offer knowledge intensive consumer services such as education, healthcare, and strategic services to a regional, state, national or international economy.

Support needs to be provided to business owners/stakeholders of our centres, to prepare medium to long term strategies to ensure Activity Centres mature in a way that will; ensure their sustainability, support local population, reduce escape spending into surrounding areas, and ensure we have public spaces that people want to visit. The amenity within our centres is as much of a concern as is their function and services provided. This remains a significant issue for the future planning of our Centres.

The Direction Strategy (Attachment 1) provides further detailed analysis.

#### Recommended approach

Figure 1 illustrates the recommended approach of taking the information identified within the Draft Economic Development Directions Strategy and encouraging further discussion and input by internal and external stakeholders so as to round out the information and analysis presented. This is done by presenting 3 discussion points:

Discussion point 1 - Where are we now? To answer this question the Draft Economic Development Directions Strategy consolidates the report's findings into a SWOT analysis (Attachment 2).

Discussion point 2 – What is our vision and priorities. Key objectives and themes for the City to focus on to guide the development of an Economic Development Strategy has been recommended (Attachment 3).

To ensure the economic development strategy contributes to and aligns with the vision for Cockburn, it is suggested an ED framework be ultimately guided by the established themes in the Community Strategic Plan. As a result of these themes, clear economic development roles can be established to then guide specific actions to ultimately form the Economic Development Strategy. To further ensure this synthesis is robust and reflective of the economic imperatives

facing the City, it is recommended that the Draft Economic Development Directions Strategy undertake broad community consultation to be able to obtain further input from the community, businesses and relevant authorities.

Discussion point 3 – How will we get there? Identifying an approach and framework.

Figure 1: Recommended approach



This proposed framework will ensure a comprehensive and collaborative approach for a future ED plan by presenting a pathway for stakeholders to have input into the findings and recommendations of this report.

### Delivery and implementation

Given the information presented within the three discussion points of this report require input from internal and external stakeholders as well as the community, it is recommended that this Draft Economic Development Directions Strategy be presented for consultation, so that it can obtain final input before being adopted. This will ensure the delivery and implementation framework recommended will be the most optimal in terms of information the creation and resourcing of the future Economic Development Strategy for the City of Cockburn subregion. The outcomes of this process will help ensure that the Draft Economic Development Directions Strategy understands the challenge which an eventual Economic Development Strategy needs to address – understanding the capabilities both of our organisation and the industry environments within Cockburn, and how to leverage both to help achieve the broader vision set through the Strategic Community Plan. Following this initial Stage 1 Draft Economic Development Directions Report, a stage 2 process will take place in respect of the creation of the Economic Development Strategy.

The Stage 2 process currently recommended within the Draft Economic Development Directions Strategy will particularly be highlighted for feedback from the community and business, to ensure it is refined to best put in place the path by which the organisation embarks upon the creation of an Economic Development Strategy.

#### Local Government Reform Considerations

The emerging Council amalgamations will have an obvious influence on the scope of the recommendations of this report and the finalisation of the Draft Economic Development Directors Strategy. Nonetheless, the Draft Economic Development Directions Strategy identifies a clear framework and approach that can be adapted to incorporate a wider area. In fact this process presents a good opportunity to integrate the needs and aspirations of more than one LGA, work off established frameworks, and seek to identify an approach that draws together the various needs of several communities.

#### Community Strategic Plan Review Cycle

The Integrated Planning and Reporting Framework identifies the review cycle of every 4 years for Community Strategic Plans. The next review is scheduled for 2016. This cycle, in addition to the impacts arising from Local Government reform, should be considered in the timing of the Economic Development Strategy so as to ensure all high levels strategies are integrated and aligned.

### **Strategic Plan/Policy Implications**

#### **Infrastructure**

- Partnerships that help provide community infrastructure.

#### **Community & Lifestyle**

- Communities that are connected, inclusive and promote intergenerational opportunities.

#### **Leading & Listening**

- Effective advocacy that builds and manages relationships with all stakeholders.

#### **A Prosperous City**

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

**Budget/Financial Implications**

At this stage, the City's Strategy Planning team will undertake community engagement on the Draft Economic Development Directions Strategy. Accordingly there are now wide ranging budget implications to consider.

**Legal Implications**

N/A

**Community Consultation**

N/A

**Attachment(s)**

Draft Economic Development Directions Strategy

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**14.6 (OCM 12/6/2014) - MODIFICATIONS TO PORT COOGEE MARINA VILLAGE BUILT FORM CODES - LOCATION: PORT COOGEE MARINA VILLAGE - APPLICANT: TAYLOR BURRELL BARNETT (052/014) (C COGHLAN) (ATTACH)**

**RECOMMENDATION**

That Council:

- (1) approve modifications to the Port Coogee Marina Village Built Form Codes (BFCs) pursuant to the requirements of the Development Area (DA22) provisions for Port Coogee (Schedule 11 of the City of Cockburn Town Planning Scheme No. 3), and the requirements of the Port Coogee Revised Local Structure Plan prepared under 6.2.14 of the City of Cockburn Town Planning Scheme No. 3; and
- (2) notify the applicant and those who made a submission of Council's decision.

**COUNCIL DECISION****Background**

The BFCs were first approved by Council on 9 December 2010 for the Marina Village which is located on the waterfront as the centre piece for Port Coogee providing a vibrant, diverse and sustainable focal point for the community.

In November 2011, The Joint Development Assessment Panel (JDAP) granted approval to commence development for a mixed use development comprising residential, retail and commercial uses on Sites 3 and 4 (Lot 9142 Pantheon Avenue) within the Port Coogee Marina Village. Since this approval, the detailed design and feasibility phase has led to some design refinements which primarily relate to the supermarket and supplementary retail spaces being relocated from the centre of Sites 3 and 4 to the corner of Orsino Boulevard and Calypso Parade (future road). Commercial spaces, including food and beverage remain along Chieftain Parade and Calypso Parade at ground level as per the existing development approval.

It is intended that a revised application for approval to commence development for the proposed 'relocated' retail development will be lodged in the near future.

As such, some minor modifications are needed to the BFCs to accommodate elements of the proposed retail development. Whilst the existing BFCs is intended to be primarily performance based and allow for development on merit, it is the City's and the proponent's view that undertaking some minor modifications and clarifications to the BFCs will better reflect the current development intentions, particularly on Orsino Boulevard frontage of proposed Site 3 and provide greater certainty for assessment of the future development application.

**Submission**

The revised built form codes have been modified by Taylor Burrell Barnett Planning Consultants on behalf of Australand. The revised document presented to Council for consideration contains the following key modifications:

1. Minor formatting, layout and minor administrative changes.
2. BFCs review timeframe updated from December 2013 to July 2017 (following this current review).

3. Site boundaries between 'Site 3' and 'Site 4' revised to better reflect current intended development sites.
4. Minor modifications to provisions relating to non-residential development on Orsino Boulevard.
5. Minor modifications to the BFCs report diagrams to reflect the amendment to the 'Site 3' and 'Site 4' site boundaries and a revised distribution of the parking allowances between Sites 3 and 4 (there is no change to the overall allocation of parking).
6. Modification to the method of measurement of height on Orsino Boulevard from storeys to metres for residential and mixed use development consistent with the means of measurement in the Local Structure Plan (LSP).

## **Report**

### **Statutory Context**

The Marina Village is located in 'Development Area 22' (DA22) under the City of Cockburn's Town Planning Scheme No. 3 (TPS 3) and is also subject to an LSP which was approved by the State Administrative Tribunal on 20 May 2010. DA22, which is contained in Schedule 11 of TPS 3 makes provision for the adoption of a Detailed Area Plan pursuant to Clause 6.2.15 for any part of the development area as defined in the approved structure plan.

In accordance with the DA22 provisions and clause 6.2.15 of TPS 3, the BFCs were approved to elaborate on the details of the LSP by providing clear built form guidelines for the development of lots within the Marina Village.

The role of the BFCs is to guide development within the Marina Village Precinct and to provide sufficient detail to ensure adequate control over development to achieve quality and desirable built form outcomes. The BFCs address the relationship between building facades and the public realm and the form and mass of buildings in relation to one another.

The revised BFCs have been advertised to seven (7) adjoining land owners directly opposite the development site to the east for comment. Outcomes of the consultation are discussed in the neighbour consultation section of the report.

### **Modifications**

The BFCs contains site specific provisions relevant to each of the individual sites that make up the Marina Village. Combined with the general provisions, the site specific provisions will inform development in a manner that achieves the built form and design philosophy for development within the Marina Village.

The site specific provisions include requirements dealing with: ground floor land use, setbacks, floor to ceiling heights, setback projections (balconies) and fencing. The site specific provision for each site functions as a Detailed Area Plan in terms of content and satisfies the requirements of DA22 for Port Coogee and the Revised LSP.

#### *Building Height - Orsino Boulevard*

The site specific provisions of the BFCs currently require development on Orsino Boulevard to be a minimum of three storeys in height. At the time the BFCs were prepared there was the likelihood that development on this frontage would be residential only. A minimum of three storey development on Orsino Boulevard was specified as a means to ensure sufficient building bulk and scale was provided to characterise the Marina Village, and to provide an adequate transition from the suburban single residential development on the east of Orsino Boulevard to the more urban Marina Village Centre.

The intent for development on Orsino Boulevard is to provide a transition between the primarily single residential area to the east of the Marina Village and the Marina Village Core. This can be met by a non-residential use via its bulk and scale and by being a being a different land use to the residential area opposite.

Accordingly, it is proposed to change the provisions of the BFCs to differentiate between residential (and mixed use) and non-residential land uses on Orsino Boulevard. Residential and mixed uses will require a minimum height of 10 metres with height now being referred to in metres rather than storeys in accordance with the LSP. The minimum height requirement has been removed in relation to non-residential development, which is now required to meet the established development intent of the existing BFCs to provide a transition from the residential area to the east of Orsino Boulevard and the Marina Village Core.

#### *Setbacks - Orsino Boulevard*

There are no changes to the specified setbacks stated in the existing BFCs with the exception of the addition of a permitted nil setback for non-residential uses. A nil setback is consistent for non-residential development on other streets within the marina village. It is also proposed to add a note clarifying that variations to the nominated setback may be considered where the development meets the design intent and objectives of the BFCs. A brief paragraph has been added to the Frontage and Articulation section to clarify how this may be achieved.



Imposing a maximum setback ensures buildings are brought sufficiently close to the street to frame and engage appropriately with the street and create an urban scale environment. The maximum setback in the current BFCs was included contemplating residential development. The intent of clarifying that variations to setbacks can be supported on merit is intended to reinforce the ability to consider proposed development that meets the intent of bringing development to the street and creating an appropriate street environment. For example, non-residential development is more likely to have a setback area that can be used and traversed by the public. Depending on the use or activity within the setback area, it can also be a point of engaging the development with the street.

### Neighbour Consultation

Advertising was carried out to seven (7) adjoining owners directly opposite to the east of the development site regarding the amendments proposed to the BFCs. One response was received which highlighted objections to the supermarket use proposal. Specifically, the comments references impacts on residential amenity from headlight glare, noise, litter and trolleys.

It is acknowledged that many of the changes proposed to the BFCs relate to the intention to lodge a revised application for a retail development. However, the BFCs originally identified this precinct of the Marina Village being mixed use in nature with a ground plane of retail, commercial and community uses within a vibrant town centre area. The objection points raised relate to the future intended use, rather than to any specific design elements and are therefore irrelevant to the modification to the BFCs the subject of this report.

### Conclusion

The BFCs are a purpose prepared document that will contribute significantly to the successful development Port Coogee Marina Village. This proposed modifications are considered to better align the design rationale and development provisions with the current direction for the Marina Village. It is therefore recommended that Council approve the modifications.

### **Strategic Plan/Policy Implications**

#### **Growing City**

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

### **Community & Lifestyle**

- Community environments that are socially cohesive and embrace diversity.

### **A Prosperous City**

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

### **Budget/Financial Implications**

N/A

### **Legal Implications**

1. City of Cockburn Town Planning Scheme No. 3
2. Planning and Development Act 2005

### **Community Consultation**

This was undertaken with seven (7) adjoining landowners with one (1) objection being received. Further detail is contained in the Neighbour Consultation section of the report above.

### **Attachment(s)**

Port Coogee Marina Village Built Form Codes.

### **Advice to Proponent(s)/Submissioners**

The Proponent(s) and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 12 June 2014 Council Meeting.

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

Nil.

## **15. FINANCE AND CORPORATE SERVICES DIVISION ISSUES**

### **15.1 (OCM 12/6/2014) - LIST OF CREDITORS PAID - APRIL 2014 (076/001) (N MAURICIO) (ATTACH)**

#### **RECOMMENDATION**

That Council adopt the List of Creditors Paid for April 2014, as attached to the Agenda.

**COUNCIL DECISION****Background**

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

**Submission**

N/A

**Report**

The List of Accounts for April 2014, is attached to the Agenda for consideration. The list contains details of payments made by the City in relation to goods and services received by the City.

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

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

**Budget/Financial Implications**

N/A

**Legal Implications**

N/A

**Community Consultation**

N/A

**Attachment(s)**

List of Creditors Paid – April 2014.

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**15.2 (OCM 12/6/2014) - STATEMENT OF FINANCIAL ACTIVITY AND ASSOCIATED REPORTS - APRIL 2014 (071/001) (N MAURICIO) (ATTACH)**

**RECOMMENDATION**

That Council

- (1) adopt the Statement of Financial Activity and associated reports for May 2014, as attached to the Agenda;
- (2) amend the 2013/14 Municipal Budget by:
  1. Transferring \$6,281,369 of restricted funds held at bank into the Restricted Grants & Contributions Reserve account.
  2. Transferring \$65,000 from the IT Reserve into CW1395 to fund implementation of an effective Disaster Recovery environment within the City of Cockburn.
  3. Transferring \$20,300 from the Community Surveillance Levy Reserve into OP8264 to fund the transfer of CCTV equipment from the old SLSC at Powell Road to the New SLSC at Poore Grove.
  4. Reducing the spend allocated for underground power against OP8574 by \$445,000 and the funding from the Underground Power (Service Charge) Reserve.

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

**COUNCIL DECISION**

**Background**

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

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

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

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

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

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

Financial Management Regulation 34(5) requires Council to annually set a materiality threshold for the purpose of disclosing budget variance details. Council adopted a materiality threshold variance of \$100,000 from the corresponding base amount for the 2013/14 financial year at the August meeting.

## **Submission**

N/A

## **Report**

### Closing Funds

The City's closing funds of \$51.8M are currently \$10.9M higher than the YTD budget forecast. This comprises net favourable cash flow variances across the operating and capital programs as detailed later in this report.

The revised budget currently shows end of year closing funds of \$0.83M (increased from a balanced budget position). This has predominantly resulted from several upwards adjustments to revenue and a \$0.16M balancing item in the mid-year review.

The budgeted closing funds will fluctuate throughout the year, due to the impact of Council decisions and budget recognition of additional revenue. Details on the composition of the budgeted closing funds are outlined in Note 3 to the financial summaries attached to this report

### Operating Revenue

Consolidated operating revenue of \$112.6M is ahead of the YTD budget forecast by \$1.1M. Several significant variances comprise the majority of this amount:

- Revenue from property rates is \$0.41M higher than the YTD budget target.
- Underground power charges collected were \$0.12M ahead of budget.
- Interest on investments exceeded YTD budget by \$1.0M.
- Fees & charges across the Human Services business unit are \$0.15M behind the YTD budget, mainly due to the out of school care and family day care programs.
- Development application fees are up by \$0.16M against the YTD budget, however building permits revenue is short \$0.16M.
- Revenue from HWRP waste disposal operations is down \$0.63M due to continuing low tonnages in April.
- Revenue from dog registration fees is \$0.15M greater than the full year budget due to the impact of changes made to the Dog Act.

Further details of material variances are disclosed in the Agenda attachment.

### Operating Expenditure

Operating expenditure (including asset depreciation) of \$88.4M was under the YTD budget by \$2.9M and comprised the following significant items:

- Material and Contracts (\$1.57M under YTD budget)
- Other Expenses (\$0.45M over YTD budget)
- Salaries & Direct On Costs (\$0.64M under YTD budget)
- Indirect Employee On Costs (\$0.34M under YTD budget)
- Utilities (\$0.16M under YTD budget)
- Depreciation (\$0.10M under YTD budget)

At a consolidated level, asset depreciation is tracking to YTD budget, but there are significant variances at the asset class level:

- Parks Equipment depreciation is over budget by \$0.83M, impacted by a comprehensive asset pick up and revaluation exercise completed during 2012/13 year end.

- Road infrastructure depreciation is \$0.22M under YTD budget,
- Building depreciation is \$0.44M under YTD budget, and
- Plant & machinery depreciation is \$0.21M under YTD budget.

The following table shows operating expenditure budget performance at the consolidated nature and type level:

Nature or Type Classification	Actual \$M	Amended Budget \$M	Variance to Budget \$M
Employee Costs - Direct	33.17	33.82	0.64
Employee Costs - Indirect	0.54	0.88	0.34
Materials and Contracts	27.42	28.99	1.57
Utilities	3.65	3.67	0.02
Interest Expenses	0.09	0.09	0.00
Insurances	2.24	2.24	0.00
Other Expenses	5.31	5.76	0.45
Depreciation (non-cash)	18.28	18.38	0.10

#### Capital Expenditure

The City's actual capital spend to the end of April was \$30.7M, representing a \$13.3M underspend on the YTD budget of \$44.0M.

The following table shows the budget variance analysis by asset class:

Asset Class	YTD Actuals \$M	YTD Budget \$M	YTD Variance \$M	Annual Budget \$M	Committed Orders \$M
Buildings Infrastructure	18.52	21.80	3.28	34.42	7.57
Roads Infrastructure	6.89	11.89	5.00	18.79	1.67
Parks Landscaping & Infrastructure	1.89	2.66	0.77	6.49	0.81
Land Acquisition & Development	0.57	1.73	1.16	2.13	0.01
Landfill Infrastructure	0.27	0.66	0.39	1.70	0.06
Plant & Equipment	2.05	4.16	2.11	4.38	1.61
Information Technology	0.49	1.13	0.64	1.52	0.33
<b>Totals</b>	<b>30.68</b>	<b>44.03</b>	<b>13.34</b>	<b>69.43</b>	<b>12.05</b>

Further details on significant spending variances by project are disclosed in the attached CW Variance analysis report.

### Capital Funding

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

Significant variances for April include:

- Transfers from financial reserves were \$7.57M behind budget.
- Road grants received were \$0.42M ahead of the cash flow budget.
- The \$0.17M balance of the CSRFF grant for the Coogee Beach Surf Club project reflected ahead of the YTD budget.
- Developer contributions received under the Community Infrastructure plan are \$3.97M ahead of the YTD budget.
- Unbudgeted POS cash in lieu contribution received of \$0.54M (restricted funds).
- Proceeds from the sale of plant were \$0.19M behind YTD budget targets.
- Proceeds of \$2.48M from the sale of land associated with the Quarimor Rd industrial land development were received ahead of the cash flow budget.
- Expected proceeds from the subdivision and sale of lot 40 Cervantes Loop are \$0.45M behind the YTD budget forecast.

### Cash & Investments

Council's cash and financial investments holding at April month end totalled \$124.8M down from \$128.7M the previous month.

\$66.6M represents the balance held in the cash backed reserves (\$65.6M previous month) and another \$2.8M represents funds held for other restricted purposes such as deposit and bond liabilities. The remaining \$55.4M represents the cash and financial investment component of the City's working capital, available to fund current operations and commitments.

The City's investment portfolio made a weighted annualised return of 3.99% in April, little changed from 4.00% the previous month. Whilst this compares favourably against the benchmark UBS Bank Bill Index rate of 2.75% for the same period, there is an ongoing downward trend in the City's monthly performance. This is as a result of the low official cash rate (currently 2.50%) impacting terms renegotiated for investment renewals.

The majority of investments are held in term deposit (TD) products placed with highly rated APRA (Australian Prudential Regulation Authority) regulated Australian banks. These are invested for terms ranging between three and twelve months in order to lock in the most



beneficial rate and meet the City's cash flow requirements. Factors considered when investing include maximising the value offered within the current interest rate yield curve and mitigating cash flow liquidity risks.

The RBA has reduced rates over this latest period of quantitative easing by a total of 2.25%. However, the City's investment strategy of investing in terms nearing the extent of statutory limits (12 months) has served to moderate any negative impact on the City's overall interest earnings performance.

Given we are now at the bottom of the current interest rate cutting cycle (consensus view of most market analysts) this strategy has now been moderated in an effort to shorten the average duration for the investment portfolio. TD investments offering value over shorter terms (3 to 6 months) are now preferred, subject to cash flow planning. This will reduce risks associated with a potential increase in interest rates over the short to medium term.

#### Budget Revision - Restricted Grants & Contributions Reserve

This new reserve was established by Council at the February meeting for the purpose of quarantining monies received for restricted purposes across financial years. As at the end of April, there were \$6,281,369 in restricted funds that need to be transferred into the reserve to meet its intended purpose. This is purely an accounting treatment that has no impact on the budget position of the City.

#### Other Budget Revisions

1. Disaster Recovery (DR) Centre – a budget allocation of \$65,000 is required to fund costs associated with implementing an effective disaster recovery environment based at the works depot. The costs include additional equipment and provision of a building to house the DR equipment. This will be funded from the Information Technology Reserve account.
2. CCTV for SLSC – a budget allocation of \$20,300 is required to transfer the back end CCTV equipment from the old SLSC at Powell Road to the New SLSC at Poore Grove. This will be funded from the Community Surveillance Levy Reserve.
3. Underground Power Scheme – the budget allocation needs to be reduced by \$445,000 as the initial budget for 2014/15 initially allowed for 2 cash calls of \$520k each. However one of those calls was paid in June 2013 after the budget had been settled. An extra \$75k was required to cover additional powder coating costs incurred for light poles. The funding allocated from the

Underground Power (Service Charge) Reserve will have a commensurate reduction.

### Description of Graphs and Charts

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

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

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

Council's overall cash and investments position is provided in a line graph with a comparison against the YTD budget and the previous year's position at the same time.

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

### **Strategic Plan/Policy Implications**

#### **Leading & Listening**

- A responsive, accountable and sustainable organisation.
- Manage our financial and infrastructure assets to provide a sustainable future.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

#### **Budget/Financial Implications**

Several budget amendments are included in the recommendation but none have an impact on the City's closing Municipal budget position.

#### **Legal Implications**

N/A

**Community Consultation**

N/A

**Attachment(s)**

Statement of Financial Activity and associated Reports – April 2014.

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil

**15.3 (OCM 12/6/2014) - ADOPTION OF 2014/15 DIFFERENTIAL RATES, 2014/15 MUNICIPAL BUDGET AND 2014/15 SCHEDULE OF FEES AND CHARGES (075/011; 097/009) (S DOWNING) (ATTACH)****RECOMMENDATION**

That Council:

**(1) Part A – Municipal Fund Budget 2014/15**

Pursuant to the provisions of section 6.2 of the Local Government Act 1995 and Part 3 of the Local Government (Financial Management) Regulations 1996, the Municipal Fund Budget as attached to the Agenda and the Minutes, for the City of Cockburn for the 2014/15 financial year which includes the following:

- Statement of Comprehensive Income by Nature and Type showing a net result for that year of \$16,063,417.
- Statement of Comprehensive Income by Program showing a net result for that year of \$16,063,417
- Statement of Cash Flows
- Rate Setting Statement showing an amount required to be raised from rates of \$63,150,000.
- Notes to and Forming Part of the Budget
- Budget Program Schedules

**(2) Part B – General and Minimum Rates, Instalment Payment Arrangements**

1. For the purpose of yielding the deficiency disclosed by

the Municipal Fund Budget adopted at Part A above, Council pursuant to sections 6.32, 6.33, 6.34 and 6.35 of the Local Government Act 1995 impose the following differential general and minimum rates on Gross Rental and Unimproved Values.

General Rates

• Commercial Caravan Park	8.058¢ in the \$
• Improved Commercial & Industrial	6.994¢ in the \$
• Improved Commercial & Industrial (Large)	8.058¢ in the \$
• Improved Residential	4.303¢ in the \$
• Rural Vacant Land	0.362¢ in the \$
• Rural General Improved	0.235¢ in the \$
• Specified Area Port Coogee	1.389¢ in the \$
• Vacant Commercial & Industrial	8.600¢ in the \$
• Vacant Residential	8.600¢ in the \$

Minimum Rates

• Commercial Caravan Park	\$683
• Improved Commercial & Industrial	\$683
• Improved Commercial & Industrial (Large)	\$683
• Improved Residential	\$683
• Rural Vacant Land	\$1,030
• Rural General Improved	\$1,030
• Vacant Commercial & Industrial	\$683
• Vacant Residential	\$683

2. Pursuant to section 6.45 of the Local Government Act 1995 and regulation 64(2) of the Local Government (Financial Management) Regulations 1996, the following due dates for the payment in full by instalments:

• Full payment and 1 <sup>st</sup> instalment due date	2 September 2014
• 2 <sup>nd</sup> instalment due date	4 November 2014
• 3 <sup>rd</sup> quarterly instalment due date	6 January 2015
• 4 <sup>th</sup> and final instalment due date	10 March 2015

3. Pursuant to section 6.45 of the Local Government Act 1995 and regulation 67 of the Local Government (Financial Management) Regulations 1996, impose an instalment administration charge where the owner has elected to pay rates (and service charges) through an instalment option of \$5 for each instalment after the initial instalment is paid.

4. Pursuant to section 6.51(1) and subject to section 6.45(4)(e) of the Local Government Act 1995 and Regulation 68 of the Local Government (Financial Management) Regulations 1996, impose an interest rate of 4% for rates (and service charges) and costs of proceedings to recover such charges that remains unpaid

after becoming due and payable.

5. Pursuant to section 6.51(1) and subject to section 6.51(4) of the Local Government Act 1995 and Regulation 70 of the Local Government (Financial Management) Regulations 1996, impose an interest rate of 8% for rates (and service charges) and costs of proceedings to recover such charges that remains unpaid after becoming due and payable.

(3) Part C – Use of money in a Reserve for another purpose

Pursuant to section 6.11 of the Local Government Act 1995, transfer \$8.0M from the Community Infrastructure Reserve to the Cockburn Regional Aquatic and Community Facility;

(4) Part D – Fees and Charges for 2014/15

Pursuant to section 6.16 of the Local Government Act 1995, the Fees and Charges to be included inclusive of the draft 2014/15 budget as attached to the Agenda and Minutes.

(5) Part E – Statutory and Other Fees for 2014/15

1. Pursuant to section 245A(8) of the Local Government (Miscellaneous Provisions) Act 1960 impose a swimming pool inspection fee of \$36.00 exclusive of GST.
2. Pursuant to section 67 of the Waste Avoidance and Resources Recovery Act 2007, impose the following charges for the removal and deposit of domestic waste:
  - (a) Residential Premises (including recycling)
    - 240ltr bin per weekly collection (householders) - \$435 p.a.
    - 240ltr bin per weekly collection (rate exempt properties) - \$477 p.a.
3. Pursuant to section 6.38(1) of the Local Government Act and Regulation 54(d) of the Local Government (Financial Management Regulations 1996 impose a service charge of \$65 per rateable property for the provision of a property surveillance and security service.
4. Pursuant to section 6.38(1) of the Local Government Act and Regulations 54(c) of the Local Government (Financial Management Regulations 1996) impose the following service charges for the provision of

underground electricity:

- (a) Rateable property/dwelling \$3,050, with the following discounts:
- \$500 where a property already has a connection between the property boundary and the meter box.
  - A 50% rebate for registered pensioners as provided by the State Revenue Department.
  - A \$257.45 or equivalent rebate for registered Seniors as provided by State Revenue Department.
  - A 50% discount where properties have HV power lines in front of their property remaining after the completion of work for underground electricity.
  - The service charge applicable for non-standard commercial properties to be provided by Western Power.
  - Owners in the existing UGP project areas have the right pay upfront or receive an account equal to one fifth of the above fee payable annually.

5. Pursuant to section 6.20 of the Local Government Act, seek to borrow the following funds from the W.A. Treasury Corporation: and be secured over the general funds of Council:

- \$10.9m – Construction of the Regional Aquatic and Community Facility at Cockburn Central West.
- \$5.6m for Bibra Lake Management Plan
- \$3.5m for the Coogee Beach Surf Club and Community Facility

6. Creation of two reserves

1. Cockburn Integrated Health Facility (Building Maintenance) Reserve (CIHF) – Provide funding for major building maintenance requirements.
2. Cockburn Central West Recreation Facility Reserve (Cockburn Regional Aquatic and Community Facility) – To manage funds for the development, construction and ongoing management of the facility.

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

<b>COUNCIL DECISION</b>
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## Background

Council is required to adopt an Annual Budget by 31 August each year. To this end the City adopts its budget in June of each year.

## Submission

N/A

## Report

### Municipal Budget 2014/15

Each financial year the City is required to adopt a municipal budget in accordance with Section 6.2 of the Local Government Act 1995 and the associated regulations.

Highlights of the 2014/15 - Municipal Budget:

- Rates increase for all properties of 4.00%
- Slower building of domestic housing, but higher activity in commercial/industrial sector delivering a growth rate of 2.5%.
- Waste Management service charge increase of 6.6% from \$408 to \$435, continuing weekly recycling, six tip passes and four verge collections (two general waste and two greenwaste)
- Co-Safe service charge increase from \$60 to \$65, of which part will fund the increase cost of the Co-Safe service and in part to continue the rollout of the CCTV construction implementation strategy
- Presentation of a balanced municipal budget
- Increase in operating revenue of 4.1% over the 2013/14 amended budget.
- Operating cost increase of only 3.6% over prior 2013/14 amended budget and before depreciation, a cash cost increase of 2.6%
- Salaries budget to increase by 5.2% being an enterprise agreement increase of 4%, increase in government mandated superannuation and for new staff for the new Success Library
- \$46.15m to be spent on community capital assets which include roads, drainage, parks and community infrastructure
- Planning continues for Cockburn Central West (with COC applying for and receiving \$10m from the Regional Development Australia/Federal Government funds with the COC co-authoring and

supporting an application to the State Government on behalf of the Fremantle Football Club), \$10m from the State Government and \$2.4m from the CRSFF (State Government's Sports Facilities Fund). All three grants will be paid based on milestone achievements over three years. It is anticipated that the Council will appoint a builder during the 2014/15 financial year.

- An Integrated Road Network for the whole of the municipality
- Major Road projects, including \$3.375m for dualing Beeliar Drive from Spearwood Avenue to Stock Road with a total road program of \$8.2m.
- Commissioning of the new Success Library and GP Super Clinic and Integrated Health Facility.
- Continuing funding for Bibra Lake Management Plan and Environmental Works in Wetlands including planning and construction for the construction of an Adventure Playground with a total of \$3.8m provided for this project.
- Continuing repayment of the UGP loan of \$3.85m which is to be repaid over three years plus the loan for ESL Facility (10 Years Repaid by FESA)
- Grants & Donations budget of \$1.06m
- Funds for Summer of Events of \$0.60m
- Capital works being planned for Naval Base Shacks (new toilet and amenities facility) and Coogee Beach Caravan Park
- Parks construction program covering new parks development plus a range of other projects covering greening plans, shade sail implementation and playground renewals

### Income

The 2014/15 operating income for the City will be \$122.9m an increase of 4.1% on the 2013/14 amended Budget. The sources of income are displayed in the table below. The two main sources of income for the Council are Rates 51.4% and Fees and Charges 35.8% of the operating income respectively.

All Figures in \$M	2013/14 Revised Budget	2014/15 Budget	Increase 14/145 Budget on 13/14 Budget	% of Overall Income of 14/15 Budget
Rates	\$58.15	\$63.15	8.5%	51.4%
Fees & Charges	\$42.28	\$39.70	-6.1%	32.5%
Service Charges	\$3.70	\$4.00	8.1%	3.2%
Operating Grants	\$7.82	\$9.68	23.7%	7.6%
Contributions	\$0.81	\$0.34	-58.0%	0.2%
Interest Income	\$5.24	\$6.37	21.5%	5.1%
Other	\$0.01	\$0.01	0%	0.0%
<b>Total Revenue</b>	<b>\$118.02</b>	<b>\$122.90</b>	<b>4.1%</b>	<b>100.0%</b>



## Rates

Rates for 2014/15 are recommended to increase by 4.00% for classes of properties in the City of Cockburn. For 2014/15, Council has received revaluations of all properties for the triennial period 2014/15 to 2017/18 (For GRV only which covers 99% of all rateable properties). The average residential improved property increase in GRV values was 23% over the prior valuation period. So as to eliminate the increase arising from the new values, the rate in the dollar has been reduced by 23% then the 4% increase proposed by this budget report has been applied. It must be noted that the increase of 23% is the average for all residential improved properties. So those property owners whose increase is greater than the average will have a +4% increase and conversely, those ratepayers with an increase in their GRV less than 23% will receive an increase less than 4%. The minimum rate has increased by 4% from \$657 to \$683. Likewise triennial valuation growth on a like for like basis for vacant residential, vacant commercial and industrial, commercial and industrial improved was 5.8%, 18%, 14% respectively. The City has also increased the base for which Large Commercial and Industrial is set from a base of \$500,000 to \$700,000 to reflect the increased values over the last two revaluation periods.

It should be noted that the City has combined the following rating categories - separate industrial and commercial into Industrial and commercial, industrial major and commercial major into industrial and commercial major, industrial vacant land and commercial vacant land into industrial and commercial vacant land and rural general, rural industrial & rural commercial into rural general.

The proposed rates in the dollar contained in the 2014/15 Objects and Reasons for commercial and industrial improved, commercial and industrial large, commercial and industrial vacant and residential vacant have been amended as a result of modelling completed after all new values (from the Valuer General) were received. The initial modelling was completed on incomplete data.

The following table compares the original proposed rates with the amended rates after all data was received from the Valuer General. All other rates advertised remain the same.

<b>Rating Class</b>	<b>Proposed Rate in the Dollar</b>	<b>Recommended Rate in the Dollar</b>	<b>Comment</b>
Commercial & Industrial – Improved	7.000	6.994	Adjusted to reflect the growth in revaluations
Commercial & Industrial - Improved Large	8.606	8.058	Adjusted to reflect the growth in revaluations

Rating Class	Proposed Rate in the Dollar	Recommended Rate in the Dollar	Comment
Caravan Parks	8.606	8.058	Adjusted to reflect maximum C&I rate in the dollar
Commercial & Industrial - Vacant	7.515	8.600	Adjusted to reflect the growth in revaluations. This represents a real reduction in rates over the revaluation period of 3.5%
Residential - Vacant	7.100	8.600	Adjusted to reflect the growth in revaluations. This represents a real reduction in rates over the revaluation period of 13.6%

It is also the intention of the City to apply to the Minister for Local Government for balance of properties rated using the UV (Unimproved Valuation) method, to convert them to GRV. This is the last of the City's UV properties which will complete a five (5) year program to see all properties in the City of Cockburn rated as GRV properties. This has been done with support of the Valuer General's office. The process could take up to six months to complete including approvals, new valuations and issuing amending rating assessments. Overall, it is anticipated that the average rate assessment will fall. This will involve approximately 340 properties.

Rates levied on ratepayers form a significant portion of the City's operating income. This year, that portion accounts for 51.2%. Over the last ten years this dependence on rates has fallen from 49.2% to 47.3% in 2013/14, it has risen in 2014/15 as the fall in gate fees from the HWRP impacts on the Council budget. What is more important, the dependence the City has on individual households has fallen from 67% in 2002/03 to 57.9% in 2014/15 as rate income from commercial and industrial properties has risen significantly. This increase has been directed to the cost of building and maintaining an extensive road and drainage infrastructure network the City owns and which is currently valued at \$635m in the balance sheet of the City.

Even after the rate increase Cockburn home owners paid the lowest household rates including waste management in 2013/14. The Table below from 2013/14 supports the supposition that Cockburn ratepayers still pay low rates when compared with neighbouring Councils:

Council	Residential Average Rates	Minimum Rates Payment	Average Plus Waste Charge	Minimum Payment Plus Waste Charge
Cockburn	\$853	\$657	\$1,261	\$1,065
Melville	\$1,055	\$698	\$1,458	\$1,101
Fremantle	\$1,353	\$1,099	\$1,353	\$1,099
Kwinana	\$1,107	\$883	\$1,507	\$1,283
Rockingham	\$1,014	\$885	\$1,359	\$1,230

<b>Council</b>	<b>Residential Average Rates</b>	<b>Minimum Rates Payment</b>	<b>Average Plus Waste Charge</b>	<b>Minimum Payment Plus Waste Charge</b>
Gosnells	\$886	\$850	\$1,127	\$1,091
E. Fremantle	\$1,603	\$835	\$1,603	\$835
Wanneroo	\$1,385	\$1,155	\$1,385	\$1,155
Swan	\$1,166	\$805	\$1,476	\$1,115

*NB: Note that a number of Councils have not been included as they do not publically disclose residential rating information for example the Canning and Armadale.*

The above Councils were chosen firstly as they are in the same local grouping, that is the South West Group and secondly to compare with other outer metro growth Councils such as Swan, Wanneroo and Gosnells.

Overall growth of new properties/improvement to existing properties/vacant land has been budgeted at 2.5%. This may be conservative given the history of growth in the City, but development has slowed in the creation of new residential lots and building licences issued. This has been slightly offset by commercial development occurring throughout the City but more specifically in the Phoenix and Cockburn Commercial Parks, Jandakot City, Cockburn Central and the AMC precinct. The City has budgeted to receive interim rates as part of the draft budget.

<b>Average House</b>	<b>2013/14 \$</b>	<b>2014/15 \$</b>	<b>% Increase</b>
Rates	853	888	4.0%
Waste	408	435	6.6%
Co-Safe	60	65	8%
<b>Council Charges</b>	<b>1,321</b>	<b>1,388</b>	<b>5.05%</b>
			<b>+\$1.28 per week</b>
State Government ESL	256	269	5%
Total	1,577	1,657	5.0%
<b>Minimum Payment</b>			
Rates	657	683	4.0%
Waste	408	435	6.6%
Co-Safe	60	65	8.0%
<b>Council Charges</b>	<b>1,125</b>	<b>1,183</b>	<b>5.1%</b>
			<b>+\$1.11 per week</b>
State Government ESL	213	224	5.0%
Total	1,338	1,407	51.1%

### Waste Management Service Charge

The Waste Management charge will increase from \$408 to \$435 per rates assessment. This is a 6.6% increase over 2013/14. The significant cause behind the increase in the charge is the \$27 or 96% increase in the Landfill Levy from \$28 to \$55 for MSW waste applicable from 1 January 2015. Even though, the City disposes of the MSW waste at the SMRC AWT, 50% of the MSW waste still goes to landfill. What is disappointing is 75% of the Landfill Levy goes into State Revenue and is not spent on waste minimisation strategies. The 2014/15 State Budget Papers indicate the Landfill Levy will continue to rise over the next four years to at least \$70. The Budget Papers even compared the WA Landfill Levy with NSW which charges \$135 per tonne for MSW disposal at a landfill. The City will continue to offer weekly waste and recycling collection, 2 junk and 2 green waste collections each year plus 6 free tip passes to City's Henderson Waste Recovery Park. The waste management business service is self-balancing and not requiring a contribution from the municipal fund.

### Community Surveillance and Security Service (Co-Safe)

The service charge will increase from \$60 to \$65. Revenue raised by this service charge will fund the Co-Safe service and continue the rollout of the CCTV Strategy adopted by Council.

### Pool Inspection Fee

The fee will rise to \$36.00 per property with a swimming pool. This is in order to ensure that City will be able to inspect every swimming pool in the municipality once every four years to comply with the relevant statutory requirement.

### Port Coogee Specified Area Rate

This rate will be 1.389¢ in the dollar of GRV value. These monies are being quarantined so as to provide funding to ensure that the parks and public areas (including custom street lighting) are maintained in accordance with the higher standards agreed to between the City and the Developer. The additional costs being borne by the developer initially and the landowners ultimately. The increase in this rate is 4% after adjusting for the average increase in GRV of 23%. The income from this item is included in the total rates to be raised by the budget.

The City will continue taking over public open space in the Port Coogee area in 2013/14 which will trigger the City drawing on funds in the Reserve to supplement the additional maintenance work noted above.

### Emergency Services Levy

Although not imposed by the City, the levy is collected by the City under direct instruction from the State Government and passed onto the Department of Fire and Emergency Services (formerly the Fire and Emergency Services Authority). The increase for the City of Cockburn ratepayers is 5.0%.

### Fees and Charges

The City has budgeted to receive \$39.70m in Fees and Charges in 2014/15. Although this category of income covers all services provided by City, there are four fee types that combine to make up \$34.31m or 86% of the total fees and charges. The fees consist of Waste Management Charge (for collection of bins), fees (tipping, sale of recycled metals and materials and sale of gas) related to the Henderson Waste and Recovery Park, fees associated with the Planning and Building (Statutory) approvals finally, the Community Surveillance Service Charge.

The Gate Fee for the Henderson Landfill facility will not be increase at 1 July 2014 but will be reviewed pending the increase in the two landfill levies imposed by the State Government. As noted above, the MSW land fill levy will increase from \$28 to \$55 per tonne and the second levy being for inert waste (builder's rubble) will increase from \$8 to \$40 per tonne. The date of the increase will be 1 January 2015. It is expected the increase in the levy will directly correlate with any increase in the gate fee effective 1 January 2015.

Statutory fees for Planning and Building have increased by virtue of the activity in the City not as a result of the State Government increased the scale fee permitted to be charged by the City. What is disappointing is that the building reform process initiated by the State Government has meant that up to 50% of the fee charged by the City to assess, approve and issue the relevant building permit now goes to the State Government.

The final income items are fees for the South Lake Leisure Centre will rise by 5% in order to cover the increased cost of labour and other costs. The increase is also a response to a recommendation of the Cockburn Central West Business Plan so as to reflect small increases over time rather than a major increase at the opening of the CCW facility in 2016. Fees collected for this facility will total \$2.98m.

All other fees will rise in a range from CPI to 5% in order to cover the cost of the service/s provided by the City.

### Service Charges

The fee income for the Community Surveillance Service Charge is raised to fund the Co-Safe service and CCTV implementation strategy. This Service Charge is to rise from \$60 to \$65 in 2014/15 in accordance with the Council adopted strategy. The City is currently aiming to complete the Coogee Beach Surf Club and Community Facility plus the main administration centre which includes the Spearwood Library and Cockburn Seniors Centre. The balance of this income item is collected from the UGP Project areas of Hamilton Hill and Coolbellup.

### Operating Grants and Subsidies

This income source is provided by the State and Federal Governments. The income is generally recurrent and rises by CPI or a similar agreed factor. For the 2014/15 Budget, the Federal Government has frozen the level of the Financial Assistance Grant (General and Untied Road) grant at 2013/14 base with no indexation for population growth until 2018/19. It should be noted that the WA pool of the FAGS Grants has increased by 1.9% for 2014/15 but this arises from the formula distributing the grants not from a CPI increase. As this stage, it is unclear what benefit will be distributed by the WA Grants Commission to Cockburn – so the FAGS Grants has remained at the 2013/14 level.

Apart from the untied Federal Assistance Grant noted below, the other grants have been provided by the State and Federal Governments for the delivery of specific community programs.

<b>Grant</b>	<b>Amount \$</b>
Child Care and Children (Federal Government)	2.006m
Financial Assistance (Untied from Federal Government)	2.084m
Financial Assistance (Roads from Federal Government)	1.431m
Aged Services - HACC	1.656m
Aged Services – HACP	0.423m
Youth Services (2 programs)	0.474m
Family Services (5 programs)	0.600m
DFES Operational Grant	0.220m
Recreation Services	0.190m
Other Grants	0.239m
<b>Total Grants</b>	<b>9.325m</b>

### Interest Income

Income generated by this item is divided into three parts, municipal fund interest, reserves account interest and sundry interest income derived from instalment rates and outstanding rates (including an

interest payment for deferred pensioner rates from the State Revenue Office). The former, (\$3.48m) can be expended directly in the provision of services whereas the latter (\$2.26m) is credited to the reserve account on which the capital has been invested by the Council. Although the cash rate has fallen to 2.50% and not expected to increase over the next twelve months, the City is still attracting interest rates of 3.7% to 4.0% on term deposits.

The City is compliant with the latest amendment to the Local Government (Financial Management) Regulations in that all funds are invested in Term Deposits held with Australian Banks or Australian Government Bonds apart from two investments grandfathered under the same regulations. One is a senior bond issued by the Commonwealth Bank and the second is an investment in Australian Mortgage Fund in "reverse" Australian mortgages. Each investment continues to pay a competitive rate of interest and will be redeemed upon maturity.

### Expenditure

Budgeted growth of operating expenditure for 2014/15 is 2.6% (on a cash basis, which excludes depreciation, with depreciation the increase was 3.6%) as all areas of Council expenditure have been reviewed for operating efficiencies. The following comparative table indicates the growth of operating expenditure over the financial years 2013/14 and 2014/15.

All figures \$M	2013/14 Revised Budget	2014/15 Budget	Increase 14/15 Budget on 13/14 Budget	% of Overall Cost of 13/14 Budget
Payroll	\$40.57	\$42.69	5.2%	37.3%
Other employee Costs	\$0.96	\$0.89	-7.3%	0.8%
Materials	\$35.70	\$35.53	0.0%	31.3%
Utilities	\$4.40	\$4.51	2.5%	3.9%
interest Expense	0.171	\$0.12	-29.4%	0.1%
Insurance	\$2.23	\$2.34	4.9%	2.0%
Other Expenses	\$7.15	\$7.52	5.1%	6.58%
Depreciation	\$22.06	\$23.76	7.6%	20.8%
Internal Recharging	-\$3.09	-\$3.24	3.6%	-2.78%
<b>Total Expenditure</b>	<b>\$110.23</b>	<b>\$114.15</b>	<b>3.6%</b>	<b>100%</b>

The above table also demonstrates where the City is spending its operating expenditure with a detailed explanation below.

### Payroll

The City has budgeted for a 4.0% increase for the second year of a staff Enterprise Agreement. The overall cost of salaries, on-costs and indirect costs will rise by 5.2% over the amount budgeted in 2013/14. This will also provide for a number of new staff, in line with Council's adopted Workforce Plan, the most prominent of these are the new library staff for the currently being constructed Success Library. The new library is four times the size of the current library located in the Cockburn Gateway Shopping Centre.

The percentage of rates required to fund payroll has fallen from 70% to 67.8%, which is the lowest in the South West Group of Councils.

### Materials and Contract

Aside from Payroll and related costs this is the City's largest recurrent operating expenditure item. The following items form over 50% of the expenditure for 2014/15 with the amount in brackets being the amount budgeted in 2013/14. Waste Collection \$8.95m (\$7.43m), SMRC Loan Repayment \$1.58m (\$1.5m), Parks Operating \$3.56m (\$2.79m), Care Giver Payments 1.28m (\$1.22m), Co-Safe \$1.97m (\$1.91m).

### Insurance

The City, like all local governments in WA, is a member of the Local Government Insurance Scheme (LGIS) – a cooperative insurance scheme. So for Workers Compensation insurance, property and public liability insurance, Council self-insures through the LGIS. Insurance for motor vehicles, councillor and officer liability (similar to Directors and Officers Liability insurance), travel insurance plus others insurances are sourced by the LGIS from external insurance providers. Motor vehicle insurance is of a significant quantum that LGIS tenders this to the general MV Insurance market each year to ensure Council receives a competitive pricing outcome.

Overall, insurance premiums are expected to rise by 5% from \$2.23m to \$2.34m in 2014/15. Workers Compensation Insurance will increase by the increase in overall council payroll, Public Liability Insurance will increase by 7% and Property insurance will increase by 5% due to more municipal assets either being constructed or gifted to the City. In addition, the City has an active program of regular revaluation of assets so as to ensure Council is not under-insured. Further, the accounting standard changes associated with "Fair Value" accounting will mean a more aggressive asset valuation model in future years. The City already currently uses fair value accounting for all infrastructure asset classes. For the 2013/14 financial year, the City will also have fair value accounting for Plant and Equipment and associated equipment.



The City is currently reviewing the insurances for plant with an aim to reduce this portion of the premium.

### Utilities

This item covers expenditures for electricity, gas, water and telecommunications. Electricity is consumed by the City in two ways. firstly, general power consumption for buildings and associated facilities.

The second part of electricity consumption is for street lighting. The City pays for over 11,613 street lights, which over the last four years, has seen the running costs raised from \$1m to \$2.4m annually. The State budget for 2014/15 has flagged an increase of 5% for 2014/15. The City has provided \$2.52m for street lighting. The issue is not a 5% increase for 2014/15 but the proposed 36% increase in 2015/16 as per the State Government's Budget Papers. This alone would add close to \$1m to the cost of providing street lights which would equate to close to a 1.5% rate increase just to pay the additional cost proposed in the State Government Budget papers. WALGA are seeking urgent clarification of this "sizeable" increase projected for 2015/16.

The impact of the rapidly rising cost of utilities imposed on the City by the State Government has been sizeable and is not sustainable.

Other utilities are expected to increase by 5% apart from telecoms which has no increase.

### Other Expenses

This item of expenditure covers a range of sundry expenses such as the State Government's Landfill Levy (\$4.03m), which will rise from \$28 per tonne to \$55 per tonne from 1 January 2015, fuel (\$1.1m), grants and donations of \$1.06m, operating contribution to the SMRC of \$0.336m and levy payments to parents of \$0.5m (fully funded from the Federal Government).

### Depreciation

The City cash backs its \$23.75m of depreciation recorded in the 2014/15 operating budget. This amount is 7.6% higher than the amount budgeted for in 2013/14. By being fiscally responsible and cash backing the depreciation, the City is able to use the free cash generated by this item to refurbish current assets in addition to construct new assets. Council has been briefed on a plan to spend up to 80% of the cash produced from depreciation to refurbish assets. This plan will take five to seven years to move from the current 45% of depreciation cash expended on the capital refurbishment program.

This plan has been designed so as to provide a greater life for existing City assets.

#### Interest Expense (and Loan Program 2014/15)

The City will be required to pay interest in 2014/15 for two loans covering Underground Power projects in Coolbellup and Hamilton plus the Emergency Services Facility in Cockburn Central. The former loan will be covered by ratepayer service charges and a contribution from the municipal fund. The latter loan will be funded by FESA. The total cost for this year is \$0.12m. It is intended to draw down of loans raised for 2014/15 in June 2015 to minimise the interest expense for 2014/15.

The following loans are scheduled for 2014/15 with a further loan in 2015/16. The aim of the loan program is to repay the loans using the funds derived from DCP13 (the contribution plan was put in place to provide funding for the construction of a series of approved community infrastructure projects, of which the three projects highlighted in the table below are included).

RAC&CF@CCW	\$10.9m
Bibra Lake Management Plan	\$5.6m
CBSLCF	\$3.5m
Total Proposed 2014/15 Loans	\$20.0M
Total Proposed Loans 2015/16 CCW	\$5.0m

#### Capital Income and Developer Contributions

The City has budgeted to receive the following Capital Grants and Developer Contributions for 2014/15.

Road Grants	\$2.179m
Recreation and Bike paths	\$0.400m
Total Grants	\$2.570m
Developer Contributions	\$4.364m
Total Gr and Contributions	\$6.934m

The City is also expected to receive the proceeds from land and plant and equipment asset sales. Cash received from motor vehicle and truck/plant (\$1.225m) will go to the replacement of those pieces of equipment with the Plant Replacement Reserve funding the balance of the acquisition price.

### Capital Expenditure

The following chart indicates where the City will commit its capital expenditure totalling \$46.15m for 2014/15:

<u>Class</u>	<u>2014/15</u> \$	<u>2013/14</u> \$
Road Infrastructure	\$8.3m	\$8.8m
Drainage	\$1.17m	\$1.00m
Footpaths	\$0.56m	\$1.42m
Parks Infrastructure	\$6.04m	\$5.09m
Landfill	\$1.03m	\$1.31m
Freehold Land Development	\$0.05m	\$0.40m
Buildings	\$24.33m	\$25.11m
Furniture & Fittings, Computers	\$0.64m	\$0.56m
Plant & Machinery	\$4.00m	\$3.90m
<b>Total</b>	<b>\$46.15m</b>	<b>47.63m</b>

The City has a number of high profile continuing projects which will be completed in 2014/15.

The continuing Projects are as follows:

<b>Continuing Projects for 2014/15</b>	<b>Allocated Funds</b>
Regional Recreation & Community Facility at CCW	\$20.0m
Bibra Lake Management Plan-adventure playground	\$1.8m

### New Projects

Below is a shortened list of new projects and the capital allocated to them: For a comprehensive list of projects please refer to the attached budget – New Capital Projects 2014/15.

<b>New Capital Projects for 2014/15</b>	<b>Allocated Funds</b> \$
Road – Intersection of Beeliar Drive and Hammond Road Stage 2 – Naval Base Amenities Block	0.550m
Road – Duplication of Beeliar Drive – Spearwood Ave to Stock Road	0.700m
Parks – New and upgrades	4.720m
Bibra Lake Adventure Playground	1.1m
Plant and Equipment – Replacement	3.757m
Plant and Equipment – New	0.250m
Land Development (new lot creation)	0.4m
Drainage Works	1.178m
Resurfacing of Roads	0.731m
Footpath (new and rehabilitation)	0.543m

An estimated \$3m in brought forward funding has been budgeted to cover unfinished capital works and projects. A detailed listing will be provided to a future Council meeting, usually October once final numbers have been audited.

### Borrowings

The City is scheduled to borrow funds in 2014/15 for:

- Cockburn Recreation and Community Facility at CCW \$10.9m
- Coogee Beach Surf Club \$3.5m
- Bibra Lake Management Plan \$5.6m

The latter two are to repay the pre-funded amounts to the municipal fund.

In addition the City will continue repaying the principal for the two loans initiated in 2012/13. Total repayments will be \$1.3m.

### Reserves

The City has a pro-active Ten Year Financial Plan which includes funding its financial reserves. The City places great importance in planning for the future and ensuring it has sufficient funds to complete major projects now and into the future. In this budget, Council will transfer \$21.9m into its reserves but will draw down \$8.9m to fund a series of major capital projects, such as the Regional Aquatic Centre and Community Facility at Cockburn Central West.

At the same time the City is still quarantining funds received from the Development Contribution Plan (a levy on all new dwelling for community infrastructure), rent from the Naval Base Shacks Leases and Coogee Beach Caravan Park (to fund capital works). It is anticipated that the City will receive \$1.8m in 2012/13 from developer contributions for community infrastructure in addition to funds for roads and other “hard” infrastructure.

In addition to the list above transferring funds to Reserve of \$26.7m, the balance of the funds to reserves consist of amounts less than \$0.5m and include DCA 12 Packham North \$0.5m, contaminated sites \$0.5m, Hammond Park DCA \$0.4m, waste collection \$0.33m, Solomon Rd DCA \$0.25m, Port Coogee Special Maintenance \$0.23m, Greenhouse Reduction \$0.2m, Naval Base Shacks \$0.19m, Staff Entitlements reserve, \$0.1m, Naval Base shacks removal \$0.05m.

The City will create two new reserves to facilitate the development of the Cockburn Regional Aquatic and Community Facility and Cockburn

Integrated Health Centre Facility for the capital maintenance of the commissioned facility.

### Rate Setting Statement

The Rate Setting Statement is a unique financial statement applicable to WA Local Governments. The purpose of the statement is to determine the amount of rates to be collected from property owners after the inclusion of operating income (excluding rates), Operating expenditure, capital income and expenditure, reserve transfers (to and from reserves) plus loan repayments and new borrowings. The deficit after inclusion of the above is to be raised from rates as provided for in the Local Government Act. The rates to be raised in 2014/15 total \$63.15m. Rates only include general rates and not service charges, specified area rates, interest from instalments and penalty interest or instalment fees.

### Cashflow Statement

The Cashflow Statement is presented with other statutory financial statements. It presents the cash the Council will generate and use in running its day to day business, capital investment program – both capital income and expenditure as well as funds required to finance both the operating and investment (capital) program:

1. Net Operating Cash is \$33,121,192
2. Net Investment Cash is \$36,899,094
3. Net Financing Cash is \$18,626,644
4. Overall Cashflow is \$14,848,742

The City will commence the year with \$67,064,180 cash held in Reserves/Restricted Funds and after Items 1 to 4 above will mean a closing cash position of \$81,912,923.

### Integrated Planning Framework

Council adopted a number of plans in 2013 as part of the Strategic Community Plan. These include the Long Term Financial Plan, the Asset Management Plan and the Workforce Plan. Another plan will be presented in June 2014 which is the Integrated Road Network Plan. Each plan covers a ten year period being 2012/13 to 2021/22. Each Plan will be updated every two financial years. The review of the plans are on hold until local government reform has been announced.

### Long Term Financial Plan

Council adopted a Long Term Financial Plan for the period 2012/13 to 2021/22, a period of ten years. The LTFP will be reviewed each

financial year in line with the adopted budget so as to ensure financial relevance. Based on the draft budget contained the attached papers the LTFP and analysis is provided below of the variations to the LTFP:

	<b>2014/15 LTFP</b>	<b>2014/15 Draft Municipal Budget</b>	<b>Comment</b>
Operating Revenue	\$129.58m	\$122.90m	Lower fees and charges for HWRP
Operating Expenditure	\$114.20m	\$114.43m	Lower interest expense, LFL but higher power, staff costs
Capital Income	\$15.23m	\$9.22m	Lower grants for CCW
Capital Expenditure	\$64.4m	\$46.15m	Lower cost for CCW in Year 1
Loans	\$25m	\$20m	Loan for CCW over 2 years

### Asset Management Plan

Council adopted Asset Management Plans for five areas of Council's assets, namely Roads, Building, Drains, Parks & Footpaths. Each Plan forecast an amount to be spent on renewing council assets in the above categories with a planned amount to be spent as per the criteria. There is a gap between what has been identified and the shortfall is expected to be in place for the next two financial years and the City constructs and funds the Cockburn Central West Facility. The table below highlights the gap. For definitional purposes renewing of assets is specifically the subject of the Asset Management Plans whereas upgrading is a mixture of renewing the asset but has been coupled with additional improvements. An example in the 2013/14 draft budget is the road project at the intersection of Hammond Road and Beeliar Drive. Part of the project is to realign the intersection including signalisation but at the same time the intersection will be resurfaced or renewed.

The intention is to provide this every year and to reclassify the status of "Upgrade" into New and Renew to clarify how much is being allocated to meeting the Asset Management Plans.

### Workforce Plan

Council adopted the Workforce Plan in March 2013. The 2014/15 budget reflects new appointments as outlined in the Plan but limited to new staff for the Success Library and a Waste Truck Driver. All other new staff outlined in the Workforce Plan for 2014/15 has been deferred due to Local Government Reform.

Closing Municipal Position

The 2014/15 Municipal Budget is balanced with no positive or negative funds. This is after all operating and capital income and expenditure items plus reserve transfers are brought to account. A report will be brought to Council in October 2014 once the Auditors have completed their annual examination of the financial statements.

Submissions

The City received a submission from a commercial property owner (rated as a Commercial – Large). The property owner has constructed a major extension to its current facility. This will cause the rates for the overall (expanded) facility to increase during the 2014/15 financial year. The landowner submits that the rate in the dollar should decrease as a result of the increased quantum of rates potentially achieved during the 2014/15 financial year.

Officer's comment

The quantum of the rates for the expansion of the facility is unknown although an estimate has been calculated for the purposes of providing for an amount of interim rates across all rating classes. The additional rates are not an unbudgeted amount as the landowner asserts but forms part of the rating income to be raised to fund the activities of the Council for 2014/15. As such, the submission is not supported. However due to additional valuation data, the proposed rate in the dollar contained in the 2014/15 Objects and Reasons will fall from 8.606 cents in the dollar to 8.058 cents in the dollar. The Submitter's comment believed the rate in dollar for Commercial and Industrial - Large should have been 7.906 cents.

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

- A responsive, accountable and sustainable organisation.
- Manage our financial and infrastructure assets to provide a sustainable future.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

**Budget/Financial Implications**

The Budget provides funds as outlined in the recommendations as the commencement of this report and the detailed attachments.

## **Legal Implications**

Section 6.2 of the Local Government Act 1995 requires Council to prepare an annual budget.

## **Community Consultation**

Section 6.36 of the Local Government Act 1995 requires the Council to advertise the differential rates proposed in the budget attachments. The Council advertised the differential rates in the West Australian newspaper on Wednesday, 14 May 2014, Cockburn Herald on Friday, 16 May 2014 and Cockburn Gazette on Tuesday, 20 May 2014. At the same time the Objects and Reasons to support the differential rates was placed at the City's Libraries, on Council's website, on Council's social media tools, emails to all the City's community groups. Comments were invited from interested parties. At the date of this report one submission was received. The City acknowledged receipt of the submission. The City also advertised that the municipal budget was being presented to the June Council meeting and copies of the budget would be available on the City's web site.

## **Attachment(s)**

1. Municipal Budget for 2014/15 and associated Schedules.
2. Schedule of Submission – Objects & Reasons 2014/15 (provided under separate confidential cover).

## **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

### **15.4 (OCM 12/6/2014) - REVIEW OF THE CORPORATE BUSINESS PLAN 2013/14 - 2016/17 AND ADOPTION OF THE ANNUAL BUSINESS PLAN 2014/15 (021/002) (S CAIN) (ATTACH)**

#### **RECOMMENDATION**

That Council adopt:

- (1) the Corporate Business Plan 2012/13-2016/17 delivery programs; and
  - (2) the Annual Business Plan 2014/15,
- as shown in the attachments to the Agenda.



<b>COUNCIL DECISION</b>
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## Background

The Local Government (Administration) Regulations 1996 requires that a local government annually reviews its corporate business plan. The Council is also required to adopt an Annual Budget by 31 August each year, however it is the City's practice to adopt its budget in June of each year to allow the administration the maximum capacity to deliver Council's objectives in the relevant financial year (FY).

In addition, the City also presents the Annual Business Plan for 2014/15 which is a detailed plan for the new financial year. The purpose of adopting an Annual Business Plan (ABP) allows for each financial year to be based on the broader *Corporate Business Plan 2012/13 – 2016/17* (CBP). This allows ratepayers to have certainty that the CBP is the guiding document governing the financial planning for the City.

## Submission

N/A

## Report

Following adoption of the City's *Strategic Community Plan 2012 – 2022* in November 2012, staff progressed development of the CBP. That document was presented to and adopted at the March 2013 Ordinary Council Meeting. As noted in the Officer's report on that matter, the function of the CBP is to activate the 'Strategic Objectives' contained in the Strategic Plan. Each of these objectives has a number of actions that that will be undertaken over the five year timeframe of the CBP.

As the current CBP has only been in operation for one year of its five year term and still has four years to run, there is no statutory requirement to amend its timeline. The local government reform process also makes a substantive review of the CBP somewhat superfluous as there are likely to be changes to most local governments as a result of reform. For these reasons the current document is presented for re-endorsement without any change. This will achieve the statutory requirement for it to be reviewed in this FY but not cause wasted administrative effort in undertaking a broader based review.

An ABP has been prepared annually and adopted with the Budget since FY 06/07, something introduced following the 2006 iteration of the City's Strategic Plan. The ABP sets out a summary of the activities to be undertaken by the City during the year. The Plan sets out by Division and Service Unit, projects to be undertaken, key performance measures and budgets for income and expenditure.

The format of the ABP was updated in FY13/14 so that it contained detail of what CBP tasks were to be undertaken annually. The inclusion of this information has also necessitated more space allocation to each Business Unit to explain details of their programs and activities for the year. The Annual Report reports on the actual achievements for the year compared to the listed projects, along with their performance measures and budgets.

### **Strategic Plan/Policy Implications**

#### **Leading & Listening**

- Effective and constructive dialogue with all City stakeholders.
- Manage our financial and infrastructure assets to provide a sustainable future.

### **Budget/Financial Implications**

The ABP is linked to the City's Annual Budget, which is the subject of a separate report. All incomes and expenditures in the ABP are mirrored in the Budget.

### **Legal Implications**

Local Government Act (1995), section 5.56 and Local Government (Administration) Regulations 19DA refer.

### **Community Consultation**

N/A

### **Attachment(s)**

1. Corporate Business Plan 2012/13-2016/17 (extract).
2. Annual Business Plan 2014/15.

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

### 16. ENGINEERING AND WORKS DIVISION ISSUES

#### 16.1 (OCM 12/6/2014) - 2014 CITY OF COCKBURN INTEGRATED TRANSPORT PLAN (163/007) (J KIURSKI / J MCDONALD) (ATTACH)

##### RECOMMENDATION

That Council:

- (1) adopt the 2014 City of Cockburn Integrated Transport Plan; and
- (2) proceed to implement the short-term actions and plan for the implementation of the medium and long-term actions recommended by the ITP Implementation Plan.

##### COUNCIL DECISION

### Background

The City's Strategic Community Plan defines the vision for the City's movement network as "a robust, safe and integrated transport network that meets people and industry needs while minimising environmental impacts." In 2013 the City revised the existing District Traffic Study, and developed a new plan to provide the foundation for the future road network planning of the City. The District Traffic Study highlighted that it is not economically viable or sustainable to just increase road network capacity to alleviate forecast congestion and that an increasing mode shift away from private vehicle travel will be required for travel to/from and within the City.

To define how travel and access can be improved by considering all types of travel movement and improvements, Arup were engaged to complete a community survey and collect major public concerns on existing transport conditions which helped guide the preparation of an Integrated Transport Plan (ITP).

Arup completed their review in April 2014 and submitted a draft report. The report has since been revised and is now presented to Council for formal adoption, and is included in the attachment.

## **Submission**

N/A

## **Report**

The objectives of this study were to:

1. Undertake a community survey by using on-line engagement to review the existing transport conditions and identify issues in our existing network.
2. Identify the current and expected future transport situation through examination of 'Cockburn of Today' and 'Cockburn of Tomorrow'.
3. Examine existing transport infrastructure and travel patterns to articulate the future transport vision for the City.
4. Develop an implementation plan that identifies soft and hard measure to achieve the ITP vision.

During August 2013, Arup used an online Collaborative Map system to undertake a survey and obtain community input into the preparation of the ITP. Collaborative Map is a mapping application that is viewed in a standard internet browser and uses the Google Maps interface as its source of mapping data. It allows people to participate in engagement activities and provide information from their own computers, thus broadening the reach of engagement programs.

The information on existing transport conditions and issues has been classified under the following categories:

- Congestion
- Road safety
- Parking
- Freight
- Public Transport
- Cycling
- Walking

Over the month-long engagement period, a total of 612 unique comments were posted; there were 938 visits to the website and 2,360 votes (i.e. agree or disagree) were made on the comments. The 612 comments distributed across seven categories such as:

- Congestion - 26%
- Road safety – 30%
- Parking – 10%
- Freight – 2%
- Public Transport – 10%

- Cycling -12%
- Walking – 10%

The most critical categories were congestion with 26% of the comments and road safety with 30%. The community linked the traffic congestion and road safety issues including driver behaviour, pedestrian crossing, cycling on roads and rat-running.

The public transport and lack of bus services were strongly commented on and improvement was requested.

The existing and expected future transport situation and travel patterns have been considered to set objectives aimed to achieve the transport vision for Cockburn.

### Cockburn of Today

The City's District Traffic Study (DTS), which was updated in 2013, considered future transport conditions in years 2020 and 2031 based on anticipated growth in land use, population, employment and the expected future transport situation. An outcome of the modelling shows a significant number of new trips going to be absorbed into the City's network and a need for a significant investment in road network upgrades.

The DTS identified current congestion issues at Kwinana Freeway and throughout the City of Cockburn especially Armadale Road, Stock Road, Beeliar Drive, Farrington Road, Berrigan Drive and Jandakot Road, which is in correlation with the congestion locations raised by the community during the collaborative mapping survey. The feedback from the collaborative mapping highlighted the following sites as the congestion hot spots in the City of Cockburn.

- Gateway Shopping Centre access
- Beeliar Drive
- North Lake Road
- Armadale Road
- Cockburn Station Park 'N' Ride access
- Roe Highway / Kwinana Freeway interchange
- Russell Road / Gibbs Road around Kwinana Freeway ramps
- Kwinana Freeway.

The feedback from the collaborative mapping survey noted that the growing congestion also resulted from the conflict between heavy and light vehicles on the road network. There are some locations within the City that are not identified as primary freight routes, but carry a notable percentage of heavy vehicles such as Barrington Street in Bibra Lake where 16.6% of traffic using this route are heavy vehicles or 20% on Wattleup Road. Freight traffic passing through the east-west roads in

Cockburn to access Fremantle Port, has been commented on and expressed as a safety issue in residential areas.

Public transport was a key focus of the community during the collaborative mapping survey. Congestion on the road network around Cockburn Central rail station, parking capacity and long delays to exit car parks, poor pedestrian connections between the station and Cockburn Central shopping centre and conflict between cyclists, buses and pedestrians was a common response from the survey.

The survey of the bus network coverage shows that there is a need for new and additional buses in areas such as Henderson industrial area, Bibra Lake, Aubin Grove, Port Coogee and servicing Jandakot Airport.

The outcome of the travel pattern survey conducted as part of the Collaborative Map process resulted in travel patterns where the priority has been given to the car mode as a more convenient way for commute trips. But the comparison of travel pattern in 2006 and 2011 Census Journey to Work and the result from the collaborative mapping survey shows greater tendency in using public transport and active travel modes of walking and cycling that indicate a growing shift toward a more sustainable mode. The community collaborative mapping results on travel mode share for work/ education trips, shown as:

- Car Driver 61%
- Car Passenger 1%
- Bus 3%
- Train 18%
- Cycle 12%
- Walk 5%

### Cockburn of Tomorrow

WA Tomorrow (2012) predicts that the City of Cockburn could have between 121,900 and 141,600 residents by 2026. The population is expected to age with the greatest proportional increase in population in the over 55 year group.

The City of Cockburn has a large supply of undeveloped and underdeveloped urban and urban deferred zoned land at approximately 1,170ha (at 2012) which indicates that the majority of growth will be via new greenfield sites but this could be expected to run out around 2020/21.

Achieving the Directions 2031 and Beyond targets for employment self-sufficiency in the South-West sub-region (Cockburn, Kwinana and Rockingham) will require the creation of approximately 41,000 additional jobs by 2031. Directions 2031 set aspirations that 'all people

should be able to easily meet their educational, employment, recreation, service and consumer needs within a reasonable distance of their home'.

Major transport projects in planning for the City of Cockburn include rapid transit connecting Fremantle, Cockburn Coast and Cockburn; a new rail station at Aubin Grove (Russell Road) and the westerly extension of Roe Highway. Road infrastructure likely to come under increasing pressure due to major projects include:

- Farrington Road and Kwinana Freeway (driven by the Fiona Stanley Hospital).
- Russell and Rowley Roads (outer harbour and intermodal terminal).
- Cockburn Road, Rockingham Road, Spearwood Avenue and Hampton Road (associated with the Cockburn Coast development).

Potential issues of tomorrow are the increase in congestion as a result of roads and rail network growing, parking shortage, and growing in freight movements requiring emerging movements.

A review of the City of Today and the City of Tomorrow highlights a number of key existing and emerging issues, gaps and trends. The following gaps are the key drivers for the ITP to address:

1. Limited public transport provision to industrial areas, (Henderson, Jandakot Airport, Bibra Lake).
2. Limited public transport provision to link neighbourhood activity centres with district centres.
3. Potential lag of public transport provision in growth areas to the east of the municipality e.g. Banjup.
4. No bus priority and missed opportunities for bus priority around Cockburn Central.
5. Strategic planning focuses solely on road transport infrastructure for private vehicle travel and should reference the City's cycle and walking plans more strongly and in a more integrated way.
6. Some road projects are required to improve the permeability of travel through Cockburn, which is important for local accessibility and to permit the efficient movement of freight.
7. Funding gaps – numerous road network upgrades have been identified but most require state government funding. Funding has yet to be committed.
8. Lack of coordinated information on the impact of significant industrial and logistic related development in Cockburn and clear freight management strategy for Cockburn.

The ITP is proposed to provide a framework to guide the promotion, management and development of an integrated multi-mode movement

network to improve access and accessibility for all and encourage and facilitate sustainable and active travel.

As the City continues to grow as a centre for tourism, an investment opportunity for businesses and an attractive place to live, work and visit, is our objective to have an ITP that will deliver a sustainable transportation system that is accessible by all, meets the needs of all and improves the quality of life for all.

By developing the ITP, Council will ensure that adequate opportunities are provided for the development and use of alternative modes of transport to the private car; to favour public transport, walking and cycling because they are safe and sustainable.

### **Strategic Plan/Policy Implications**

#### **Demographic Planning**

- To ensure the planning of the City is based on an approach that has the potential to achieve high levels of convenience and prosperity for its citizens.
- To ensure development will enhance the levels of amenity currently enjoyed by the community.

#### **Transport Optimisation**

- To ensure the City develops a transport network that provides maximum utility for its users, while minimizing environmental and social impacts.
- To construct and maintain roads which are convenient and safe for vehicles, cyclists and pedestrians.

### **Budget/Financial Implications**

The cost of the ITP development has been accommodated within the current 2013/14 adopted budget.

### **Legal Implications**

N/A

### **Community Consultation**

During August 2013, Arup used an online Collaborative Map system to undertake a survey and obtain community input into the preparation of the ITP.



Over the month-long engagement period, a total of 612 unique comments were posted; there were 938 visits to the website and 2,360 votes (ie. agree or disagree) were made on the comments. Whilst the ITP seeks to establish a movement network which can support a transition from the motor vehicle to other modes of transport, understanding the current issues for community is also critical. The ITP has sought to address many of the issues identified during the consultation phase.

### **Attachment(s)**

City of Cockburn Integrated Transport Plan

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

## **17. COMMUNITY SERVICES DIVISION ISSUES**

### **17.1 (OCM 12/6/2014) - CITY OF COCKBURN FIRE CONTROL ORDER AND RELATED MATTERS (027/007; 028/027) (R AVARD) (ATTACH)**

#### **RECOMMENDATION**

That Council adopt:

- (1) the amended Fire Control Order 2014/15; and
  - (2) the amended Permit to Set Fire To the Bush (Fire Permit);
- as shown in attachments (1 and 2 respectively) to the Agenda.

#### **COUNCIL DECISION**

### **Background**

Council at its Ordinary Meeting of 10 April 2014 resolved as follows:

- (1) *seek a detailed justification from the Department of Fire and Emergency Services on the reduction in risk and improved level of service for bush fire suppression and response in the Banjup area resulting from the proposed Gazettal of the remaining portion of Banjup fire district boundaries from Emergency Services Levy (ESL) Category 3 to ESL Category 1;*
- (2) *seek public comment from residents in the affected area of Banjup to the proposed Gazettal change of the metropolitan fire district boundaries from ESL Category 3 to ESL Category 1;*
- (3) *seek public comment on the draft City of Cockburn 2014/15 Fire Control Order for consideration by the City of Cockburn Bushfire Reference Group prior to final consideration by Council;*
- (4) *seek public comment on the draft City of Cockburn Permit to Set Fire to the Bush for consideration by the City of Cockburn Bushfire Reference Group prior to final consideration by Council;*
- (5) *seek specific comment from the Department of Parks and Wildlife on the Draft Fire Control Order regarding the proposed 5 metre clearance buffer around buildings other than the resident's habitable dwelling and how it will warrant potentially larger areas cleared of native vegetation; and*
- (6) *seek comment on the ESL 3 to ESL 1 zoning in recent years that appear to be done without consideration of the facts that a blanket covering of Jandakot west of the Freeway was inappropriate as there is Special Resource land that is not adequately serviced to a standard required for ESL 1.*

The Public consultation phase for the Fire Control Order and Fire Permit has been concluded with amendments made (attachment 1 and 2) incorporating feedback from the submissions received. Accordingly, this report considers sub-recommendation (3), (4) and (5) of the Council decision.

## **Submission**

### **Fire Control Order and Fire Permit**

The City of Cockburn has received 5 submissions from the community and Department of Fire and Emergency Services – Office of Bush Fire Risk Management.

<b>Group</b>	<b>Date Received</b>
Banjup Residents Group	13 May 2014
Banjup Residents Group	22 May 2014
Officer of Bushfire Risk Management (DFES)	16 May 2014
Resident remaining confidential	11 May 2014
A. Campbell	14 May 2014
L. Evans	16 May 2014

The Banjup Residents Group provided a presentation to the Cockburn Bushfire Reference Group at its meeting of 21 May 2014. The Reference Group discussed with the Banjup Residents their views on a number of matters related to the proposed Fire Control Order and the Permit to set Fire to the Bush.

## **Report**

The priority issue for Council is the City of Cockburn Fire Control Order 2014-15 which is ideally to be distributed with the Rates Notice to ensure that all ratepayers are aware of their obligations under the Fire Order for the forthcoming fire season. In accordance with the Council decision a letter was sent on the 16 April 2014 to the Department of Environmental Regulation (DER) seeking clarification on any environmental concerns over clearing flammable material from 5 metres around buildings as required in the proposed Fire Control Order.

In its response, DER provided a Native Vegetation Fact Sheet (attached), which noted it is common for local governments to issue a written notice under this legislation requiring an owner or occupier of land to clear firebreaks and the area within 20 metres of a building. This notice is sometimes known as a Firebreak Order. This legal requirement provides an exemption from the requirement for a permit for clearing native vegetation.

The attached proposed Fire Control Order and Fire Permit have been amended where deemed appropriate to include comments from submissions. The Bush Fire Reference Group has considered the views of the Banjup Residents Group and has recommended some changes to the Draft Fire Order which have been included in the revision. A significant change has been the removal of the need to have a firebreak as mineral earth. This has been altered to require a firebreak to be clear of all flammable material which includes the pruning and removal of any living or dead trees, scrub, or any other material encroaching within the minimum height of the fire break. This

will be monitored over the next fire season to ensure that owners adhere to the firebreak requirements.

Subsequent to the Reference Group meeting the Banjup Residents Group wrote to the City in a letter dated 22 May 2014 (copy attached). A number of matters have been raised with the salient issues addressed below:

1. There are a number of Fire Permit Conditions that the Banjup Residents Group are concerned with such as periods of notification and who has to be notified that are covered by State Government regulation over which the Council has no authority.
2. Only one person is required to be present when a small fire of  $1\text{m}^3$  is lit and no permit is required. If a larger fire is to be lit a Fire Permit is required and three people may be required. This number can be reduced depending on the consideration of the conditions by the issuing officer. Scope for this is allowed on the Fire Permit. This appears very reasonable and sensible.
3. The City of Cockburn has never banned burning on Sundays and public holidays and Council has no stated intent to change this position.
4. The Banjup Residents Group appears to propose that there be a definition of combustible material and a definition of flammable material. For all intent and purpose the terms combustible and flammable are synonymous and to attempt to make a distinction between them may lead to confusion. It is strongly recommended that the well understood term flammable be used only.
5. The term Burning Times have been included to replace the term Fire Season to be consistent with Act. Trafficable has been included in the Firebreak definition.
6. The Banjup Residents Group reiterate their objection to having a 5 metre area around buildings that is free from flammable materials except living trees, shrubs, green lawns and maintained gardens. Provided that the garden mulch is part of a maintained garden it is acceptable. Unmaintained dry mulch around a building is a clear fire hazard. The changes proposed by the Group on this matter are not recommended.
7. The recommendation from the Group that only one fire at a time be lit is accepted as prudent. The proposed Fire Order allows for a fire of  $1\text{m}^3$  be permitted not the lesser  $1\text{m}^2$ . This is understood to address the concerns of the Banjup Group.

### Emergency Services Levy/Metropolitan Fire District Boundaries

In accordance with the Council decision a letter has been written to the Commissioner of Fire and Emergency Services. As yet there has been no response received. A letter has also been sent to the Department of Environmental Regulation in accordance with the Council decision.

In accordance with the Council decision the City has written to the Department of Fire and Emergency Services (DFES) Commissioner in relation to the proposed change to the ESL. It is proposed that once a response is received the matter will be considered by the Bushfire Reference Group prior to the matter being brought back to Council for its consideration

### **Strategic Plan/Policy Implications**

#### **Community & Lifestyle**

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

#### **Leading & Listening**

- Effective and constructive dialogue with all City stakeholders.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

#### **Environment & Sustainability**

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

### **Budget/Financial Implications**

N/A

### **Legal Implications**

Section 33 of The Bush Fires Act 1954 enables Council to apply Fire Control Orders in the District.

### **Community Consultation**

The West Australian – 26 April 2014 in the Local Government Notices section.

The Cockburn Gazette – 29 April 2014 and 6 May 2014.

Advertised on the City of Cockburn website

Advertised on the City of Cockburn Corporate Facebook page

Bushfire Reference Group Meeting held on 21 May 2014

### **Attachment(s)**

1. Proposed Fire Control Order 2014-2015 (as amended)
2. Proposed Permit To Set Fire To The Bush (Fire Permit) (as amended)
3. Banjup Residents Group – 13 May 2014
4. Banjup Residents Group – 22 May 2014
5. A. Campbell - 14 May 2014
6. Resident remaining confidential – 22 May 2014
7. L. Evans - 16 May 2014
8. Department of Fire and Emergency Services - 16 May 2014
9. Chief Bush Fire Officer's summary of responses to the submissions received.
10. Letter from the Department of Fire Regulation.

### **Advice to Proponent(s)/Submissioners**

The Proponent(s) and those who lodged a submission on the proposal have been advised that this matter is to be considered at the June 2014 Council Meeting.

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

Nil.

## **17.2 (OCM 12/6/2014) - CITY OF COCKBURN EVENT STRATEGY 2014-2019 (152/010) (S SEYMOUR-EYLES) (ATTACH)**

### **RECOMMENDATION**

That Council adopt the City of Cockburn Event Strategy 2014-2019, as shown in the attachments to the Agenda.

### **COUNCIL DECISION**

### **Background**

The Corporate Business Plan 2013-2017 documents that an Event Strategy will be developed in 2013-14.

### **Submission**

N/A

## Report

The City of Cockburn provides an annual community events program, funded by up to 1% of rates income (Policy SC34). In addition to this event program, the City runs other events and workshops to support their function and objectives. These are run by a number of different business units.

The purpose of this Strategy is to ensure that events fulfil the relevant objectives in the Strategic Community Plan and other adopted Council strategies and policies. The Strategy will also ensure a consistency of standard in the provision of City event. There is no intent to homogenise the variety of these events.

Consultation has taken place with external stakeholders and internal stakeholders to form this Strategy. A Strengths Weaknesses Opportunities and Threats (SWOT) analysis was also undertaken to assist in the development of the Strategy. There are five specified Strategy areas with associated actions identified in the document, as follows:

### *Strategy 1*

The City will offer an annual program of safe community events that have broad appeal across the community and where the main entertainment and most activities are free. This specific program is currently funded by up to a maximum 1% of rates income in accordance with Budget Management Policy SC34. This program of events and its budget must be approved by Council.

### *Strategy 2*

All City Events will become more sustainable, as defined for the purpose of servicing and marketing the various events and functions provided by the City of Cockburn. This will include an appropriate formula for weighting the necessary sustainability principles to be applied to each event / function.

### *Strategy 3*

Empower the community to conduct their own events.

### *Strategy 4*

The City will facilitate and encourage activities which attract visitors to Cockburn to enhance local economic activity.

### *Strategy 5*

All City events will be aligned with relevant City strategies and policies and used to promote other City services, where possible.

Sufficient budgets and adequate human resourcing are critical to the success of the strategy.

Success will be measured through the City's Community Perceptions Survey results and the achievement of actions identified in the Strategy.

Major City of Cockburn Events as at May 2014 include City of Cockburn public and invitation only events, however, does not include workshops or regular Service Unit programs.

<b><u>Event Name</u></b>	<b><u>Month</u></b>	<b><u>Venue</u></b>	<b><u>Service Unit</u></b>
Big Aussie Day BBQ Breakfast	January	Coogee Beach Reserve	Events
Citizenship, Australia Day	January	Administration Building	Executive Services
Seniors Night 1	January	Dalmatinac Club	Events
Summer Nights Concert 1	February	Success Regional Sport Facility	Events
Summer Nights Concert 2	March	Manning Park	Events
Hello Baby	March	Manning Park	Children's Services
Harmony Day	March	Spearwood Library; Harvest Lakes	Libraries Family Services
Youth Week Activities	April (1 <sup>st</sup> week)	Youth Centre	Youth Services
Coogee Beach Festival	April	Coogee Beach Reserve	Events
Skate Park Event	April	Atwell	Youth Services
Anzac Youth Parade	April	Memorial Park	Youth Services; Cockburn RSL; Events
Anzac Day Event	April	Memorial Park	Events; Cockburn RSL
Big Night IN	April	Youth Centre	Youth Services
Harvest Hoo Ha!	May	Harmony Oval	Events
Reconciliation Week	May	Various	Family Services & Seniors Centre
Show Off Exhibition	May	Memorial Hall	Cultural
Aboriginal Cultural Coach Tour	May	Cities of Cockburn, Melville & Fremantle	Community Services (Cities of Cockburn, Melville & Fremantle)
Library and Information week	3 <sup>rd</sup> week in May	Libraries	Libraries
International Families Day	May	Atwell Community Centre	Support Services
Pioneer's Luncheon	May	Dalmatinac Club	Executive Services
NAIDOC Week	July	Administration Building	Family Services
Big Night IN	April (Friday night)	Youth Centre	Youth Services
Seniors Night 2	July	Dalmatinac Club	Events



<b><u>Event Name</u></b>	<b><u>Month</u></b>	<b><u>Venue</u></b>	<b><u>Service Unit</u></b>
Local Government Week	August	Various	Corporate Communications
Hiroshima Day	August	Peace Park	Events
Children's Book Week & Reading Hour	3 <sup>rd</sup> Week in August	Libraries	Libraries
Aboriginal & Torres Strait Islander Children's Day	August	Coolbellup	Human Services
Bibra Lake Fun Run	September	Bibra Lake	Recreation Services
Battle of the Bands	September	Youth Centre	Youth Services
Teddy Bears Picnic	October	Manning Park	Human Services
Cockburn Rotary Spring Fair – incorporating Frosh	October	Manning Park	Cultural
Garage Sale Trail	October	Various	Waste Services
Fremantle / Cockburn Travel Smart Trek	October	Fremantle	Travel Smart Officer
Get Connected Expo	November	Administration Building	Community Development
Seniors Night 3	November	Dalmatinac Club	Events
Volunteer Emergency Services Dinner	November	Fremantle	Executive Services
Skate Park Event	November	Coolbellup	Youth Services
Annual Reference Group Event	November	Administration Building	Human Services
Celebrate Ability	December	Manning Park	Disability Services
Christmas Fairy Lights	December	Administration Building Forecourt	Events

## **Strategic Plan/Policy Implications**

### **Community & Lifestyle**

- Community environments that are socially cohesive and embrace diversity.
- Communities that are connected, inclusive and promote intergenerational opportunities.
- People of all ages and abilities to have equal access to our facilities and services in our communities.
- Promotion of active and healthy communities.
- The significance and richness of our local Indigenous people and diverse multicultural community will be recognised and celebrated.

**Leading & Listening**

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

**A Prosperous City**

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

**Environment & Sustainability**

- A community that uses resources in a sustainable manner.

**Budget/Financial Implications**

As per attached draft Strategy.

**Legal Implications**

N/A

**Community Consultation**

Catalyse Focus Groups 2013

Catalyse Community Perceptions Survey 2013 – specific questions as a result of Focus Groups.

**Attachment(s)**

1. City of Cockburn Event Strategy 2014-2019
2. Catalyse Focus Groups Results 2013
3. Catalyse Community Perceptions Survey 2013 – specific questions

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**18. EXECUTIVE DIVISION ISSUES**

Nil

**19. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

Nil

20. **NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING**
21. **NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY COUNCILLORS OR OFFICERS**
22. **MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE**
23. **CONFIDENTIAL BUSINESS**
24. **(OCM 12/6/2014) - RESOLUTION OF COMPLIANCE (SECTION 3.18(3), LOCAL GOVERNMENT ACT 1995)**

**RECOMMENDATION**

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

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

**COUNCIL DECISION**

25. **CLOSURE OF MEETING**

## CITY OF COCKBURN

### SUMMARY OF MINUTES OF THE DELEGATED AUTHORITIES, POLICIES & POSITION STATEMENTS COMMITTEE MEETING HELD ON THURSDAY, 22 MAY 2014 AT 6:00 PM

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## CITY OF COCKBURN

### MINUTES OF THE DELEGATED AUTHORITIES, POLICIES & POSITION STATEMENTS COMMITTEE MEETING HELD ON THURSDAY, 22 MAY 2014 AT 6:00 PM

#### PRESENT:

Mrs C Reeve-Fowkes	-	Deputy Mayor (Presiding Member)
Mr S. Portelli	-	Councillor
Mr S. Pratt	-	Councillor
Ms L. Wetton	-	Councillor

#### IN ATTENDANCE:

Mr S. Cain	-	Chief Executive Officer
Mr D. Green	-	Director, Governance & Community Services
Mr S. Downing	-	Director, Finance & Corporate Services
Mr D. Arndt	-	Director, Planning & Development Services
Mr M. Littleton	-	Director, Engineering & Works
Mrs B. Pinto	-	PA to Directors - Finance. & Corporate. Services/Administration & Community Services

#### 1. DECLARATION OF MEETING

The Presiding Member declared the meeting open at 6.02 pm.

#### 2. APPOINTMENT OF PRESIDING MEMBER (If required)

Nil.

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

Nil

#### 4 (DAPPS 22/5/2014) - APOLOGIES & LEAVE OF ABSENCE

Clr Yaz Mubarakai	-	Apology
Clr Bart Houwen	-	Apology



5. CONFIRMATION OF MINUTES

5.1 **(MINUTE NO 240) (DAPPS 22/5/2014) - MINUTES OF THE DELEGATED AUTHORITIES, POLICIES AND POSITION STATEMENTS COMMITTEE MEETING - 27 FEBRUARY 2014**

**RECOMMENDATION**

That Council adopt the Minutes of the Delegated Authorities, Policies and Position Statements Committee Meeting held on Thursday, 27 February 2014, as a true and accurate record.

**COMMITTEE RECOMMENDATION**

MOVED Cllr L Wetton SECONDED Cllr S Pratt that the recommendation be adopted.

**CARRIED 4/0**

6. DEPUTATIONS & PETITIONS

Nil

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

Nil

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

Nil

9. COUNCIL MATTERS

**NOTE:** AT THIS POINT IN THE MEETING, THE TIME BEING 6.04 PM THE FOLLOWING ITEMS WERE CARRIED BY AN "EN BLOC" RESOLUTION OF COMMITTEE:

10.1	12.2
10.2	
10.3	
10.4	
10.5	



9.1 **(MINUTE NO 241) (DAPPS 22/5/2014) - ANNUAL REVIEW OF DELEGATED AUTHORITIES MADE UNDER THE LOCAL GOVERNMENT ACT, 1995 (182/001; 026/005) (J NGOROYEMOTO) (ATTACH)**

**RECOMMENDATION**

That Council

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

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

**COMMITTEE RECOMMENDATION**

MOVED Deputy Mayor C Reeve-Fowkes SECONDED Cllr S Portelli that adopt the recommendation subject to the following amendments and as shown in the attachments to the Minutes:

- (1) Delegated Authority LGAEW3 'Local Government Act 1995 – Dangerous Trees' and LGAEW4 – 'Local Government Act 1995 – Sand Drift'.

Under Legislative Requirements/Council Policy insert the following after Local Government Act 1995:

*s5.42 and s5.44 and*

- (2) Delegated Authority LGAEW5 – Local Government Act (Uniform Local Provisions) Regulations, 1996 – Obstruction of Streets.

Under Legislative Requirement/Council Policy insert the following:

*Local Government Act 1995, s5.42 and s5.44*

- (3) Delegated Authority – LGAPD1 – City of Cockburn (Local Government Act) Local Laws 2000 (as amended) – Signs, Hoardings, Bill Posting.

Under Legislative Requirement/Council Policy amend the following to read:



*Local Government Act 1995*

- (4) update the Delegated Authorities Register accordingly.

**CARRIED 4/0**

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

**COUNCIL DECISION**

**Reason for Decision**

The above changes have been made to clarify a few inconsistencies as they did not match the proposed changes in the attachments to what was outlined in the Agenda.

**Background**

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

The review of the Delegations made under the Local Government Act is now complete. The DAPPS Committee is now required to consider and recommend adoption of the proposed amendments to Council.

**Submission**

N/A

**Report**

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

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



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

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

<b>Delegation</b>	<b>Proposed Amendments</b>	<b>Reason for Amendment</b>
DA-LGACS2 – City of Cockburn (local Government Act) Local Laws - Grants	Insert <i>Local Government Act 1995</i> , s 3.5, s 5.42, and s 5.44, under the Legislative requirements/Council Policy sub-heading	To make note and specify the correct legislative reference for the head of power of the delegation.
DA – LGACS4 – City of Cockburn (Local Government Act) Local Laws - Stallholders	Insert <i>Local Government Act 1995</i> , s 3.5, s 5.42, and s 5.44, under the Legislative requirements/Council Policy sub-heading	To make note and specify the correct legislative reference for the head of power of the delegation.
DA-LGACS5 – City of Cockburn (Local Government Act) Local Laws – Use of reserves	Insert <i>Local Government Act 1995</i> , s 3.5, s 5.42, and s 5.44, under the Legislative requirements/Council Policy sub-heading	To make note and specify the correct legislative reference for the head of power of the delegation.
DA-LGACS11- City of Cockburn (Local Government Act) Local Laws – Applications to keep more Than two(2) dogs at a residential property	Insert <i>Local Government Act 1995</i> , s 3.5, s 5.42, and s 5.44, under the Legislative requirements/Council Policy sub-heading	To make note and specify the correct legislative reference for the head of power of the delegation.
DA- LGAEW1 – City of Cockburn (Local Government Act) Local Laws – Traffic and Vehicles	Change the reference from City of Cockburn (Local Government Act) Local Laws – Traffic Vehicles under the Legislative requirements/Council Policy sub-heading to City of Cockburn Parking and Parking Local Law 2007, s 8  Insert <i>Local Government Act 1995</i> , s 3.5, s 5.42, and s 5.44, under the Legislative requirements/Council Policy sub-heading	To make note of the correct legislation reference  To make note and clarify the correct Legislative referencing for the head of power.
DA-LGAEW2 – Local Government Act, 1995 –	Insert s 3.50, s 5.42, and s 5.44 after <i>Local</i>	To make note and specify the correct legislative

<b>Delegation</b>	<b>Proposed Amendments</b>	<b>Reason for Amendment</b>
Temporary Road Closures	<i>Government Act, 1995</i> , under the Legislative requirements/Council Policy sub-heading	reference for the head of power of the delegation.
DA-LGAEW3 – Local Government Act, 1995 – Dangerous Trees	Insert s 5.42, s 5.44, and s. 3.27(2) (Schedule 3.2(7)) after <i>Local Government Act, 1995</i> , under the Legislative requirements/Council Policy sub-heading	To make note and specify the correct legislative reference for the head of power of the delegation.
DA-LGAEW4 – Local Government Act, 1995 – Sand Drift	Insert s 5.42, s 5.44, and s. 3.25(1) (Schedule 3) Division 1.6) after <i>Local Government Act, 1995</i> , under the Legislative requirements/Council Policy sub-heading	To make note and specify the correct legislative reference for the head of power of the delegation.
DA-LGAEW5 – Local Government Act (Uniform Provisions) Regulations, 1996 – Obstruction of Streets	Delete Local Government (Misc. Provisions) Act, 1960 under the Legislative Requirements/Council Policy sub-heading, and insert Local Government Act, 1995, s 5.42, 5.44, and Local Government (Uniform Local Provisions) regulations, 1996, reg. 6 and 7.	To make note and specify the correct legislative reference for the head of power of the delegation.
DA-LGAPD1 – City of Cockburn (Local Government Act) Local Laws 2000(as amended) – Signs, Hoardings, Bill Postings	Delete Local Laws (Part VIII) under the Legislative Requirements/Council Policy sub-heading, and insert Local Government Act, 1995, s 3.5, s 5.42, 5.44, and City of Cockburn (Local Government Act) Local Laws 2000.	To make note and specify the correct legislative reference for the head of power of the delegation.
DA-LGAES7 – Local Government Act, 1995 – Preparation of Business Plans for Disposal of Land	Delete Executive Support Department under the Directorate sub-heading and replace with Planning and Development.  Delete Executive Services under the Business Unit sub-heading and replace with Planning Services	Cosmetic changes to reflect the appropriate Directorate  Cosmetic change to reflect the correct Business Unit



<u>Delegation</u>	<u>Proposed Amendments</u>	<u>Reason for Amendment</u>
	<p>Delete Executive Services under the Service Unit sub-heading and replace with Strategic Planning Services</p> <p>Delete Chief Executive Officer under the Responsible officer sub-heading and replace with Manager Strategic Planning</p>	<p>Cosmetic changes to reflect the appropriate Service Unit</p> <p>Cosmetic change to reflect the appropriate Responsible Officer</p> <p>As this delegation falls under Planning and Development now, the Code will now be LGAPD4.</p>

Listed in the table below are the delegations that are recommended for deletion.

<u>Delegation</u>	<u>Proposed Amendment</u>	<u>Reason for Amendment</u>
<p>DA-LGACS6 - Local Government Act, 1995</p> <p>– Awarding of Tenders</p> <p>– Ranger Services</p>	Delete delegation	<p>This delegation is now obsolete. The City no longer tenders out its vehicles or stores them on site in the impounding yard. The City has engaged the services of Manheim who then arranged for a contracted tow truck driver to collect the reported abandoned vehicle from the site and takes them from the location to the storage yard of Manheim near the Perth international airport. After the statutory hold period as defined under the LGA 1995, Manheim contacts the City to ensure vehicles can be released and once this has been approved for release Manheim then auctions the vehicle at no pre-arranged or (reserved) price. All the associated costs associated with the vehicle in question is then taken from the sale price of the vehicle and anything left over is then</p>



<u>Delegation</u>	<u>Proposed Amendment</u>	<u>Reason for Amendment</u>
		<p>returned to the City and placed in the allocated budget line.</p> <p>The towage cost is separate from this arrangement and is paid by another budget line.</p>

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

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

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

LGACS7 'Local Government Act, 1995 – Funding Assistance – Community Associations – Publication and Distribution of Newsletters'.

LGACS9 'Local Government Act, 1995 – Youth Sports Travel Assistance Grant'.

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

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

LGAES3 'Local Government Act, 1995 – Calling of Tenders or Expressions of Interest'.

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

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

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

LGAES11 'Local Government Act, 1995 – Execution of Documents'

LGAFCS1 'Local Government Act, 1995 – Advertising Proposed Differential Rates'.



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

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

LGAFCS8 'Corporate Credit Cards'.

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

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

### **Strategic Plan/Policy Implications**

#### **Leading & Listening**

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

### **Budget/Financial Implications**

N/A

### **Legal Implications**

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

### **Community Consultation**

N/A

### **Attachment(s)**

Various instruments of Delegated Authority (12).

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.



9.2 **(MINUTE NO 242) (DAPPS 22/5/2014) - ANNUAL REVIEW OF DELEGATIONS EXTRANEIOUS TO THE LOCAL GOVERNMENT ACT (182/001; 026/005) (J NGOROYEMOTO) (ATTACH)**

**RECOMMENDATION**

That Council

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

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

**COMMITTEE RECOMMENDATION**

MOVED Clr S Pratt SECONDED Clr L Wetton that the recommendation be adopted.

**CARRIED 4/0**

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

**COUNCIL DECISION**

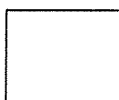
**Background**

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

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

**Submission**

N/A



## Report

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

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

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

Listed in the table below are the proposed amended delegations for consideration by Council:

<u>Delegation</u>	<u>Proposed Amendment</u>	<u>Reason for Amendment</u>
OLPD26 'Approve or Refuse an Extension of Time for an Occupancy Permit and Building Approval Certificate'	Under the sub heading of conditions/guidelines, separate condition number 3 into two separate conditions, and insert a set time limit of 12 months for Building Approval Certificates extensions	To align more clearly with s.65 of the Building Act, for Occupancy Permit and Building Approval Certificate and adjust the time frame for the extension of a Building Approval Certificate.
OLCS2 'Bush Fires Act 1954 – Prohibited and Restricted Burning Period'	Under the sub heading of conditions/guidelines change Town of Kwinana to City of Kwinana, and Fire and Emergency Services Authority" to "Department of Fire and Emergency Services"	To provide correct reference to the City of Kwinana and the Department of Fire and Emergency Services

No changes were made to all other delegations extraneous to the Local Government Act, indicating they are still in line with their objective.

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

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





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

OLCS3 'Bush Fires Act 1954 – Legal Proceedings'

OLCS5 'Bush Fires Act 1954 – Powers and Duties'

OLCS14 'Cat Act 2011- Administration and Enforcement'

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

OLPD20 'Approve or Refuse Building Permit'

OLPD21 'Approve or Refuse a Demolition Permit'

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

OLPD23 'Issue an Occupancy Permit or Building Approval Certificate'

OLPD24 'Make an Order for Building or Demolition Work'

OLPD25 'Revoke Order for Building or Demolition Work'

OLPD27 'Building Act 2011 - Appoint Authorised Persons'

OLPD28 'Building Act 2011 – Legal Proceedings'

OLPD29 'Food Act 2008 – Prosecution'

OLPD30 'Food Act 2008 - Prohibition Orders'

OLPD31 'Food Act 2008 – Registration of Food Business'

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

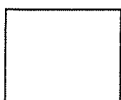
### **Strategic Plan/Policy Implications**

#### **Leading & Listening**

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

#### **Budget/Financial Implications**

N/A



**Legal Implications**

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

**Community Consultation**

N/A

**Attachment(s)**

Various instruments of Delegated Authority (2).

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**10. PLANNING & DEVELOPMENT DIVISION ISSUES**

**10.1 (MINUTE NO 243) (DAPPS 22/5/2014) - PROPOSED AMENDMENTS TO APD71 'INDUSTRIAL DEVELOPMENT'. (182/001) (T CAPPELLUCCI) (ATTACH)**

**RECOMMENDATION**

That Council adopt proposed amendments to Policy APD71 'Industrial Development' for the purposes of advertising in accordance with section 2.5.3 of Town Planning Scheme No. 3, as shown in the attachment to the Agenda.

**COMMITTEE RECOMMENDATION**

MOVED Cllr S Portelli SECONDED Cllr S Pratt that the recommendation be adopted.

**CARRIED 4/0**

**COUNCIL DECISION**

## Background

Local Planning Policy APD71 is proposed to be modified as part of the City's Sustainability Action Plan for 2013/14. One of the key performance indicators of the City's Sustainability Plan for 2013/14 was to encourage commercial/business developments to incorporate end of trip facilities.

Policy APD71 is an existing local planning policy that includes design criteria for industrial and commercial development. It is therefore proposed to add specific provisions relating to end of trip facilities for commercial and industrial developments to this policy.

## Submission

N/A

## Report

These changes to APD71 are summarised as follows:

1. Clarification as to when end of trip facilities are required for commercial and industrial developments; and
2. Details of the minimum requirements necessary for end of trip facilities when required for a particular development.

Ensuring that commercial and industrial developments provide sufficient end of trip facilities will make cycling and walking a more attractive and practical alternative to use of the private vehicle for those working in these areas. The additional requirement is not considered to add an unreasonable cost burden on developers or businesses.

The proposed amendments to Planning Policy APD71 are substantial and require advertising for public comment under Town Planning Scheme No.3 section 2.5 – Procedures for making or amending a Local Planning Policy.

## Strategic Plan/Policy Implications

### Growing City

- Reduction in energy dependency and greenhouse gas emissions within our City.

### Community & Lifestyle

- Promotion of active and healthy communities.



**Moving Around**

- Facilitate and promote healthy transport opportunities.

**Budget/Financial Implications**

Costs of advertising the amended policy to be met by Statutory Planning Operational budget.

**Legal Implications**

N/A

**Community Consultation**

N/A

**Attachment(s)**

Proposed amended Policy APD71 'Industrial Development'

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**10.2 (MINUTE NO 244) (DAPPS 22/5/2014) - PROPOSED NEW LOCAL PLANNING POLICY 'EDUCATIONAL ESTABLISHMENTS (WORKPLACE TRAINING FACILITIES)' (182/001) (A LEFORT) (ATTACH)**

**RECOMMENDATION**

That Council adopt proposed new Local Planning Policy 'Educational Establishments (Workplace Training Facilities)', for the purposes of advertising in accordance with section 2.5.3 of Town Planning Scheme No. 3, as shown in the attachment to the Agenda.

**COMMITTEE RECOMMENDATION**

MOVED Clr S Portelli SECONDED Clr S Pratt that the recommendation be adopted.

**CARRIED 4/0**



**COUNCIL DECISION****Background**

The development of workplace training facilities has become increasingly common within the industrial and mixed use zones in the City of Cockburn. They generally provide specialised engineering and manual workplace education and training often in areas of mechanical repair and fabrication and other trades. There are currently no development provisions in the City's Town Planning Scheme No.3 (TPS 3) which specifically relate to this use, in particular vehicle parking.

**Submission**

N/A

**Report**

The key aspects of the new policy are:

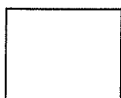
- Which zones within the City of Cockburn are most appropriate for workplace training facilities; and
- Vehicle parking standards.

*Zoning*

As workplace training is defined as an 'Educational Establishment' under TPS 3, the use is able to be considered in all zones in TPS 3 except for the conservation zone. Workplace training facilities are not necessarily appropriate in all zones and are encouraged in industrial and mixed business areas, close to places of employment which the training is related to. The new policy therefore provides a guide as to which zones are appropriate for the use.

*Vehicle Parking*

Workplace training uses often generate the need for a significant number of vehicle parking bays to accommodate staff and students. TPS 3 only provides vehicle parking standards for educational establishments (primary and high schools) providing no guidance for applicants or the City in assessment workplace training proposals. This has led to many examples where insufficient vehicle parking has caused safety and amenity issues.



The new Local Planning Policy includes parking rates for staff and students based on the proximity to a rail station or high frequency bus route on the basis that those premises which with good public transport access may provide less car parking bays.

### **Strategic Plan/Policy Implications**

#### **Growing City**

- Development that is soundly balanced between new and existing areas.
- Investment in industrial and commercial areas, provide employment, careers and increase economic capacity in the City.

#### **A Prosperous City**

- A range of leading educational facilities and opportunities.

### **Budget/Financial Implications**

Costs of advertising the new policy to be met by Statutory Planning Operational budget.

### **Legal Implications**

N/A

### **Community Consultation**

N/A

### **Attachment(s)**

Proposed new Local Planning Policy 'Educational Establishments (Workplace Training Facilities)'.

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.



**10.3 (MINUTE NO 245) (DAPPS 22/5/2014) - PROPOSED NEW LOCAL PLANNING POLICY 'HEALTH STUDIOS' (086/001) (A LEFORT) (ATTACH)**

**RECOMMENDATION**

That Council adopt proposed new Local Planning Policy 'Health Studios' for the purposes of advertising in accordance with section 2.5.3 of Town Planning Scheme No. 3, as shown in the attachment to the Agenda.

**COMMITTEE RECOMMENDATION**

MOVED Cllr S Portelli SECONDED Cllr S Pratt that the recommendation be adopted.

**CARRIED 4/0**

**COUNCIL DECISION**

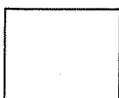
**Background**

Health studios are a land use class that contribute to the vibrancy and economic wellbeing of the City of Cockburn. However, recently there has been a proliferation of health studios in non-residential areas that present as a variety of use types such as personal training classes, group-based fitness classes and boxing/and self-defence classes or a combination of all of these.

While generally a positive addition to the commercial fabric of the City, health studios have presented several challenges to land use planning, including:

- Change of use applications typically involve buildings that were approved for less intensive land uses with regard to the required parking (such as warehouses).
- High incidents of uses commencing without planning approval resulting in the requirement for retrospective applications.
- The requirement to retrofit of buildings such as warehouses to comply with public building regulations and the Building Code of Australia.

This policy has therefore been drafted to provide clarity and specific development provisions for those wishing to undertake the



development of a Health Studio and for those assessing the applications which are currently lacking in the existing planning framework.

### **Submission**

N/A

### **Report**

The key aspects of the new policy include:

- Clarity to the types of uses which are considered to fall within the Health Studio use class in TPS 3; and
- Car parking requirements.

### *Uses*

The definition of Health Studio in TPS 3 is:

*'means land and buildings designed and equipped for physical exercise, recreation and sporting activities including outdoor recreation.'*

Uses considered to fall into this definition include gyms, group based fitness classes, personal training, boxing and martial arts training, dance classes or a combination of the above. Specifying the uses within the policy provides clarity and will assist applicants and staff undertaking development assessment. Previously there has been some confusion as to which uses were deemed health studios and which were deemed private recreation which carries a very low parking standard.

### *Car Parking*

TPS 3 contains no parking provision for health studios which causes uncertainty for applicants and staff undertaking development assessment. The new policy includes a guide for the number of car parking bays required and includes instances where a shortfall in car parking may be supported by the City.

### **Strategic Plan/Policy Implications**

#### **Growing City**

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

#### **Leading & Listening**

- Effective and constructive dialogue with all City stakeholders.





**Budget/Financial Implications**

Costs of advertising the new policy to be met by Statutory Planning Operational budget.

**Legal Implications**

N/A

**Community Consultation**

N/A

**Attachment(s)**

Proposed new Local Planning Policy 'Health Studios'.

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**10.4 (MINUTE NO 246) (DAPPS 22/5/2014) - PROPOSED NEW LOCAL PLANNING POLICY 'FLAG POLES AND CAMERA POLES' (182/001) (A LEFORT) (ATTACH)**

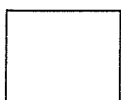
**RECOMMENDATION**

That Council adopt proposed new Local Planning Policy 'Flag Poles and Camera Poles' for the purposes of advertising in accordance with section 2.5.3 of Town Planning Scheme No. 3, as shown in the attachment to the Agenda.

**COMMITTEE RECOMMENDATION**

MOVED Clr S Portelli SECONDED Clr S Pratt that the recommendation be adopted.

**CARRIED 4/0**



## COUNCIL DECISION

### Background

The erection of flag poles and camera poles in residential areas is becoming more common in the City of Cockburn. Whilst the Residential Design Codes WA provides some criteria for the development of external fixtures, it does not provide any specific development requirements for flag poles and camera poles. In some instances, the erection of flag poles and camera poles in a residential setting can have a detrimental impact on the amenity of adjoining residents and/or the streetscape which is why this policy is considered necessary.

### Submission

N/A

### Report

This new policy has been drafted to provide a list of criteria for flag poles and camera poles which are considered acceptable and which are exempt from the requirement to obtain planning approval. The key aspects of the new policy are:

- Acceptable heights of flag poles and camera poles
- Acceptable setbacks of flag poles and camera poles

#### *Flag Poles*

To allow the erection of flag poles in residential areas without planning approval where the maximum height doesn't exceed 6m (equivalent to a two-storey dwelling wall height), is setback behind the minimum street setback area, where the flagpole does not contain commercial advertised and is not a heritage listed property. Proposals for flag poles which are outside the above criteria will require planning approval to ensure that the proposal will not negatively impact on the amenity of the area.

#### *Camera Poles*

The policy will allow camera poles in some locations to be exempt from planning approval. The criteria for exemption will include where camera poles do not exceed the height of the dwelling (up to 6m in height), where camera poles are located behind the alignment of the dwelling, appropriately set back from the side boundaries and where



the property is not heritage listed. Proposals for camera poles which are outside the above criteria are discouraged in the policy but can be considered on their individual merits and approved if the amenity of nearby residents and the streetscape is not negatively impacted.

### **Strategic Plan/Policy Implications**

#### **Growing City**

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

#### **Leading & Listening**

- Effective and constructive dialogue with all City stakeholders.

### **Budget/Financial Implications**

Costs of advertising the new policy to be met by Statutory Planning Operational budget.

### **Legal Implications**

N/A

### **Community Consultation**

N/A

### **Attachment(s)**

Proposed new Local Planning Policy 'Flag Poles and Camera Poles'.

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.



**10.5 (MINUTE NO 247) (DAPPS 22/5/2014) - PROPOSED NEW LOCAL PLANNING POLICY 'PERCENT FOR ART' (ADOPTION FOR COMMUNITY CONSULTATION) (182/001) (D DI RENZO) (ATTACH)**

**RECOMMENDATION**

That Council adopt proposed new Local Planning Policy 'Percent for Art', for the purposes of community consultation, pursuant to clause 2.5.1 of City of Cockburn Town Planning Scheme No. 3, as shown in the attachment to the Agenda.

**COMMITTEE RECOMMENDATION**

MOVED Cllr S Portelli SECONDED Cllr S Pratt that the recommendation be adopted.

**CARRIED 4/0**

**COUNCIL DECISION**

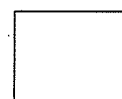
**Background**

A common definition of 'public art' is "work located either on private property or public land that contributes to the public realm and is situated so as to be clearly visible to or accessible by, the general public".

Public art can promote civic, community, and cultural identity, improve visual amenity and space legibility, increase local distinctiveness and improve the interpretation of cultural, environmental and built heritage. Public art is known to promote community reflection, inspiration, celebration and wellbeing. Additionally, it has a measurable effect on local economies by attracting visitors and contributing to property value appreciation.

The City of Cockburn Public Artworks Strategy focuses on delivery of public art by the City in the public realm, identifying the key considerations for locating public artworks; selection procedures and project management, amongst other things.

Two goals set out in the Public Artworks Strategy, are to develop a collection of distinct and diverse artworks; and to increase awareness of public art as a significant cultural asset.



A key mechanism for achieving these goals is the introduction of a Percent for Art Local Planning Policy, which requires the provision of artworks by developers of eligible proposals on private or public property, as defined by the policy.

There are currently seven local governments within Western Australia that have adopted a Percent for Art Policy (Cities of Joondalup, Busselton, Melville, Vincent, Fremantle, Town of Victoria Park and Shire of Serpentine-Jarrahdale). These percent for art policies require eligible developments to provide artworks produced by professional artists.

The purpose of this report is for Council to consider adopting a Draft Percent for Art Local Planning Policy as shown at Attachment 1 for the purposes of community consultation, pursuant to clause 2.1.1 of City of Cockburn Town Planning Scheme No. 3 ("Scheme").

### **Submission**

N/A

### **Report**

It is considered that introduction of a Percent for Art Local Planning Policy in the City of Cockburn will provide an opportunity to enhance development, increase artistic elements currently incorporated into the built environment, improve visual amenity, and contribute to local identity.

The development of a Percent for Art Local Planning Policy will assist in achieving the following objectives.

1. Improve the attractiveness and functionality of the City's built environment.
2. Develop and promote community identity within the City.
3. Increase the social, cultural and economic value of the City.
4. Establish new design partnerships between artists, architects and other professionals.
5. Increase public awareness of the value of art and design.
6. Improve legibility by introducing artworks that assists in making streets and buildings more identifiable.



7. Produce landmarks that act as focal points and icons for the City.

#### Eligible Proposals

It is proposed that the Percent for Art Policy require a contribution for development of mixed use, commercial (excluding industrial uses), civic, institutional, educational projects or public works of a value greater than \$1,000,000. This is consistent with the majority of operational policies in Western Australia.

The built form of these types of major developments over \$1,000,000 has a significant impact upon the amenity of the surrounding public realm. Thus it is considered appropriate to request a Percent for Art contribution from major developments. The amount, or at least value of the art is generally proportionate to the scale of the development, and the cost of the art is proportionately minor in the context of the overall development.

However for multiple dwellings it is recommended that developments over \$2,000,000 be required to contribute, as developments of \$1,000,000 would only be around eight dwelling units, and not of a scale to warrant inclusion of artworks. Requiring a contribution for multiple dwelling developments over \$1,000,000 may serve to discourage development of smaller scale multiple dwellings in favour of grouped dwellings, which is undesirable.

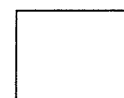
#### Determining the Percentage Contribution

It is recommended that eligible proposals be required to set aside a minimum of one per cent (1%) of the total project cost for the development of artworks. The total project cost for developments will be the value as indicated on the Application for Approval to Commence Development.

The one per cent contribution is consistent with the Western Australia State Government Percent for Art Scheme established in 1989, and the current Percent for Art Policies of other Western Australian local governments and redevelopment authorities. The percent contribution towards public art varies between countries, states and local authorities. However, most percent contributions fall between one and two per cent, with one per cent being most commonly adopted.

#### Percent for Art Contribution Options

The seven Percent for Art policies that are operational in Western Australia provide two options for the creation of artworks:



1. The owner or applicant can either coordinate a public art project themselves (on private land, or on adjacent public land), or
2. Payment of a cash-in-lieu contribution to the local government for delivery of public art within a defined local area. Generally cash- in-lieu contributions are paid in circumstances where developer delivery is not viable.

The benefit of providing a cash-in-lieu option is that percent for art funds can be accumulated from multiple developments within close proximity for more comprehensive or detailed public art projects to be delivered by the local government.

This approach generally requires a comprehensive public art strategy or master plan, identifying locations for public art within proximity to where monies have been collected. However, there is inherent difficulty in estimating the likely funds collected, and predicting in which area(s) they will be collected, given that developers will have the option to provide the artworks themselves. This will make operation of a public art strategy difficult as it may be mismatched with the actual collection of funds in terms of location and amount collected.

Providing a cash-in-lieu option also means there is ongoing resources required to collect money, and identify where it should be expended within a reasonable amount of time.

It is considered that as an alternative to providing the option of cash-in-lieu the City's policy requires in each circumstance the provision of art by the proponent, with the art project coordinated by the proponent.

Furthermore, rather than including the option for the art to be provided on adjacent crown land, it considered that the art should be provided on private property. This provides the opportunity for artworks to be meaningfully integrated into the overall project. It also means that artworks will be maintained by the landowner, significantly reducing maintenance costs for the City that would be incurred if artworks were to be located on public land.

It is also noted that in the City of Vincent, where a Percent for Art Policy has been in operation for the longest period, 90 per cent of eligible proposals opt to provide the artworks, rather than pay cash-in-lieu. This indicates that for the majority of developers provision of the artworks is the most attractive option.

The artwork can be integrated into the exterior fabric of the building or functional infrastructure associated with the building (clearly visible from the public realm), or freestanding within the curtilage of the development, such as incorporated into landscaping. Artworks



incorporated into the building's fabric could include stained glass window treatments; mural or mosaic walls, special inserts into the floor; shade structures; lighting design; or electronic installations.

It should be noted that standard components within many development budgets such as paving and lighting could be designed and constructed by an artist. Such items will already have an identified capital cost that could contribute towards Percent for Art obligations. Developers will be encouraged to consider how they will involve artists during initial planning stages.

If the artwork is of an abstract nature it can be incorporated into the building elements such as gates, but it must be presented in such a fashion as to be seen as an identifiable artwork not just an architectural feature.

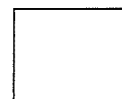
This policy approach is considered to have a number of benefits:

- It creates the opportunity for the developer to incorporate the art into the design of the building from its inception, enhancing their development while the art installation also serves a function as 'public art'.
- Reduced costs in managing funds, coordinating art projects, commissioning public artworks, continually reviewing the public art strategy/master plan etc.
- A reduced maintenance burden for Council.

There will be circumstances where an area is of a scale that warrants a comprehensive location-based Public Art Master Plan or Placemaking Strategy, such as large new structure plan areas. An example of this is the Cockburn Coast area, which includes the creation of new roads, main street, public areas and public open space. Such a Public Art Master Plan would identify key themes for public art, and appropriate locations for public art. Where proposed development is located in an area where there is an adopted location-based Public Art Master Plan and associated Policy they can outline works in kind, which may include installation in Public Open Space etc. In these cases required contribution would be in accordance with that specific local planning policy, and contribution under this Policy would not be required.

#### Areas for Policy Application

Of the seven local authorities that have percent for art policies, five of these apply to the whole local government area, and two apply to defined areas/town centres.





Given that it is proposed that the policy require the provision of artworks onsite, it is considered appropriate that the policy apply to eligible projects across the whole of the City. The designation of public art contribution areas is more suitable where the option of cash-in-lieu is provided, because it also defines the area in which public art is to be concentrated.

### Eligible Artworks

Suitable artworks may include:

- building features and enhancements such as bicycle racks, gates, benches, fountains, or shade structures which are unique and designed by a professional artist;
- landscape art enhancements such as walkways or art features within a garden;
- murals, tiles, mosaics or bas-relief covering walls, floors and walkways. Murals may be painted or constructed with a variety of materials;
- sculpture which can be freestanding or wall-supported in durable materials suitable for the site;
- fibreworks, neon or glass art works, photographs, prints.

The following art projects are not considered suitable:

- business logos;
- directional elements such as supergraphics, signage or colour coding;
- "art objects" which are mass produced such as fountains, statuary or playground equipment;
- "off-the-shelf" art and/or reproductions; and
- landscaping or architectural elements which would normally be associated with the project.

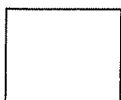
The policy will require the artwork to be designed and produced by a professional artist, as defined by the policy.

### Indicative Process

An indicative process for this proposed approach has been set out below, and would be refined through the development of a policy and guidelines, or a 'developer's toolkit' to assist proponents:

#### 1. Obtaining Development Approval: Condition Imposed

Development approval for eligible proposals will have a condition imposed which requires the proponent to obtain approval from the City for an artist to undertake an Art Project for the equivalent



value of one per cent (1%) of the estimated total cost of the development.

For proposals of such a scale there would generally be pre-lodgement meetings, and developers will be encouraged to consider how artworks may be integrated in their development. This approach is consistent with the majority of Percent for Art Policies in Western Australia.

## 2. Prior to Building Licence: Engaging an Artist

Prior to applying for a Building Licence the proponent will need to submit a preliminary Public Art proposal for the City's consideration and in principle support.

The proponent or their art consultant will need to find an artist or artists to design and create the Public Art in consultation with relevant City staff. They can either contact artists directly or go through an agency such as Artsource, a non-government agency established by the Artists' Foundation of Western Australia to help developers choose an appropriate artist.

The selected artist will submit a design concept, based on a written brief that gives them parameters such as the style, size and purpose of the development; preferred location of the artwork; time schedule and budget.

## 3. Obtaining the Building Licence: Formal Project Approval

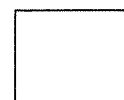
Subsequent to entering into a contract with the artists the proponent will submit an 'Application for Art Work Design' to the City for approval. This will include the contract between the developer and the artist, full working drawings (including an indication of where the art work is located) and a detailed budget.

## 4. After the Building Licence has been issued: Fabrication and installation

Once the building licence has been issued, the artist can begin fabrication of the artworks, and installation is required prior to the first occupation of the building. A 'Notification of Artwork Completion' form will then be submitted to the City.

## Corporate Strategic Plan 2012 to 2022

A 'Percent for Art' Policy is aligned to the Lifestyle and Aspiration Achievement Outcome of Council's Corporate Strategic Plan and the specific Service Commitment:



"To foster a sense of community spirit within the district generally and neighbourhoods in particular"

### **Strategic Plan/Policy Implications**

#### **Community & Lifestyle**

- Community environments that are socially cohesive and embrace diversity.
- Communities that take pride and aspire to a greater sense of community.
- The significance and richness of our local Indigenous people and diverse multicultural community will be recognised and celebrated.
- Conservation of our heritage and areas of cultural significance

#### **A Prosperous City**

- Promotion and support for the growth and sustainability of local businesses and local business centres.
- Creation and promotion of opportunities for destination based leisure and tourism facilities.

### **Budget/Financial Implications**

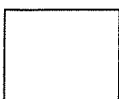
The draft Policy and proposed approach to requiring the provision of artworks for eligible developments will be managed within existing budgets.

### **Legal Implications**

The City of Vincent Percent for Art Local Planning Policy has been tested in the State Administrative Tribunal, and the planning condition requiring an art contribution in accordance with the Policy was found to be appropriate and reasonable.

### **Community Consultation**

If adopted by Council for community consultation, the draft Policy will be advertised in accordance with clause 2.5.1 of the Scheme which requires advertising for a minimum of 21 days, and a notice published in the newspaper for two consecutive weeks. The City will consult with the Urban Development Institute of Australia, Housing Industry Association, Artsource, Arts WA, Department of Culture and the Arts, and other relevant agencies and organisations.



**Attachment(s)**

Proposed new Local Planning Policy 'Percent for Art'.

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**11. FINANCE & CORPORATE SERVICES DIVISION ISSUES**

Nil

**12. ENGINEERING & WORKS DIVISION ISSUES**

**12.1 (MINUTE NO 248) (DAPPS 22/5/2014) - PROPOSED AMENDMENTS TO POLICY AEW1 'STREET VERGE IMPROVEMENTS' (182/001) (A LEES) (ATTACH)**

**RECOMMENDATION**

That Council adopt:

- (1) proposed amendments to Policy AEW1 'Street Verge Improvements'; and
- (2) the Street Verge Improvement Brochure and Verge Development Guide;

as shown in the attachment to the Agenda.

**COMMITTEE RECOMMENDATION**

MOVED Cllr L Wetton SECONDED Cllr S Portelli that adopt the proposed amendments to Policy AEW 1 Street Verge Improvements, the Street Verge Improvements Brochure and Guideline subject to:

- (1) the removal of all references to synthetic turf being a permitted verge treatment; and
- (2) the inclusion of synthetic turf in (5) Non-Permissible verge treatments.

**MOTION LOST ON CASTING VOTE OF PRESIDING MEMBER 2/3**



MOVED Cllr S Portelli SECONDED Cllr S Pratt that the recommendation be adopted.

**CARRIED 3/1**

## **COUNCIL DECISION**

### **Background**

The Street Verge Improvement policy was revised and adopted by Council in February 2013 following a comprehensive review. Since adoption of the policy, officers have received feedback from the community regarding the installation of synthetic turf to verges, clarification on permissible verge treatment and the illustrations.

### **Submission**

N/A

### **Report**

The Street Verge Improvement Policy was developed to provide guidance to residents on the preferred treatment to the verge area adjacent to their property. The treatment options encourage owners to develop the verge to improve the aesthetic value of the street whilst avoiding the introduction of hazards to the verge which can cause injury to the community.

Following adoption of the revised policy, February 2013, officers have received requests from the community regarding the installation of synthetic turf and the recommended improvement illustrations. In addition residents have expressed concerns over the length of the policy and the time to review. A review of these aspects in these policy areas has been undertaken by officers in the Engineering Directorate with the following resolutions.

### **Synthetic Turf**

The existing policy is silent on the installation of synthetic turf to verges and with the repeated requests by property owners for this treatment a definitive response is required. Synthetic turf is primarily a surface of synthetic fibres on a base material which is easily laid on a porous sub base. Synthetic products on the market today are soft, natural looking,



come in a variety of colours and indistinguishable to the real turf. In addition synthetic turf provides minimal maintenance, no mowing or watering, is pet friendly and can last for many years.

A review of other local government authorities approach to synthetic turf has identified a general acceptance of the product, subject to varying conditions regarding ongoing responsibility and specification of colours.

The revised policy provides approval for the installation of synthetic turf to verges subject to a porous base material and street tree being installed. Furthermore the property owner will be responsible for all ongoing maintenance costs and any reinstatement costs following works conducted by the City.

### Illustrations

Illustrations are currently provided in the policy to assist owners in improving the verge adjacent to their property. However, property owners have advised the illustration are difficult to interpret and are unable to comprehend which example relate to their verge situation. To ensure clarity within the policy, these illustrations are to be deleted and a verge improvement brochure and verge development guide introduced.

The brochure will set out the broad policy conditions, permitted and non-permitted treatments, a sample verge layout and images of preferred verge treatments. In addition, the brochure will outline current verge improvement programs undertaken by the Parks and Environment Department to encourage verge improvement. The verge development guide will provide a guide to residential property owners and developers who are intending to develop the street verge. The guide will set out the principles behind the verges role, provide a series of improvement template and maintenance responsibilities.

The brochure and verge development guide will be standalone documents which can be updated as required to reflect new verge restoration programs and minor changes to the guide without requiring amendments to the Policy.

### Minor Policy Amendments

Whilst reviewing the policy it was evident that a number of aspects had been repeated, some minor word changes were required and the layout altered to enable an easier read. The policy has been revised to address these items.



### **Strategic Plan/Policy Implications**

#### **Environment & Sustainability**

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

#### **Budget/Financial Implications**

N/A

#### **Legal Implications**

N/A

#### **Community Consultation**

N/A

#### **Attachment(s)**

1. Proposed amended Policy AEW1 'Street Verge Improvements'.
2. Street Verge Improvement Brochure.
3. Verge Development Guide.

#### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

### **12.2 (MINUTE NO 249) (DAPPS 22/5/2014) - PROPOSED AMENDMENT TO POLICY AEW9 'INTERNALLY ILLUMINATED DIRECTIONAL SIGNS' (182/001) (LGATT) (ATTACH)**

#### **RECOMMENDATION**

That Council adopt proposed amendments to Policy AEW9 'Internally Illuminated Directional Signs', as shown in the attachment to the Agenda.



**COMMITTEE RECOMMENDATION**

MOVED Clr S Portelli SECONDED Clr S Pratt that the recommendation be adopted.

**CARRIED 4/0**

**COUNCIL DECISION****Background**

Policy AEW9 'Internally Illuminated Directional Signs' provides guidance and procedures to assist with the analysis, and recommendations to assess the suitability of illuminated signs being installed with the City.

The current Policy requires amendments due to an updated procedure and fee structure based on a recent market review.

**Submission**

N/A

**Report**

Policy AEW9 was first adopted 17 September 2002 and reviewed 13 June 2013. The purpose of the Policy was to provide guidance for Officers in assessing an application for a sign to be installed in various locations throughout the City.

This report seeks to modify the Policy to improve both its application and administration by Council Officers. The amendments add more detail and remove the amount charged and replace it with the process to assess the amount charged for any future licence agreements.

**Strategic Plan/Policy Implications****Infrastructure**

- Facilities that promote the identity of Cockburn and its communities.

**Budget/Financial Implications**

The fees currently charged are \$400.00 per sign per annum; this will be increased to \$1,500.00 per sign per annum. The current income is \$17,600.00 and following the introduction of the new licence agreements the income will increase to \$66,000.00 per annum.





The City has investigated the fees associated with similar signage with three other LGAs. Investigating the practice of these LGAs reveals that they utilise a competitive tender approach to the provision of illuminated directional signs, and are not able to divulge the exact nature of fee per sign that they use. It is understood however to be between \$1,000 to \$1,500 per site.

### **Legal Implications**

N/A

### **Community Consultation**

The three organisations that currently install signs within the City's boundaries have consented in writing to the increase in the annual licence fee.

### **Attachment(s)**

Proposed amended Policy AEW9 'Internally Illuminated Directional Signs'.

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

## **13. COMMUNITY SERVICES DIVISION ISSUES**

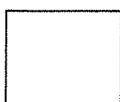
### **13.1 (MINUTE NO 250) (DAPPS 22/5/2014) - PROPOSED NEW DELEGATED AUTHORITY OLCS15 'DOG ACT 1976 - ADMINISTRATION AND ENFORCEMENT' (182/001; 026/005) (J NGOROYEMOTO) (ATTACH)**

#### **RECOMMENDATION**

That Council

- (1) adopt proposed new Delegated Authority OLCS15 'Dog Act 1976 - Administration and Enforcement', as shown in the attachment to the Agenda; and
- (2) update the Delegated Authorities Register accordingly.

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**



**COMMITTEE RECOMMENDATION**

MOVED Clr S Pratt SECONDED Clr L Wetton that the recommendation be adopted.

**CARRIED 4/0**

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

**COUNCIL DECISION****Background**

Council is requested to consider a new delegation to the Chief Executive Officer for the efficient administration and enforcement of the *Dog Act 1976* (the Act), which was amended effective 1 November 2013.

**Submission**

N/A

**Report**

Section 10AA provides for Council to delegate to the Chief Executive Officer, by absolute majority, the exercise of any of its powers or the discharge of any of its duties under the Act. If delegated to the Chief Executive Officer under section 10AA of the Act, the Chief Executive Officer may further delegate any powers and duties.

Delegation to the Chief Executive Officer for the exercise of all of Council's powers or the discharge of all of its duties that are permitted to be delegated under the Act would provide for effective and efficient day to day operation of the Act and Regulations.

As the function and duties of a local government under the Act are administrative in nature, Council may form the view that it is adequate to delegate its powers under the Act to facilitate the implementation and application of the provisions of the Act.

The amendments to the Act introduce micro-chipping for domestic dogs as well as a range of other measures to improve community safety, encourage responsible dog ownership, and enable nuisance



behaviour to be more effectively dealt with and to recognise assistance dogs.

These are summarised as follows:

- From 1 November 2013, all new dog registrations and dogs on change of ownership must be micro-chipped.
- From 30 November 2013 all dangerous dogs, which includes restricted breeds, dogs declared dangerous and commercial security dogs, must be micro-chipped.
- By 1 November 2015, all other dogs must be micro-chipped.

In addition to micro-chipping, the following changes have been made:

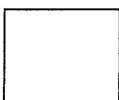
- Improving community safety through stricter control of dangerous dogs; covering restricted breeds, individuals dogs that have been declared dangerous and commercial security dogs;
- The ban of the sale, transfer and breeding of dangerous dogs (restricted breeds);
- Improvements in the ability for local governments to deal with the nuisance caused by barking dogs;
- Expansion of the special provisions for guide dogs in order to recognise and accommodate the various new types of appropriately trained assistance dogs now commonly utilised by people with a disability;
- New provisions to enable retired racing greyhounds after completing an approved training program, to safely return to the community as household pets and not be required to wear a muzzle;
- The new *Dog Regulations 2013*, effective 1 November 2013, increase penalties for offences under the Act, with minimum penalties stipulated for offences in relation to dangerous dogs;
- The introduction of a criminal offence where a dangerous dog kills a person or puts a person's life in danger; and
- New provisions to enable Courts to impose a requirement for dog owners to attend and complete a dog training course in place of or in addition to a penalty.

Newly inserted section 10AA allows the delegation of any duty or power of the local government to the Chief Executive Officer.

The Act makes provision for a number of actions and decisions that may be taken by the local government or an authorised officer of the local government.

These include, but are not limited to:

- Grant, renew or refuse to register a dog;
- Cancel the registration of a dog;



- Appoint persons to administer a dog management facility (dog pound);
- Grant an exemption from the limit imposed on the number of dogs that can be kept;
- Grant or cancel a kennel licence;
- Declare a dog to be a dangerous dog;
- Issue an order for the control of a nuisance dog.

### **Strategic Plan/Policy Implications**

#### **Community & Lifestyle**

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

#### **Leading & Listening**

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

### **Budget/Financial Implications**

N/A

### **Legal Implications**

Dog Act Regulations 2013.

### **Community Consultation**

N/A

### **Attachment(s)**

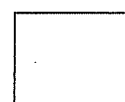
Proposed new Delegated Authority OLCS15 'Dog Act 1976 – Administration and Enforcement'.

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.



#### 14. EXECUTIVE DIVISION ISSUES

##### 14.1 **(MINUTE NO 251)** (DAPPS 22/5/2014) - REVIEW OF EXECUTIVE SERVICES STRATEGIC POLICIES (SES1-SES4) AND RELATED DELEGATED AUTHORITIES (182/001; 086/003) (D GREEN) (ATTACH)

###### **RECOMMENDATION**

That Council:

- (1) adopt Policies SES1 – SES4 and associated Delegated Authorities; and
- (2) update the Delegated Authorities Register accordingly.

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

###### **COMMITTEE RECOMMENDATION**

MOVED Cllr L Wetton SECONDED Cllr S Pratt that the recommendation be adopted.

**CARRIED 4/0**

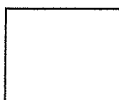
**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

###### **COUNCIL DECISION**

#### **Background**

In accordance with Council Policy SC47, it is a requirement for all Council Policies to be formally reviewed through its established Delegated Authorities, Policies and Position Statements (DAPPS) Committee.

The major focus of the February 2014 Meeting was the "Executive Services" Position Statements and Policy documents, prefixed as "PSES" "AES" and "SES", together with associated Delegated Authority documents. The "SES" documents were inadvertently omitted from this process and are now presented for the Committee's consideration.



**Submission**

N/A

**Report**

The last major review of these documents was undertaken by DAPPS in January 2013 and subsequently adopted at the Council Meeting in February 2013.

Accordingly, the content of the majority of these documents remains current from that review with only minor cosmetic changes required to update the documents, as identified in the Table below:

<b><u>Policy ID</u></b>	<b><u>Name</u></b>	<b><u>Reason for Amendment</u></b>
SES1	Obtaining Legal and Other Expert Advice	No change
SES2	Access to Tape Recordings of Council Meetings	No change
SES3	Evaluation of Tenders	Minor change to 'background' text and Clause 7 to reflect current status
SES4	Legal Representation Indemnification of Costs	No change

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

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

**Budget/Financial Implications**

N/A

**Legal Implications**

Local Government Act, 1995, s5.42 refers.

**Community Consultation**

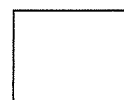
N/A

**Attachment(s)**

Proposed amended Strategic Policy SES3 'Evaluation of Tenders'.

**Advice to Proponent(s)/Submissioners**

Nil.



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

N/A

**15. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

**15.1 (MINUTE NO 252) (DAPPS 22/5/2014) - PROPOSED AMENDMENT TO POLICY SC33 'SISTER CITY RELATIONSHIPS' (182/001) (D GREEN) (ATTACH)**

**RECOMMENDATION**

That Council consider the following amendment to Policy SC33 'Sister City Relationships':

Delete Clause (9) and substitute the following:

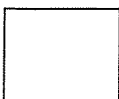
"(9) The principle of selecting Councillors referred to in (8) above will be on the following basis:

1. Councillors wishing to join an outward delegation will submit their interest through the Chief Executive Officer (CEO) by a date and time specified by the CEO in writing.
2. After the closure of nominations, if there are more than (3) Councillors who have submitted an interest to attend the delegation, then a ballot will be held of those Councillors only to fill the three (3) allocated positions.
3. If, following the process outlined in 2 above, there are three (3), or less, Councillors who have an interest in attending the delegation, then those Councillors only will participate in the delegation.
4. The CEO will arrange a ballot, if required, to which all Councillors participating in the ballot will be invited to attend at the time and place nominated by the CEO, and
5. A register of delegates attending outward delegations is to be established and maintained by the Executive Support Unit".

as shown in the attachment to the Agenda.

**COMMITTEE RECOMMENDATION**

MOVED Deputy Mayor C Reeve-Fowkes SECONDED Cllr S Portelli that Council defer this item until the Local Government Advisory Board



and the Minister for Local Government provide a clearer direction on the future of the City of Cockburn.

**MOTION LOST 1/3**

MOVED Cllr S Pratt SECONDED Cllr L Wetton that the amendment proposed in the recommendation be adopted.

**CARRIED 3/1**

## **COUNCIL DECISION**

### **Background**

By email received 14 March 2014 the amendment, as recommended for consideration, was proposed by Cllr Pratt.

### **Submission**

N/A

### **Report**

The proposed amendment seeks to address a perceived inequity in the selection process of delegations to participate in overseas (outward) Sister City visits. Currently, the policy provides for Councillor delegates to be selected on the basis of those longest serving having first choice of attendance. This scenario does have the potential to create an imbalance in the selection process being seen as based solely on "seniority" of the incumbent.

While there can be positions put both for and against this procedure, ultimately it is a subjective process for which Council has the final decision making capability.

### **Strategic Plan/Policy Implications**

### **Community & Lifestyle**

- The significance and richness of our local Indigenous people and diverse multicultural community will be recognised and celebrated.





**Leading & Listening**

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

**A Prosperous City**

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

**Budget/Financial Implications**

N/A

**Legal Implications**

N/A

**Community Consultation**

N/A

**Attachment(s)**

Proposed amended Policy SC33 'Sister City Relationships'.

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**16. NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING**

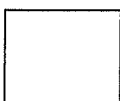
Nil

**17. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING BY COUNCILLORS OR OFFICERS**

Nil

**18. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE**

Nil



**19. CONFIDENTIAL BUSINESS**

Nil

**20 (DAPPS 22/5/2014) - CLOSURE OF MEETING**

6.20 pm.

**CONFIRMATION OF MINUTES**

I, ..... (Presiding Member) declare that these minutes have been confirmed as a true and accurate record of the meeting.

Signed: ..... Date: ...../...../.....



DA	LOCAL GOVERNMENT ACT, 1995 – DANGEROUS TREES	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.:	026/005
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2013
ATTACHMENTS:	N/A
VERSION NO.	23

Dates of Amendments / Reviews:	
DAPPS Meeting:	24 May 2012 23 May 2013
OCM:	9 June 2011 14 June 2012

**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 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, s5.42, s5.44 and s 3.27(2) (Schedule 3.2(7)).

**DELEGATE:**

Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

**SUB-DELEGATE/S:**

Manager, Parks & Environment

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.:	026/005
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2013
ATTACHMENTS:	N/A
VERSION NO.	23

Dates of Amendments / Reviews:	
DAPPS Meeting:	24 May 2012 23 May 2013
OCM:	9 June 2011 14 June 2012

#### 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 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, s5.42, 5.44 and s 3.25(1) (schedule 3) Division 1.6).

#### DELEGATE:

Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

#### SUB-DELEGATE/S:

Manager – Engineering

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.:	026/005
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2013
ATTACHMENTS:	N/A
VERSION NO.	23

<b>Dates of Amendments / Reviews:</b>	
DAPPS Meeting:	24 May 2012 23 May 2013
OCM:	9 June 2011 14 June 2012

#### 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 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.

#### LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government (Uniform Local Provisions) Regulations, 1996, reg 6 and 7.  
Local Government Act, 1995, s5.42 and s5.44

DA	LOCAL GOVERNMENT ACT (UNIFORM LOCAL PROVISIONS) REGULATIONS, 1996 – OBSTRUCTION OF STREETS	LGAEW5
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**DELEGATE:**

Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

**SUB-DELEGATE/S:**

Manager, Engineering

DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS 2000 (AS AMENDED) – SIGNS, HOARDINGS, BILL POSITING	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.:	026/005
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	13 June 2013
ATTACHMENTS:	N/A
VERSION NO.	23

<b>Dates of Amendments / Reviews:</b>	
DAPPS Meeting:	24 May 2012 23 May 2013
OCM:	9 June 2011 14 June 2012

#### FUNCTION DELEGATED:

The authority to undertake the functions of the Council in respect to the City of Cockburn (Local Government Act) -Local Law relevant to Part VIII of the aforementioned Local Laws.

#### CONDITIONS/GUIDELINES:

- (1) The delegate shall become acquainted with the subsidiary legislation and Council's District 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 Sec. 9.5 and 9.7 of the Local Government Act, 1995, and Functions and General Reg. 33(1) and 34(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.

#### LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Laws (Part VIII).

DA	CITY OF COCKBURN (LOCAL GOVERNMENT ACT) LOCAL LAWS 2000 (AS AMENDED) – SIGNS, HOARDINGS, BILL POSITING	LGAPD1
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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:-

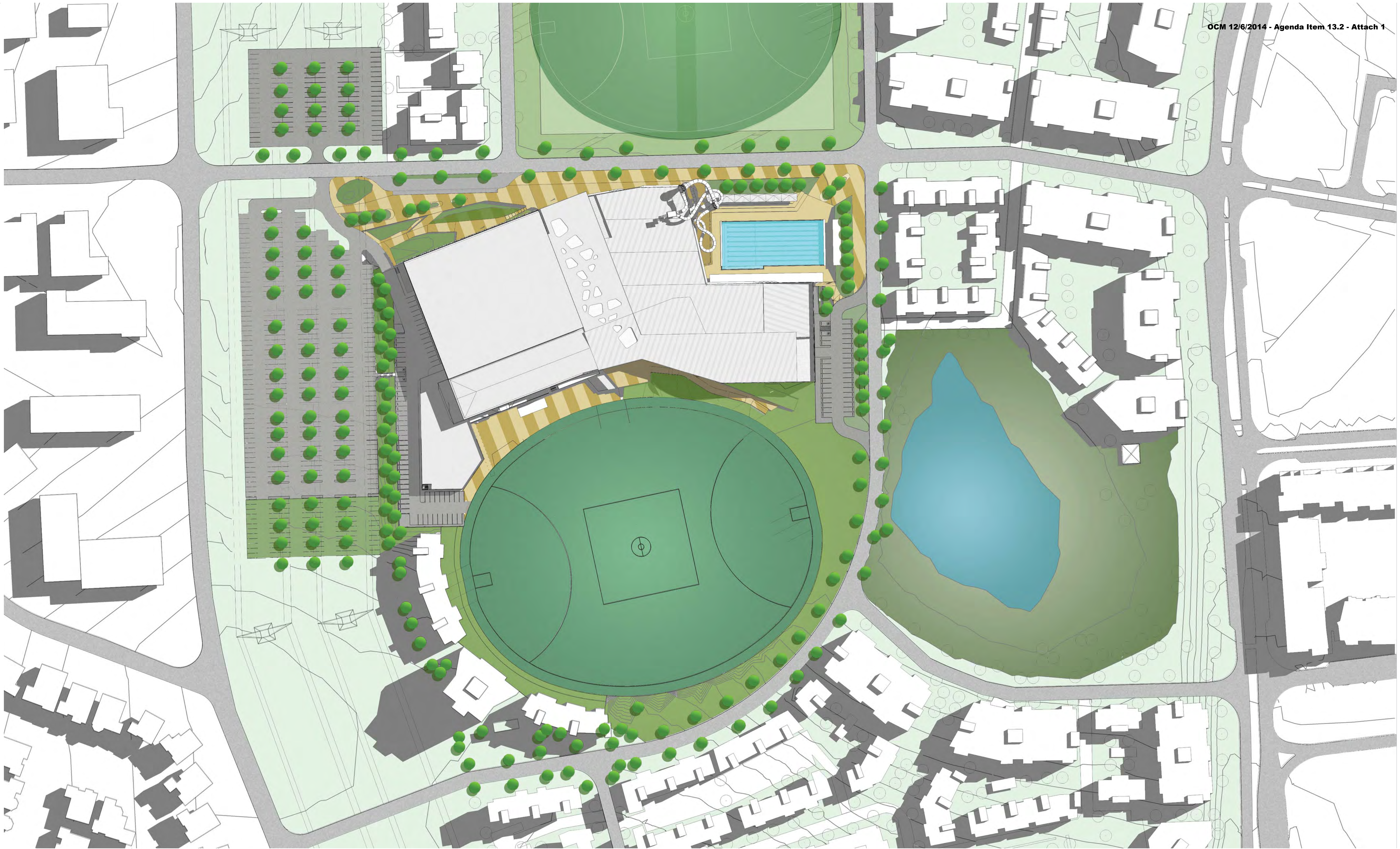
**SUB-DELEGATE/S:**

Manager, Building Services

Co-ordinator, Building Services

Senior Building Surveyors

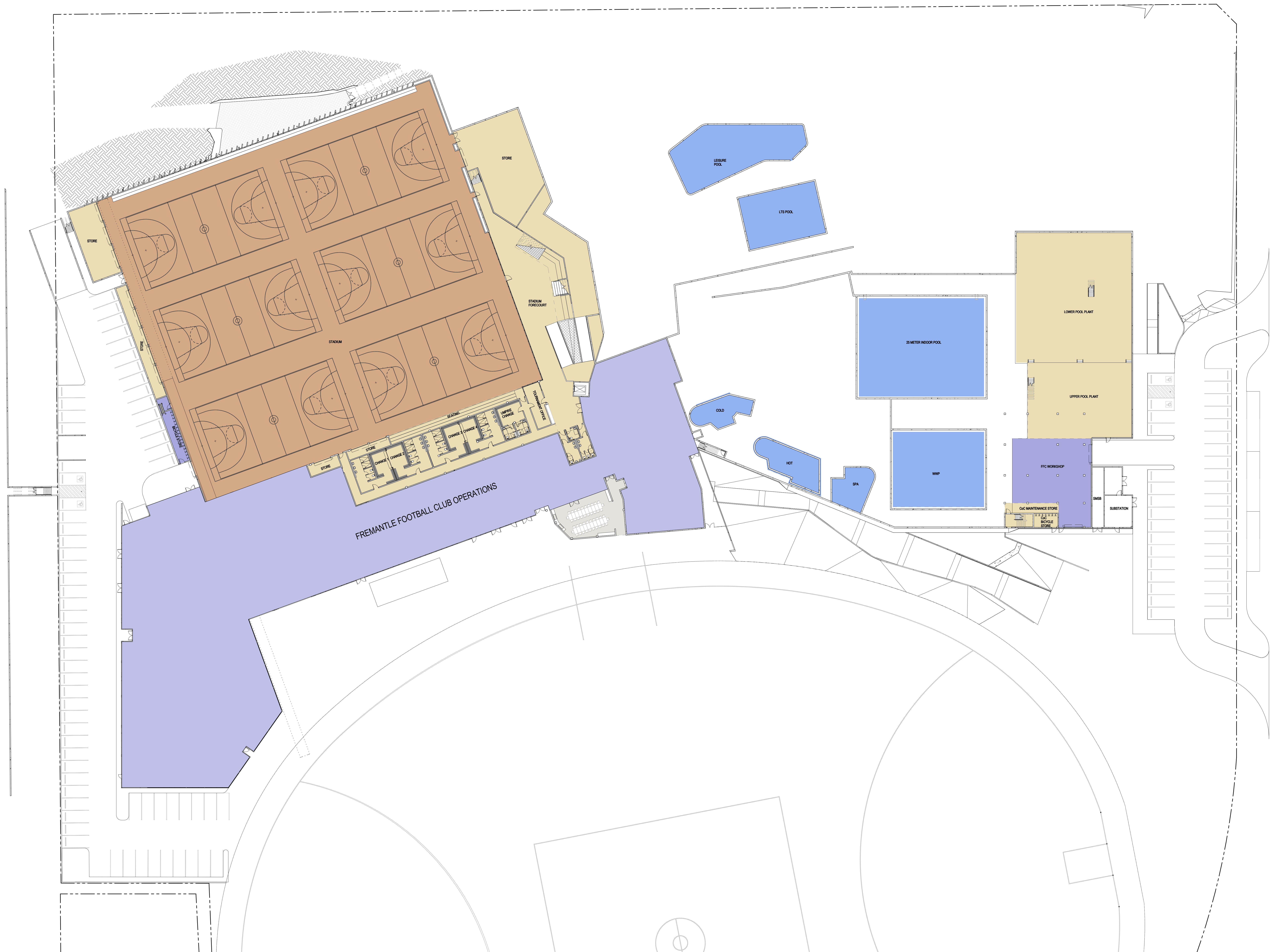




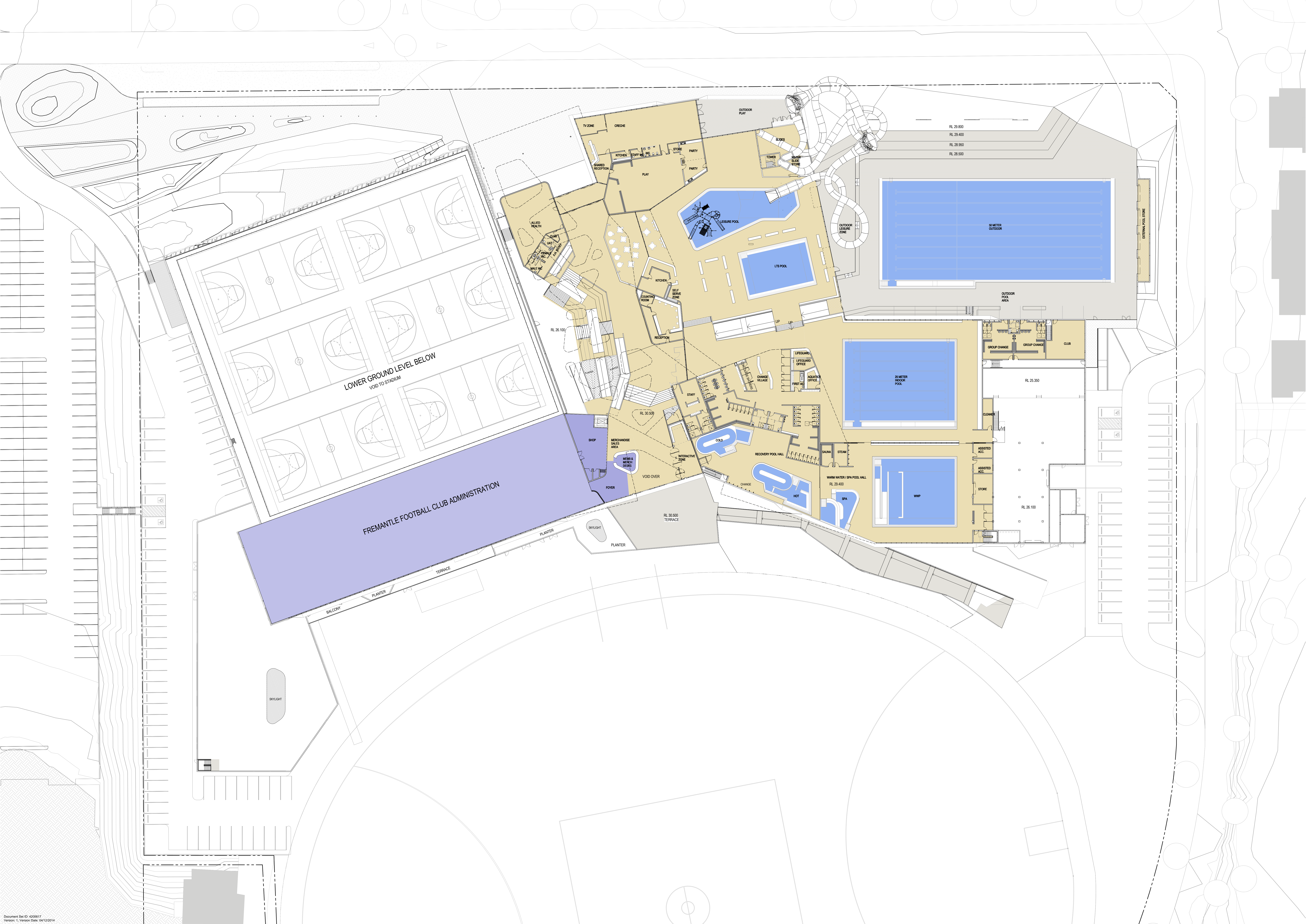
## Cockburn Central West Regional Physical Activity and Education Centre



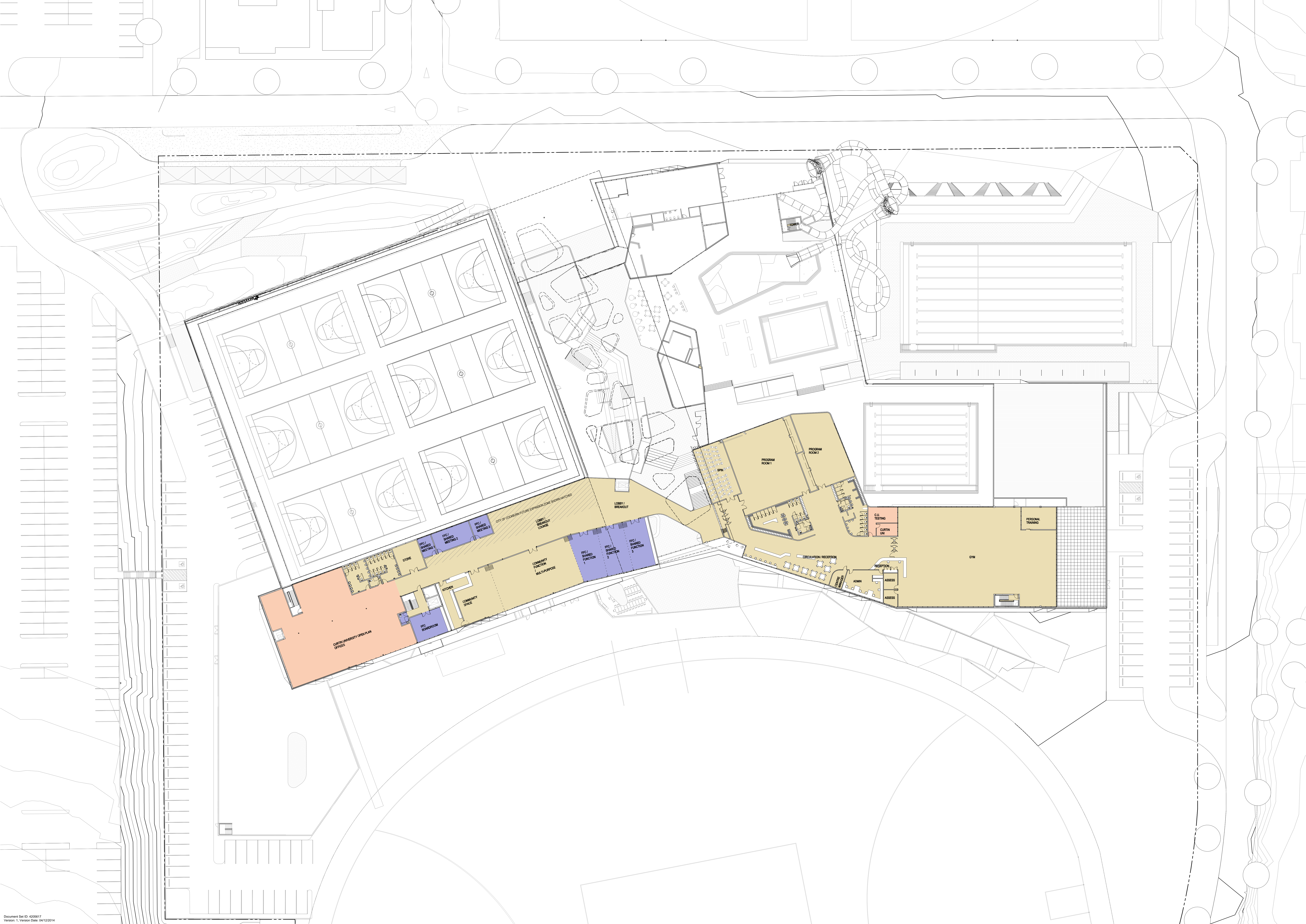
















**Mr Adrian Lacquiere**  
**Recreation Services Coordinator**  
**Project Manager – Cockburn Central West Development**  
**PO Box 1215**  
**Bibra Lake DC WA 6965**

Dear Adrian,

Thankyou for meeting with Coastal Netball Region representatives on Thursday 1<sup>st</sup> May 2014. It provided an excellent insight into the details of the proposed Cockburn Central Facility Development. This facility will provide opportunities for many sporting and recreational user groups to conduct their activities and may inspire others to become more physically active. Cockburn City Council is to be congratulated for its foresight in developing such a magnificent multi-purpose centre.

Coastal Netball Region and Netball WA are excited about the prospects of accessing this centre. From our perspective, we see this as a perfect facility for the “Coastal Sharks” to utilise for State League training and running our Academy programs. It would also be a fantastic centrally located venue to host State Netball League games. The dimensions meet the necessary Netball Australia requirements in terms of run off spaces. As discussed, for State League competitions, it is probable that only four courts would be used allowing the middle court space for bench officials. Coastal Netball Region represents Fremantle, Rockingham Districts and Mandurah Netball Associations which would certainly be interested in using these facilities for their competitions in accordance with the availability of these spaces.

Additionally, our Region would like to consider relocating our Administration office at this centre. The required office space and storage space could be discussed at a later stage but it was thought that Cockburn Central Facility would be an ideal location for our regional headquarters. This would be subject to the availability and cost of such facilities.

Jill Powell (Coastal Netball Region Committee of Management representative), Lisa Rantanen (Netball WA Membership Services Officer) and I wish to thank yourself and Brad Paatsch (Fremantle Dockers General Manager Strategic Projects) for conducting this informative meeting.

We look forward to working with you in the future.

Yvonne Rate

President

6/5/14

CC Brad Paatsch

---

*To promote and develop the sport of netball in the Coastal Netball Region by providing expertise and opportunities to achieve excellence*





9<sup>th</sup> May 2014

Mayor Logan K Howlett  
PO Box 1215,  
Bibra Lake DC  
Western Australia 6965

Dear Mayor Howlett,

On behalf of WA Water Polo Incorporated (WAWPI) we are pleased to endorse the proposed City of Cockburn Regional Sports and Aquatic Facility.

The vision for this facility is well aligned with our State and National strategic plans which have identified a gap in the provision of facilities in the rapidly growing south west region.

The current design meets with the sports approval and we are pleased to have been consulted throughout this design process.

The sport of water polo looks forward to being part of this facility in the metropolitan southern corridor.

Sincerely,

Dale Ballantyne

Chief Executive Officer

WAWPI

Cc: Adrian Lacquiere Recreation Services Coordinator

**ATTENTION:**

Councillors  
City of Cockburn  
9 Coleville Crescent  
SPEARWOOD WA 6163

**Re: Cockburn Regional Sports and Aquatic Facility**

Masters Swimming Western Australia (MSWA) has been very pleased with the stakeholder consultation since this project commenced and is very keen to continue to support the development through to its completion.

MSWA confirms endorsement of the plans tabled and discussed at the March briefing and looks forward to our continued involvement as the project moves along. The design plans as presented will fulfill requirements for our two affiliated Masters Clubs (Cockburn and Leeming) which currently swim at South Lake Leisure Centre to continue to enjoy their regular swim sessions at the new facility and enjoy the other recreational activities which will be available.

As you would appreciate, all swimmers who reside in the City of Cockburn will have a strong interest in the planned facility and our two local Clubs will have the opportunity with the new facility to grow membership which has been severely limited at South Lake due to its size.

Once again Masters Swimming WA is thrilled to support this outstanding project as we see this support as a key strategy in our promotion of "swimming for life" for our members who are ratepayers in the City of Cockburn and potential new Masters members who like to swim year-round as part of a healthy and active lifestyle.

If you have any queries please do not hesitate to contact me via [wendy@mswa.asn.au](mailto:wendy@mswa.asn.au) or phone 9387 4400.

Yours sincerely



Wendy Holtom  
Executive Officer

9<sup>th</sup> May 2014

cc. Cockburn Masters and Leeming Masters



12 May 2014

Mr Adrian Lacquiere  
Recreation Services Coordinator  
City of Cockburn  
PO Box 1215  
BIBRA LAKE DC WA 6965

Dear Adrian

**Cockburn Regional Sports and Aquatic Facility**

On behalf of the West Australian Football Commission (WAFC), I write in support of the Cockburn Regional Sports and Aquatic Facility.

The project will not only deliver world class elite training facilities for the Fremantle Football Club (FFC), but also provide much needed community oval space to meet the growing demand for active playing fields.

An updated training facility for the FFC is considered essential to ensure the continued success of the club at an AFL level, which has significant flow on effects to WA Football. This new development will allow the club to remain as one of the front runners of the national game both on and off field.

In addition to the FFC facilities, it is expected that local community football clubs will have access to the proposed additional oval infrastructure to ensure the continued growth of the game. The WAFC Strategic Facilities Plan (2007) outlines the minimum facility guidelines and where possible, these should be provided to cater for senior community football, which in turn covers the needs of junior football clubs.

The project will not only provide significant benefits to football, but it will provide the southern corridor with a range of sporting opportunities for the wider community. If you require any further information, please do not hesitate to contact me at the WAFC.

Kind regards

**Geoff Glass**  
General Manager Strategic Facilities  
West Australian Football Commission





# VOLLEYBALL WESTERN AUSTRALIA

P - 08 9228 8522

E - info@volleyballwa.com.au W - volleyballwa.com.au

A - 180 Charles Street, West Perth WA 6005

PO Box 133 Leederville WA 6903

ABN - 49 397 467 169

Adrian Lacquiere  
Recreation Services Coordinator  
Project Manager  
Cockburn Central West Development  
Email: alacquiere@cockburn.wa.gov.au

19 May 2014

Dear Adrian,

**Re: Formal endorsement – Cockburn Regional Sports and Aquatic Facility**

On behalf of Volleyball WA I write to formally endorse the Floor-plans for the Cockburn Regional Sports and Aquatic Facilities as they have been provided.

As mentioned at the briefing meeting, perhaps the only further consideration needs to be in regards to spectator seating around the courts and ensuring that there is space for everyone to comfortably sit whilst watching the games and / or waiting for their game to commence.

Volleyball WA thanks you for the opportunity to be involved in this process. Please contact me if you require any additional information.

Kind Regards

Robyn Kuhl  
Executive Director  
Volleyball WA



Department of  
Sport and Recreation



alcohol  
thinkagain

lotterywest  
supported



**Cockburn Masters Swimming Club Inc.**

Post Office Box 1123

Bibra Lake WA 6965

---

Cr. L Howlett, Mayor of City of Cockburn

City of Cockburn

PO Box 1215

Bibra Lake DC WA 6965

9 May 2014

Dear Cr. Howlett,

**COCKBURN REGIONAL SPORTS & AQUATIC FACILITY**

Cockburn Masters Swimming Club Inc. (**Cockburn Masters**) provides the following information to assist with the Council's further consideration of the proposed Cockburn Regional Sports & Aquatic Facility.

Cockburn Masters is fortunate to have been invited to participate as a stakeholder in the project to date and has been pleased with the level of consultation with stakeholders to date and the progress made. We are enthusiastic about the project and look forward to our continuing involvement and support for this key part of the City's future development.

We confirm our endorsement of the designs and plans progressed to date, tabled most recently for discussion at the March stakeholder briefing. The proposed design concept will meet the requirements of our Club as a future user of the facility, with more detailed aspects of our Club's requirements and operational matters to be addressed through the process at a later stage.

The recent successful opening of the Integrated Community Facility at Poore Groove has already provided significant benefits to the community and specifically to our Club members through an affiliation with Coogee Beach SLSC and sharing of change room facilities. This is a good platform for the City to develop swimming generally in the local area as part of an overall drive towards healthier living, and our Club has already experienced an increase in membership numbers as better facilities have now become available.

The development of the new Cockburn Regional Sports & Aquatic Facility will add to this platform with greater access to both long and short course swimming pools for everyone. Our members in particular will be able to use the new facility and the Club will be able to develop, both in terms of numbers and access to resources, once it is able to move from the current restricted facilities at South Lake Leisure Centre.

Cockburn Masters fully supports the pro-active approach taken by the City in pursuing this fantastic community project and enthusiastically looks forward to our continuing involvement as a key stakeholder through to the project's completion.

Should you need any additional information in advance of your next Council meeting, please do not hesitate to contact us.

Yours sincerely



Nick Wyatt

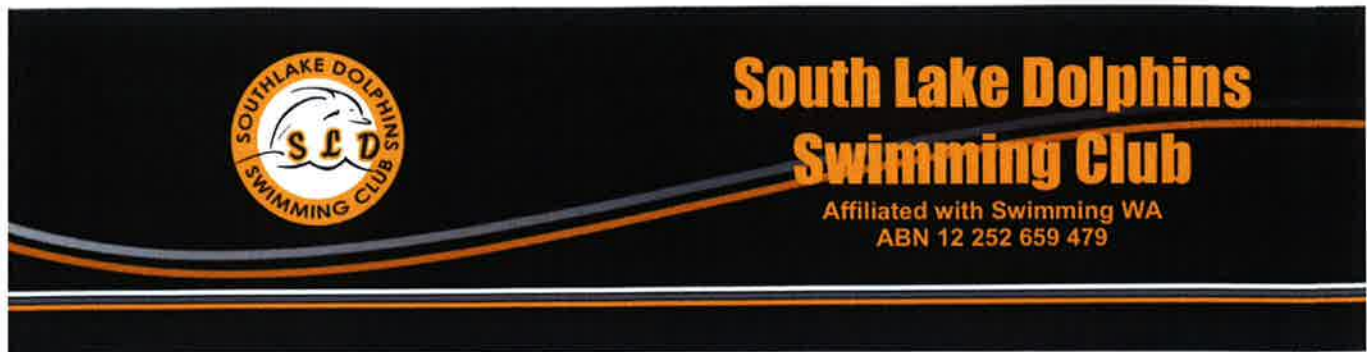
**Club Secretary**

**Cockburn Masters Swimming Club Inc.**



*Fun, Fitness and Friendship through Swimming*





22<sup>nd</sup> May 2014

Adrian Lacquiere  
Recreation Services Coordinator  
Project Manager – Cockburn Central West Development  
9 Coleville Cres, Spearwood, WA 6163

Dear Adrian

On behalf of the South Lake Dolphins Swimming Club, we would like to acknowledge and endorse the designs presented to the club at the briefing held in March 2014.

The Club is satisfied with the level of consultation on the building designs as disclosed at our meeting, as the plans will meet the clubs needs. We are looking forward to working with the City of Cockburn to confirm our access and usage arrangements for the new facility.

Yours sincerely



Nigel Lafferty  
President

**PO Box 3088, Success, WA, 6164.**



Adrian Lacquiere  
Recreation Services Coordinator  
Project Manager – Cockburn Central  
PO Box 1215  
Bibra Lake DC  
WA 6965

26th May 2014

Dear Adrian,

I write on behalf of Swimming Western Australia (SWA) in relation to the Regional Aquatic and Recreation Facility to be established at Cockburn Central West. This is an extremely exciting initiative that the City of Cockburn is undertaking and swimming is delighted to be an integral part of this development.

On behalf of SWA, I would like to thank the City of Cockburn for its briefing held in March 2014 on the Regional Aquatic and Recreation Facility at Cockburn Central West.

SWA is satisfied with the level of consultation throughout the development of the project and is delighted to endorse the final building designs. SWA looks forward to the opening of the facility and are happy to provide any further assistance to the project design team.

Once again, thank you for your inclusion of swimming in this tremendous community project.

Yours sincerely,

A handwritten signature in blue ink that reads "Darren Beazley".

**Darren Beazley**  
Chief Executive Officer

Western Australian  
Swimming Association (Inc.)  
ABN 19 984 160 812

Beatty Park, Vincent Street  
North Perth WA 6006

PO Box 205  
Leederville WA 6903

**Telephone 08 9328 4599**  
**Facsimile 08 9227 6089**  
**Country Code 61**

[waswim@wa.swimming.org.au](mailto:waswim@wa.swimming.org.au)  
[www.wa.swimming.org.au](http://www.wa.swimming.org.au)

# MEMO

**To:** Cockburn Central West Project Design Team  
**Cc:** Adrian Lacquiere  
**From:** Disability Reference group  
**Date:** 8/05/2014

---

## **RE: Proposed Recreation Facility at Cockburn Central West**

After consultation with the Disability Reference group on the 6<sup>th</sup> of May 2014, we would like to make the following comments and suggestions.

- One of the overriding concerns for the DRG was the cost of membership. Presently, the South lakes Leisure Centre does not offer a concession membership. Many people with disability face financial difficulty and the cost of attending a gym for rehab purposes or keeping fit will be isolated by high costs. Keeping in mind also that many people with disability also have health issues related to obesity. Having a payment system coupled with cheaper membership will assist in combatting such issues.
- In line with above, could it also be assured that all programs/personal training is financially viable for people with disability and that a concession rate is applied. It would also be good to ensure that the Companion Card program remains at the new centre.
- Could the City have discussions with the Wheelchair Sports Association about playing games at the new centre? All wheelchairs sports games like basketball and wheelchair rugby are played at the Herb Graham Recreation Centre in Mirrabooka. There are no stadiums on the south side of the river that cater for wheelchair sport competitions.
- In line with the DAIP, it would be best practice to engage an access consultant to look over the plans and also the facilities at the varying stages. They would be able to provide an insight to the needs of people with varying disabilities.
- All staff to have compulsory Disability Awareness Training up to date. It may be deemed more appropriate to engage an external consultant to assist staff on delivering customer service to people with a disability.

- All classes to be accessible and inviting for people with disability. For example one idea was that a hand pedaled bike could be included into the RPM classes. Classes also to be developed that will aim at people with intellectual disabilities. Classes that are considerate that class attendees may take time to learn the program.
- Audio loops to be included in the main administration area as well as any other multipurpose rooms, exercise rooms, gyms etc.
- The Department of Sport and Recreation have an Inclusion Officer. It may be wise to include them in any steering groups moving forward. Inclusion WA and Disabled Sports Association are other groups worth considering when putting a steering group or consultative session together. DRG would appreciate consultation at each step.
- Adequate car parking is essential. Please consider that parking bays are not placed in just one area. An offloading bay would be a necessity for groups wishing to bring people with physical disabilities to the centre.
- Can the floor plan of the gym be considerate of people in wheelchairs. There needs enough room for people in wheelchairs to be able to access each station. More seated equipment would be appreciated as would a hoist for any transfers required. Apparently the Curtin University gym is extremely inclusive of people with a physical disability. It was suggested that council takes a look at their facilities. The Paralympic team trains at this venue.
- Charge points to be made available to people in electric wheelchairs and gophers. These could be strategically placed at cafes or surrounding the basketball courts.
- Ensure that all stadium seating is inclusive of people with disability. Ensure that seating is similar to that at the Perth Arena where people can sit next to friends without a physical disability.
- No heavy doors, please ensure that the facility has push door or automatic doors to enter facility.
- A BIG BIG request is an adult change facility. An adult change table for people with physical disabilities is essential. Without this facility it restricts many people with physical disabilities from attending the facility and being able to have a satisfactory visit. There also needs to be adequate hoists/showers in the change rooms.



**City of Cockburn Regional Physical Activity and  
Education Centre**

**SCHEMATIC DESIGN ESTIMATE**

14 March 2014



## 1.0 COST SUMMARY

1.1 Costs are based on an integrated facility and the removal of an individual element may not reduce the costs by the value of that element.

1.2 In summary the total Schematic Design Estimate for this project is as follows:

Element	Concept Estimate Total [Excl. GST]	Schematic Design Estimate Total [Excl. GST]	Difference [Excl. GST]
	\$	\$	\$
Community Facilities	51,935,500	48,418,711	-3,516,789
Fremantle Football Club	18,213,440	17,052,847	-1,160,593
Curtin University	1,696,200	1,858,491	162,291
Community Civic Space	2,275,000	3,032,814	757,814
External Works and Seviles	7,885,500	8,953,746	1,068,246
GMP Allowance [3%]	0	2,379,498	2,379,498
Sub-Total	82,005,640	81,696,107	-309,533
ESD Initiative	2,357,400	97,400	-2,260,000
Geothermal system	0	2,260,000	2,260,000
Artwork Allowance	313,900	280,400	-33,500
Design Contingency	4,087,300	4,087,300	0
Construction Contingency [2%]	4,291,700	1,768,424	-2,523,276
Escalation [September 2014]	1,991,400	1,140,386	-851,014
Provisional LandCorp Costs	0	3,800,000	3,800,000
FF&E, Gym Equipment, AV and IT	4,605,900	4,560,801	-45,099
Consultants Fees	7,000,000	7,000,000	0
<b>Total Amount [Excluding GST]</b>	<b>\$ 106,653,240</b>	<b>106,690,818</b>	<b>37,578</b>

1.3 This estimate incorporates the following design options:

- Non sprinklered compartmented building with drenchers
- Fire Compartment Building Characteristics Option 2
- Boilers for heating water
- Stadium roof structure Option 3 - 3.5 m deep Multi-Chord Trusses
- Insitu concrete columns, beams and slab to FFC

1.4 A GMP allowance of 3% is added to the construction cost and a construction contingency of 2% to cover client scope changes and latent conditions



## 1.0 COST SUMMARY [Cont'd]

1.5 The total estimate is split between the various stakeholders as follows:

Stakeholder	Concept Estimate Total [Excl. GST]	Schematic Design Estimate Total [Excl. GST]	Difference [Excl. GST]
	\$	\$	\$
Community Facilities Includes Base Infrastructure	75,484,496	75,719,081	234,585
Fremantle Football Club	25,939,440	24,939,440	-1,000,000
Curtin University	2,235,000	2,348,440	113,440
Community Civic Space	2,994,704	3,683,856	689,152
<b>Total Amount [Excluding GST] \$</b>	<b>106,653,640</b>	<b>106,690,818</b>	<b>37,178</b>

1.5 The full breakdown of each stakeholders proportion of the cost may be found within Estimate Details attached

1.6 ESD Initiatives budget is maintained at \$2,357,400.00, however allowance for Geothermal is included leaving a balance of \$97,400. There are a number of proposals costed by the Consultants, these are:

• 25% Solar Hot Water contribution	\$	250,000
• 50% Solar Hot Water contribution	\$	500,000
• Rainwater Harvesting System	\$	200,000
• Solar PV cells 150Kw	\$	450,000

## 2.0 EXCLUSIONS

2.1 This Indicative Cost excludes the cost of the following:

- Goods and Services Tax
- Legal fees
- Finance costs and interest charges
- Removal of contaminated material
- Staging and out of hours workin
- Community playing fields
- Pavillion
- Playground
- Wetlands
- Parking overflow area does not include grass reinforcement
- Roof over outdoor 50 m pool
- External Splashpad [\$715,000 + GST]
- Lighting to Oval

### **3.0 INFORMATION**

3.1 This estimate is based on the following information:

#### **3.2 Architects Drawings**

- Proposed Site Plan SK010
- Floor Plan - GA Lower Ground SK201
- Floor Plan - GA Ground SK202
- Floor Plan - GA Level 1 SK203
- Roof Plan SK204
- Floor Plan - Lower Ground 01 SK261
- Floor Plan - Lower Ground 02 SK262
- Floor Plan - Ground 01 SK271
- Floor Plan - Ground 02 SK272
- Floor Plan - Level 1 01 SK281
- Floor Plan - Level 1 02 SK282
- Roof Plan 01 SK291
- Roof Plan 02 SK292
- Roof Plan 03 SK293
- Elevations - Overall SK401
- Elevations SK402
- Elevations SK403
- Elevations SK404
- Elevations SK405
- Sections SK501

#### **3.3 Structural Drawings**

- Floor Plan - Lower Ground Column Layout S-003-1
- Floor Plan - Upper Ground Beam Layout S-003-2
- Floor Plan - Upper Ground Beam Layout S-003-3
- Floor Plan - Upper Ground Beam Layout S-003-4
- Roof Plan - Beam Layout S-003-7
- Typical Tying Details - S-003-8
- Roof Plan - Leisure Pool Hall Roof Layout S-005-0
- Roof Plan - Pool Hall Roof Layout S-005-1
- Pool Hall Truss Details S-005-2
- Level 1 Leisure Club Truss Details S-005-3
- Leisure Pool Truss Details S-005-4
- LTS Pool Truss Details S-005-5
- Level 1 Layout S-004-2
- Roof Plan - Over Street Roof Lanterns S-006-0
- Roof Plan - Over Street S-006-1
- Street Truss Details S-006-2
- Street Truss Details S-006-3
- Street Truss Details S-006-4

### **3.0 INFORMATION [Cont'd]**

#### **3.4 Civil Drawing**

- Civil CI-SD01 Issue A

#### **3.5 Fire Solution**

- Fire compartment mark ups dated 24 February 2014
- Report Building Characteristics received 27 February 2014

#### **3.6 Services Consultants Estimates**

- NDY Electrical Cost Estimate dated 28 February 2014
- NDY Hydraulic/Fire Cost Estimate dated 28 February 2014
- NDY Hydraulic Cost Estimate dated 8 March 2014
- WSP Schematic Design Report dated 28 February 2014
- Browns Schematic Design Report dated 28 February 2014
- Wyndham water slide cost breakdown indicated on DWP Suters email dated 13 March 2014

## **APPENDIX 1**

### **COMMUNITY ESTIMATE DETAILS**

**1.0 COMMUNITY FACILITIES COST SUMMARY**

Element	Concept Estimate Total [Excl. GST]	Schematic Design Estimate Total [Excl. GST]
	\$	\$
Community Facilities	51,935,900	48,418,711
External Works and Services	5,725,500	6,400,461
GMP Allowance [3%]	0	1,644,575
Sub-Total	57,661,400	56,463,747
ESD Initiative	1,711,511	97,400
Geothermal system	0	2,260,000
Artwork Allowance	280,400	280,400
Design Contingency	2,967,391	2,967,391
Construction Contingency [2%]	3,115,838	1,241,379
Escalation [September 2014]	1,445,791	800,515
Provisional LandCorp Costs	0	3,800,000
FF&E, Gym Equipment, AV and IT	3,293,916	2,800,000
Consultants Fees	5,008,249	5,008,249
<b>Total Amount [Excluding GST]</b>	<b>\$ 75,484,496</b>	<b>75,719,081</b>

# ESTIMATE SUMMARY

Job Name : 4722CITYSD REV A  
 Client's Name: City of Cockburn

**Job Description**  
 City of Cockburn RPAEC  
 Community  
 Schematic Design Estimate

Trd No.	Trade Description	Trade %	Cost/m2	Sub Total	Mark Up %	Trade Total
1	SUBSTRUCTURE	5.18		2,508,500		2,508,500
2	COLUMNS	2.10		1,015,140		1,015,140
3	UPPER FLOORS	4.71		2,281,580		2,281,580
4	STAIRCASES	0.24		114,000		114,000
5	ROOF	11.67		5,651,805		5,651,805
6	EXTERNAL WALLS	9.93		4,806,520		4,806,520
7	WINDOWS					
8	EXTERNAL DOORS	0.29		139,500		139,500
9	INTERNAL WALLS	2.82		1,364,330		1,364,330
10	INTERNAL SCREENS	2.14		1,037,250		1,037,250
11	INTERNAL DOORS	0.39		190,000		190,000
12	WALL FINISHES	1.24		599,430		599,430
13	FLOOR FINISHES	5.51		2,668,880		2,668,880
14	CEILING FINISHES	3.25		1,571,985		1,571,985
15	FITMENTS	2.47		1,195,000		1,195,000
16	SPECIAL EQUIPMENT	0.31		150,000		150,000
17	HYDRAULIC SERVICES	2.55		1,235,960		1,235,960
18	MECHANICAL SERVICES	10.37		5,019,540		5,019,540
19	FIRE PROTECTION SERVICES	0.41		197,743		197,743
20	ELECTRICAL SERVICES	3.57		1,727,456		1,727,456
21	VERTICAL TRANSPORTATION	0.23		111,300		111,300
22	POOLS AND SPAS	24.73		11,972,000		11,972,000
23	Target reduction to street	-0.41		-200,000		-200,000
24	Proportion of Top Floor Facilities	-2.77		-1,340,909		-1,340,909
25	PRELIMINARIES [10%]	9.09		4,401,701		4,401,701
		<b>100.00</b>		<b>48,418,711</b>		<b>48,418,711</b>

Final Total : \$ **48,418,711**

**APPENDIX 2  
FREMANTLE FOOTBALL CLUB ESTIMATE  
DETAILS**

## 1.0 FREMANTLE FOOTBALL CLUB COST SUMMARY

Element	Concept Estimate Total [Excl. GST]	Schematic Design Estimate Total [Excl. GST]
	\$	\$
Fremantle Football Club	18,213,440	17,052,847
External Works and Services	2,160,000	2,553,285
GMP Allowance [3%]	0	588,184
Sub-Total	20,373,440	20,194,316
ESD Initiative	536,000	0
Artwork Allowance	0	0
Design Contingency	929,300	929,300
Construction Contingency [2%]	975,800	422,472
Escalation [September 2014]	452,800	272,435
Provisional LandCorp Costs	0	0
FF&E, Gym Equipment, AV and IT	1,031,600	1,480,417
Consultants Fees	1,640,500	1,640,500
<b>Total Amount [Excluding GST]</b>	<b>\$ 25,939,440</b>	<b>24,939,440</b>



# ESTIMATE SUMMARY

Job Name : 4722FFCSD REV A  
Client's Name: City of Cockburn

## Job Description

City of Cockburn RPAEC  
Fremantle Football Club  
Schematic Design Estimate

Trd No.	Trade Description	Trade %	Cost/m2	Sub Total	Mark Up %	Trade Total
1	SUBSTRUCTURE	4.21		717,800		717,800
2	COLUMNS	2.05		350,220		350,220
3	UPPER FLOORS	5.42		924,205		924,205
4	STAIRCASES	1.24		211,500		211,500
5	ROOF	4.65		793,620		793,620
6	EXTERNAL WALLS	7.01		1,194,690		1,194,690
7	WINDOWS					
8	EXTERNAL DOORS	0.62		105,000		105,000
9	INTERNAL WALLS	6.15		1,048,095		1,048,095
10	INTERNAL SCREENS	4.30		732,950		732,950
11	INTERNAL DOORS	1.30		222,500		222,500
12	WALL FINISHES	2.10		358,454		358,454
13	FLOOR FINISHES	4.51		768,610		768,610
14	CEILING FINISHES	3.29		561,335		561,335
15	FITMENTS	4.97		848,000		848,000
16	SPECIAL EQUIPMENT					
17	HYDRAULIC SERVICES	2.31		393,260		393,260
18	MECHANICAL SERVICES	14.14		2,411,755		2,411,755
19	FIRE PROTECTION SERVICES	0.40		67,798		67,798
20	ELECTRICAL SERVICES	12.38		2,111,335		2,111,335
21	VERTICAL TRANSPORTATION	1.31		222,600		222,600
22	POOLS AND SPAS	7.92		1,351,000		1,351,000
23	Proportion of Top Floor Facilities	0.63		107,861		107,861
24	PRELIMINARIES [10%]	9.09		1,550,259		1,550,259
		100.00		17,052,847		17,052,847

Final Total : \$ 17,052,847

## **APPENDIX 3 CURTAIN UNIVERSITY ESTIMATE DETAILS**

1.0 CURTIN UNIVERSITY COST SUMMARY

Element	Concept Estimate Total [Excl. GST]	Schematic Design Estimate Total [Excl. GST]
	\$	\$
Curtin University	1,696,200	1,858,491
External Works and Services	0	0
GMP Allowance [3%]	0	55,755
Sub-Total	1,696,200	1,914,246
ESD Initiative	42,400	0
Artwork Allowance	14,600	0
Design Contingency	73,600	73,600
Construction Contingency [2%]	77,200	39,757
Escalation [September 2014]	35,800	25,638
Provisional LandCorp Costs	0	0
FF&E, Gym Equipment, AV and IT	150,500	150,500
Consultants Fees	144,700	144,700
<b>Total Amount [Excluding GST]</b>	<b>\$ 2,235,000</b>	<b>2,348,440</b>

# ESTIMATE SUMMARY

<b>Job Name :</b>	<u>4722UNISD REV A</u>	<b>Job Description</b>
<b>Client's Name:</b>	<u>City of Cockburn</u>	City of Cockburn RPAEC
		Curtin University
		Schematic Design Estimate

Trd No.	Trade Description	Trade %	Cost/m2	Sub Total	Mark Up %	Trade Total
1	SUBSTRUCTURE	0.15		2,850		2,850
2	COLUMNS	1.37		25,440		25,440
3	UPPER FLOORS	15.43		286,695		286,695
4	STAIRCASES					
5	ROOF	7.30		135,620		135,620
6	EXTERNAL WALLS	4.83		89,850		89,850
7	WINDOWS					
8	EXTERNAL DOORS					
9	INTERNAL WALLS	5.78		107,450		107,450
10	INTERNAL SCREENS	1.18		22,000		22,000
11	INTERNAL DOORS	0.59		11,000		11,000
12	WALL FINISHES	0.96		17,796		17,796
13	FLOOR FINISHES	3.04		56,485		56,485
14	CEILING FINISHES	2.33		43,330		43,330
15	FITMENTS	8.07		150,000		150,000
16	SPECIAL EQUIPMENT					
17	HYDRAULIC SERVICES	2.82		52,470		52,470
18	MECHANICAL SERVICES	8.61		160,060		160,060
19	FIRE PROTECTION SERVICES	0.46		8,475		8,475
20	ELECTRICAL SERVICES	3.99		74,200		74,200
21	VERTICAL TRANSPORTATION					
22	POOLS AND SPAS					
23	Proportion of Top Floor Facilities	23.99		445,816		445,816
24	PRELIMINARIES [10%]	9.09		168,954		168,954
		<b>100.00</b>		<b>1,858,491</b>		<b>1,858,491</b>

**Final Total : \$ 1,858,491**

**APPENDIX 4**  
**COMMUNITY CIVIC SPACE ESTIMATE**  
**DETAILS**

**1.0 COMMUNITY CIVIC COST SUMMARY**

Element	Concept Estimate Total [Excl. GST]	Schematic Design Estimate Total [Excl. GST]
	\$	\$
Community Civic Space	2,275,000	3,032,814
External Works and Services	0	0
GMP Allowance [3%]	0	90,984
Sub-Total	2,275,000	3,123,798
ESD Initiative	67,489	0
Artwork Allowance	18,900	0
Design Contingency	117,009	117,009
Construction Contingency [2%]	122,862	64,816
Escalation [September 2014]	57,009	41,797
Provisional LandCorp Costs	0	0
FF&E, Gym Equipment, AV and IT	129,884	129,884
Consultants Fees	206,551	206,551
<b>Total Amount [Excluding GST]</b>	<b>\$ 2,994,704</b>	<b>3,683,856</b>

# ESTIMATE SUMMARY

Job Name : 4722COUNCILSD REV A  
Client's Name: City of Cockburn

## Job Description

City of Cockburn RPAEC  
Community Civic Space  
Schematic Design Estimate

Trd No.	Trade Description	Trade %	Cost/m2	Sub Total	Mark Up %	Trade Total
1	SUBSTRUCTURE					
2	COLUMNS	1.25		37,980		37,980
3	UPPER FLOORS	8.66		262,695		262,695
4	STAIRCASES					
5	ROOF	6.79		205,895		205,895
6	EXTERNAL WALLS	6.96		211,200		211,200
7	WINDOWS					
8	EXTERNAL DOORS	0.45		13,500		13,500
9	INTERNAL WALLS	2.20		66,690		66,690
10	INTERNAL SCREENS	3.62		109,800		109,800
11	INTERNAL DOORS	0.35		10,500		10,500
12	WALL FINISHES	6.99		211,856		211,856
13	FLOOR FINISHES	3.39		102,945		102,945
14	CEILING FINISHES	2.59		78,665		78,665
15	FITMENTS	4.29		130,000		130,000
16	SPECIAL EQUIPMENT	4.95		150,000		150,000
17	HYDRAULIC SERVICES	1.90		57,770		57,770
18	MECHANICAL SERVICES	6.79		205,900		205,900
19	FIRE PROTECTION SERVICES	0.28		8,475		8,475
20	ELECTRICAL SERVICES	3.50		106,000		106,000
21	VERTICAL TRANSPORTATION					
22	POOLS AND SPAS					
23	Proportion of Top Floor Facilities	25.96		787,232		787,232
24	PRELIMINARIES [10%]	9.09		275,710		275,711
		100.00		3,032,813		3,032,814

Final Total : \$ 3,032,814

## **APPENDIX 5**

### **EXTERNAL WORKS AND SERVICES**



# ESTIMATE SUMMARY

Job Name : 4722EXTSD REV A

Client's Name: City of Cockburn

## Job Description

City of Cockburn RPAEC  
External Works and Services  
Schematic Design Estimate

Trd No.	Trade Description	Trade %	Cost/m2	Sub Total	Mark Up %	Trade Total
1	CIVIL WORKS - COMMUNITY	38.27		3,426,186		3,426,186
2	CIVIL WORKS - FREMANTLE FOOTBALL CLUB	4.42		396,168		396,168
3	EXTERNAL WORKS - COMMUNITY	18.13		1,623,415		1,623,415
4	EXTERNAL WORKS - FREMANTLE FOOTBALL CLUB	21.50		1,925,000		1,925,000
5	EXTERNAL SEWER					
6	EXTERNAL WATER SUPPLY	0.78		70,000		70,000
7	EXTERNAL GAS					
8	EXTERNAL FIRE PROTECTION	3.90		349,000		349,000
9	EXTERNAL LIGHTING AND POWER	3.57		320,000		320,000
10	EXTERNAL COMMUNICATIONS	0.34		30,000		30,000
11	PRELIMINARIES [10%]	9.09		813,977		813,977
		100.00		8,953,746		8,953,746
Final Total : \$						8,953,746



AUSTRALIAN  
SIGN RENTALS

CITY OF COCKBURN
DOC No
1 8 MAR 2014
SUBJECT 158/008
RETENTION 104.1 D2
PROPERTY
APP
ACTION LEE GATT

Date: 17<sup>th</sup> March 2014  
Attention: Lee Gatt  
Company: City of Cockburn

Dear Lee,

RE: **Illuminated Street signage**

Thank you for your letter dated 11<sup>th</sup> March. Your proposal is acceptable to us, please let us know how best to proceed from here. Many thanks.

Yours faithfully,

George Grundy  
Director

Wednesday, 19<sup>th</sup> March 2014

Chief Executive Officer  
City of Cockburn  
PO Box 1215  
Bibra Lake DC  
WA 6965

Attention: Lee Gatt – Property and Lands Officer

**RE: Illuminated street name signs with advertising**

Dear Lee,

<b>CITY OF COCKBURN</b>
DOC No
25 MAR 2014
SUBJECT
156/002
RETENTION
STREET
11184, 1509
APP
ACTION
LEE GATT

I refer to your letter of 11<sup>th</sup> March 2014, ref: 156/002 4091027 regarding the Licence for Illuminated Street Name Signs in the City of Cockburn for Claude Outdoor.

Claude Outdoor is happy to accept council's proposal of the new fee structure as outlined in your letter on the basis that all the Outdoor Companies are subject to similar commercial terms and conditions. We understand that this will be effective from 30<sup>th</sup> June 2014.

Furthermore we acknowledge that the agreement will be for a period of five years with an option for a further five year term.

We look forward to receiving the new agreement and look forward to an even stronger relationship with Council for many years to come.

Should you require any further information please feel free to contact me.

Yours Sincerely

**CLAUDE OUTDOOR PTY. LTD**

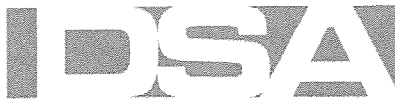


**Jaeme Christopher**  
**National Government Relations Manager**

Mobile: 0423 783 087

Email: [jaeme.christopher@claudeoutdoor.com.au](mailto:jaeme.christopher@claudeoutdoor.com.au)

CC Ron Suttorini – General Manager



3 THE LODGE MT CLAREMONT W.A. 6010  
MOB. 0412 818 508 EMAIL rod@directionalsys.com.au

DIRECTIONAL SYSTEMS AUSTRALIA PTY LTD ABN 15 136 619 746

The Chief Executive Officer  
City of Cockburn  
PO Box 1215,  
Bibra Lake DC WA 6965.

21-3-2014

Attention Lee Gatt  
PROPERTY AND LANDS OFFICER

Dear Lee

LICENCE FOR ILLUMINATED STREET SIGNS CITY OF COCKBURN

I acknowledge receipt of your letter of the 11<sup>th</sup> March advising of the new pricing structure for the new licence agreement. Directional Systems Australia accepts the proposed price structure.

I look forward to receiving a copy of the Draft agreement and thank you for the opportunity to be able to submit comment before Council's determination.

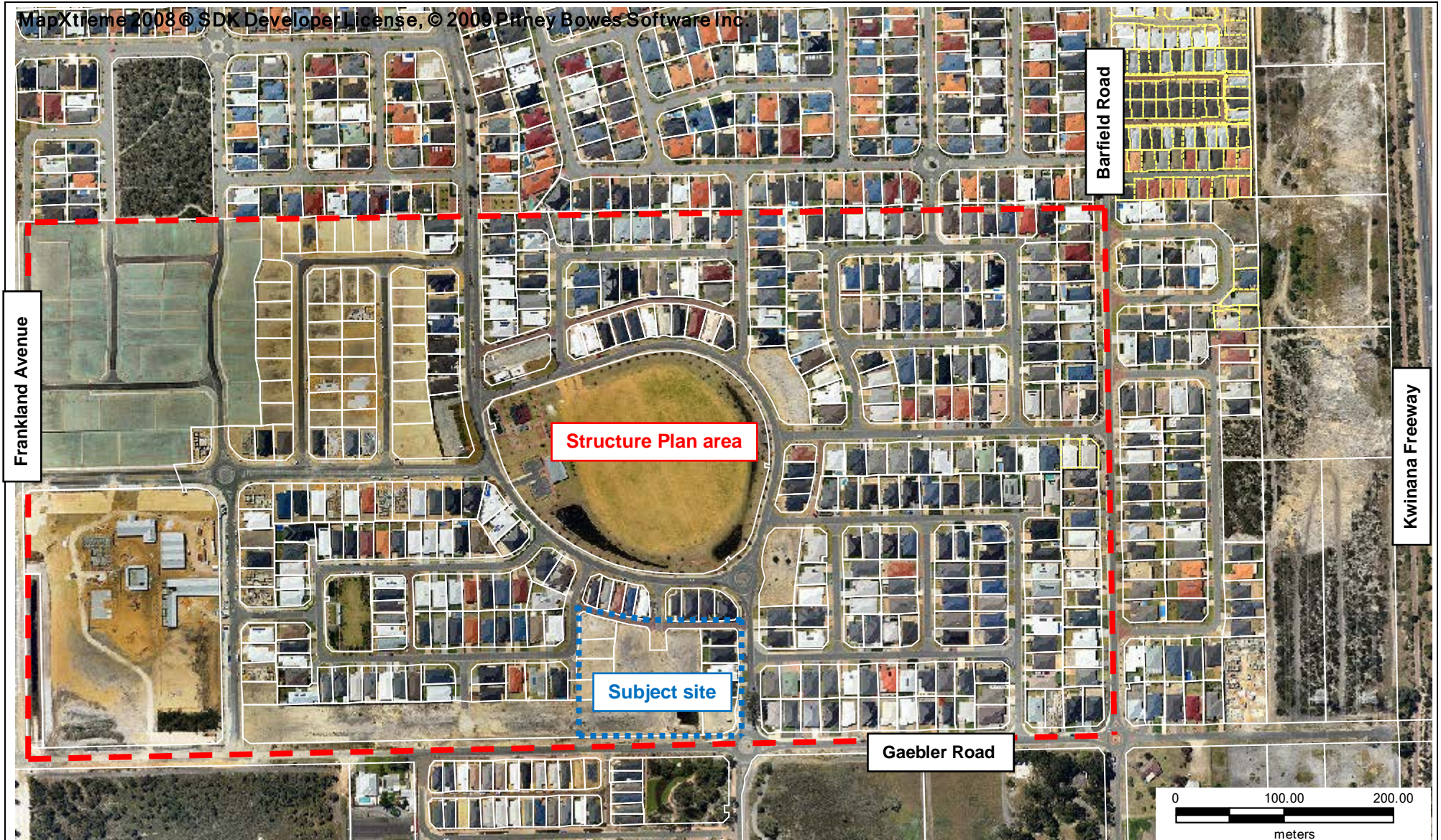
I take this opportunity to raise the following matters for discussion and consideration.

1. Council has not taken "Delegated Authority" from Main Roads Western Australia for the administration of signage on Declared Main Roads. We feel it would be in council's interest to seek and obtain this from the road authority to facilitate streamlining the approval process and ensuring council's power of jurisdiction resides over the assessment and approval of all sign applications.
2. The Ongoing Maintenance of the signs generally and upkeep of the structure where a sign is vacant of an advertisement.
3. The desirability for council to express preference for the use of solar power where possible.
4. That the City would consider variable electronic message signage incorporated within the sign structures.
5. That an applicant, by applying the provisions of the licence agreement would be able to make a reasonable assessment of a particular site so that when the application is considered by the council officers the applicant could reasonably expect to receive a permit.
6. That council keeps incorporated with the new agreement the one month time aspect relating to dealing with applications in the assessment process.

I trust the above is of interest to council and I will be pleased to meet with you anytime at your convenience to elaborate further on the abovementioned matters.

Yours truly





Location Plan

Proposed Modification to Lot 412 Gaebler Road  
Local Structure Plan

SCALE = 1:5000

NORTH





### EXISTING ZONING

#### LOCAL SCHEME RESERVES

PARKS AND RECREATION

#### ZONES

RESIDENTIAL  
DENOTED AS FOLLOWS

R25 R-CODE 25  
R40 R-CODE 40

LOCAL CENTRE

#### OTHER

DUAL USE PATH

FOOTPATH

PROPOSED BUS ROUTE

INDICATIVE PARKING EMBAYMENTS

SUBJECT AREA



### PROPOSED ZONING

#### LOCAL SCHEME RESERVES

PARKS AND RECREATION

#### ZONES

RESIDENTIAL  
DENOTED AS FOLLOWS

R25 R-CODE 25  
R40 R-CODE 40

LOCAL CENTRE

#### OTHER

DUAL USE PATH

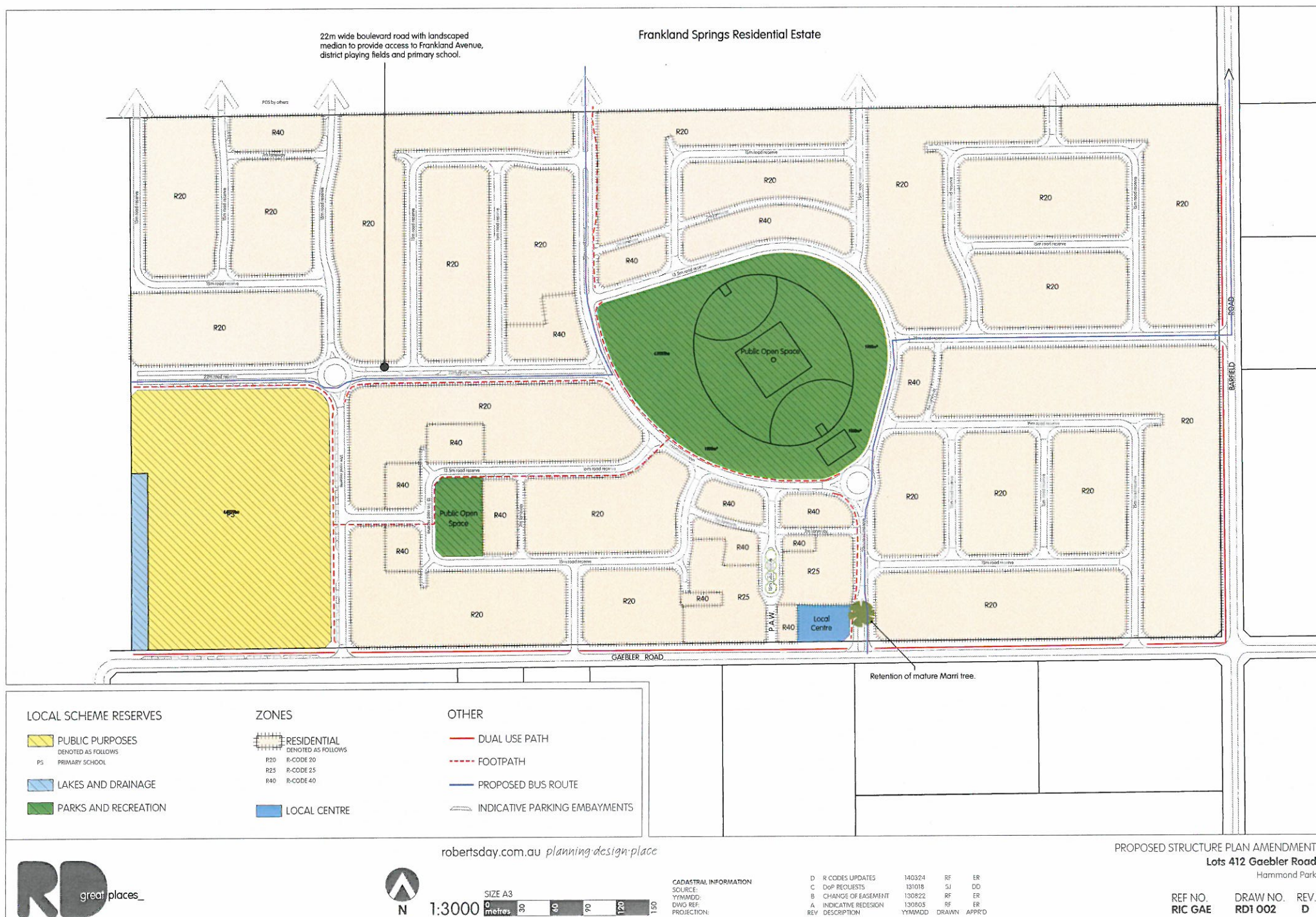
FOOTPATH

PROPOSED BUS ROUTE

INDICATIVE PARKING EMBAYMENTS

STRUCTURE PLAN AMENDMENT

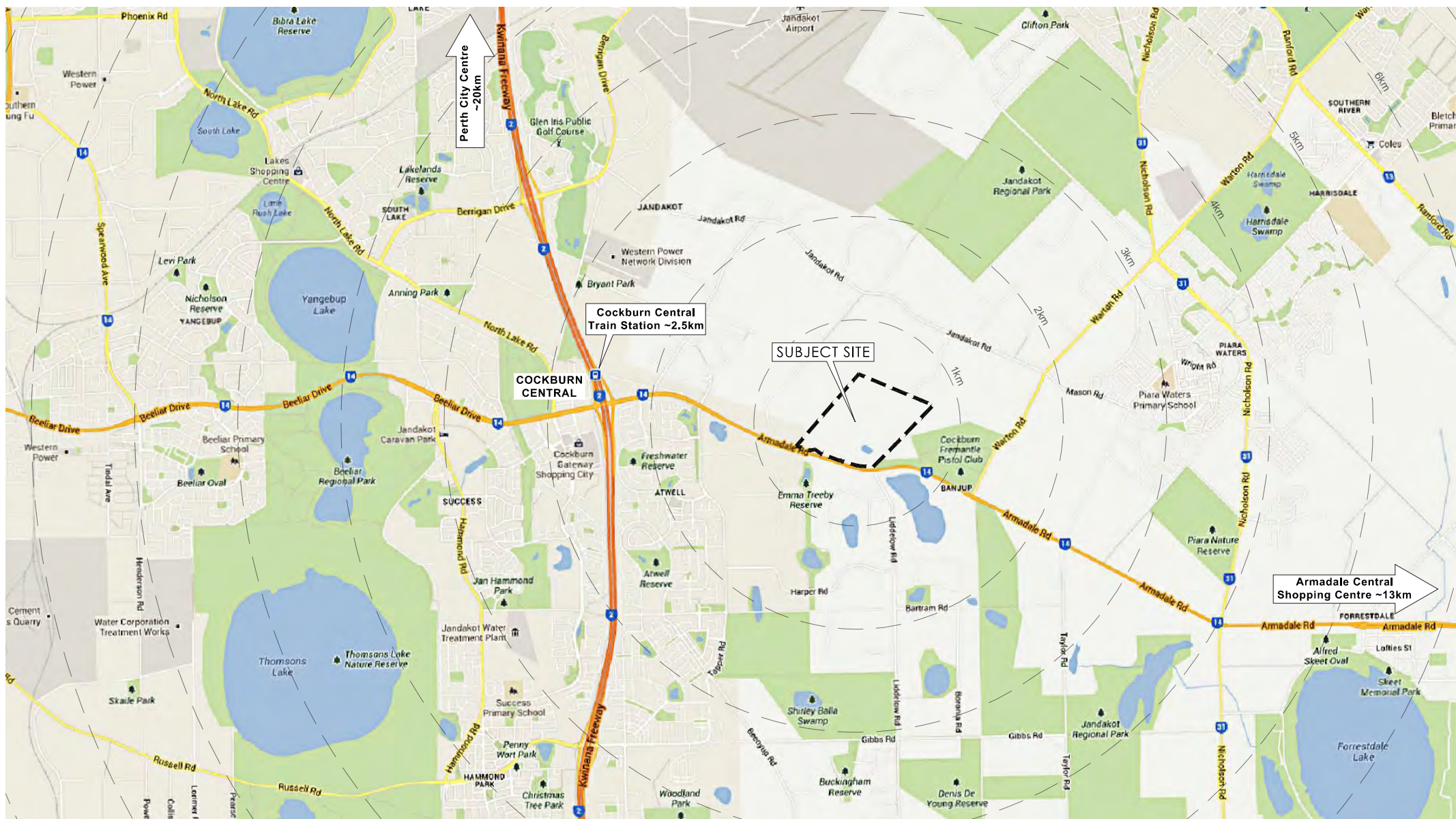




**SCHEDULE OF SUBMISSIONS**  
**PROPOSED MODIFICATION TO LOCAL STRUCTURE PLAN - LOT 412 GAEBLER ROAD, HAMMOND PARK**

NO.	NAME/ADDRESS	SUBMISSION	COUNCIL'S RECOMMENDATION
1	Mr Ruben Gomez Lot 70 (No. 96) Macquarie Boulevard Hammond Park WA 6164	<b>Objection</b> <ol style="list-style-type: none"> <li>1. The rezoning of the land area as specified would create too much stress on traffic in the area. I live in front of the lot in question and without it there is a lot of traffic already.</li> <li>2. Rezoning this to R40 would mean there is going to be higher density housing (double storey lots expected).</li> <li>3. The demographic moving it to these lots would be probably young couples who would be renting with lots of single owned cars adding to that number of cars already in the suburb. Cars will be parked on Sollya lane too which would be a nuisance to those of us who own cottage lots and already don't have a front area for car parking.</li> </ol>	<ol style="list-style-type: none"> <li>1. Not supported. This proposal involves the recoding of two sites from residential R25 to R40. The proposal aims to correct an issue which resulted as part of item 14.4 of the 12<sup>th</sup> December 2013 Council report (involving the same Structure Plan). The proposal (inclusive of item 14.4) represents a decrease in the potential lot yield for the subject area. Traffic movements are therefore expected to be less than if development was to occur in accordance with the previous density codes.</li> <li>2. Not supported. Two storey developments are permitted under either an R25 density or an R40 density, subject to compliance with the Residential Design Codes of Western Australia.</li> <li>3. Not supported. There is no evidence which officers are aware of that suggests there is a correlation between density codes and age demographics, car ownership or tenure. As identified in point one, above, the overall proposal inclusive of item 14.4 of the Council meeting held on the 12<sup>th</sup> December 2013 represents a decrease in the potential lot yield for the subject area.</li> </ol>







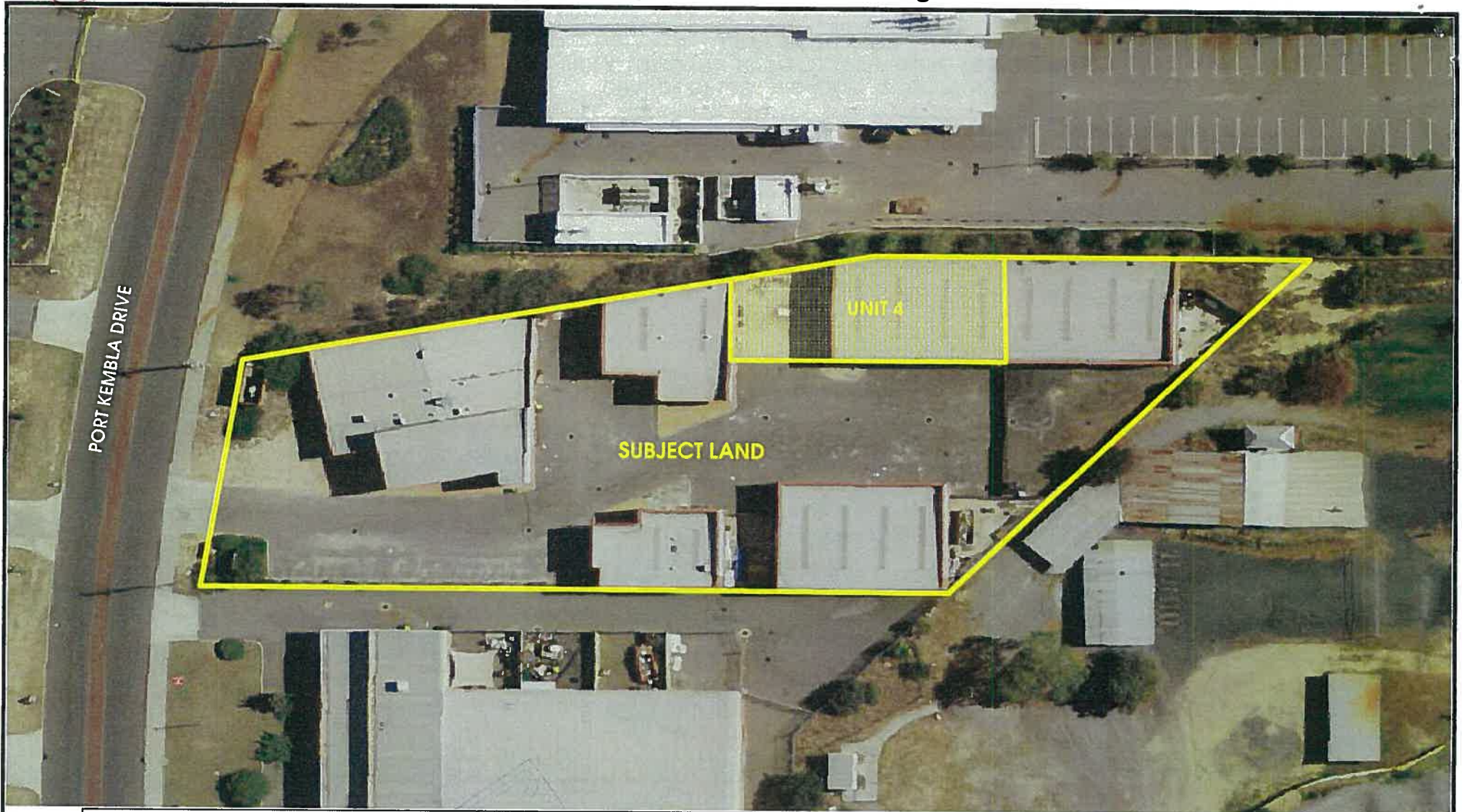




The particulars of this plan are supplied for information purposes only and shall not be taken as representation in any respect on the part of the Vendor or as its agents accuracy of any of the details mentioned herein nor as to the accuracy of any of the boundary and area measurements of any of the lots more particularly delineated on the map contained herein all of which may be subject to change by the Vendor at any time without notice. This plan remains the property of CLE.







**AERIAL SITE PLAN**

PROPOSED CLUB PREMISES  
UNIT 4 ON LOT 22 (No. 13) PORT KEMBLA DRIVE, BIBRA LAKE

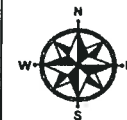
CITY OF COCKBURN

Source: Landgate

urban & rural perspectives



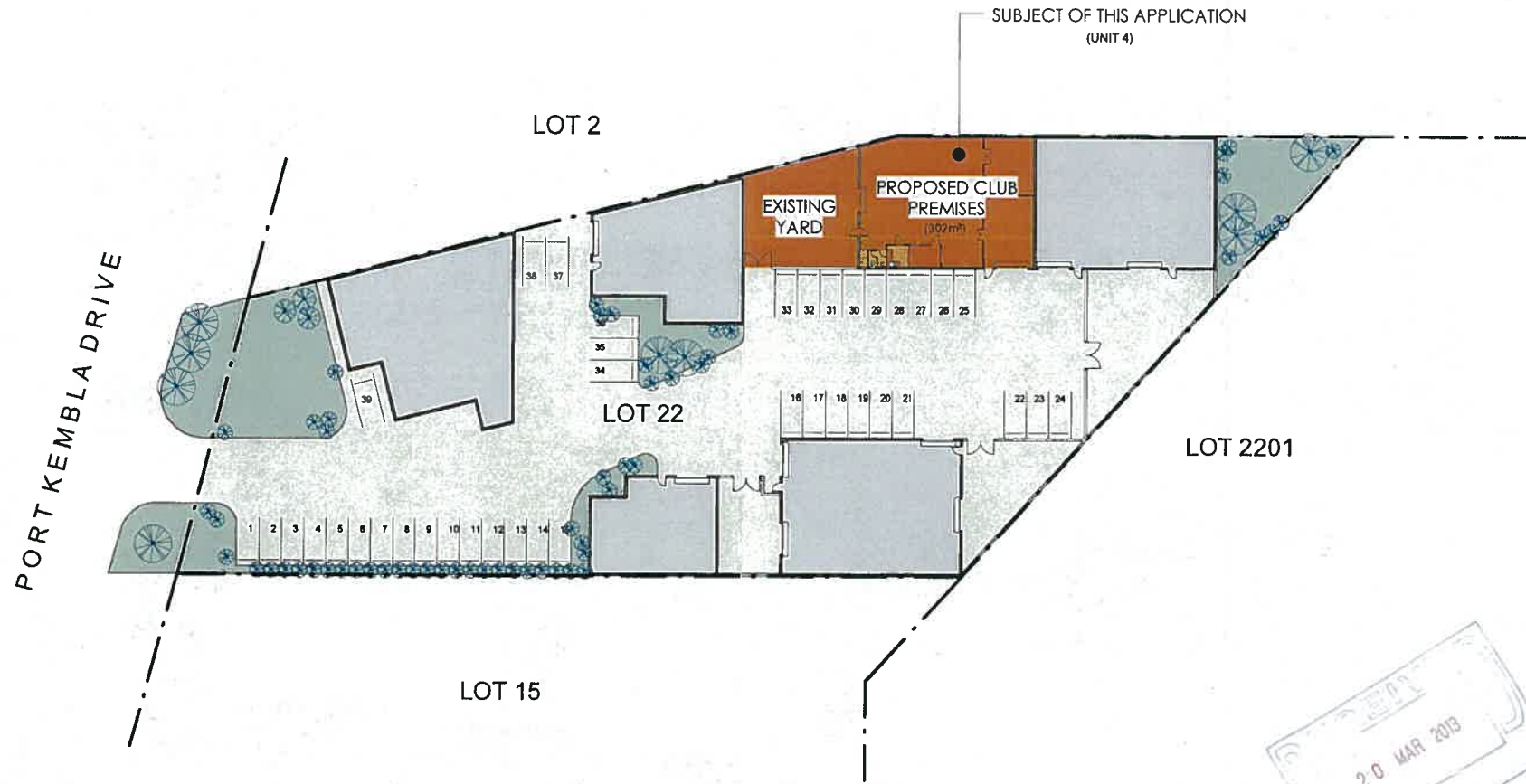
TOWN PLANNERS & BUILDING DESIGNERS  
Unit 8, 16 Kent Way MALAGA WA 6090 Tel: (08) 9248 8777 Fax: (08) 9248 4040



**PLAN 3**

SCALE: N.T.S

20 MAR 2013



urban & rural perspectives  
**URP**  
 TOWN PLANNERS & BUILDING DESIGNERS  
 Unit 8, 16 Kent Way MALAGA WA 6009 Tel: (08) 9248 8777 Fax: (08) 9248 4040

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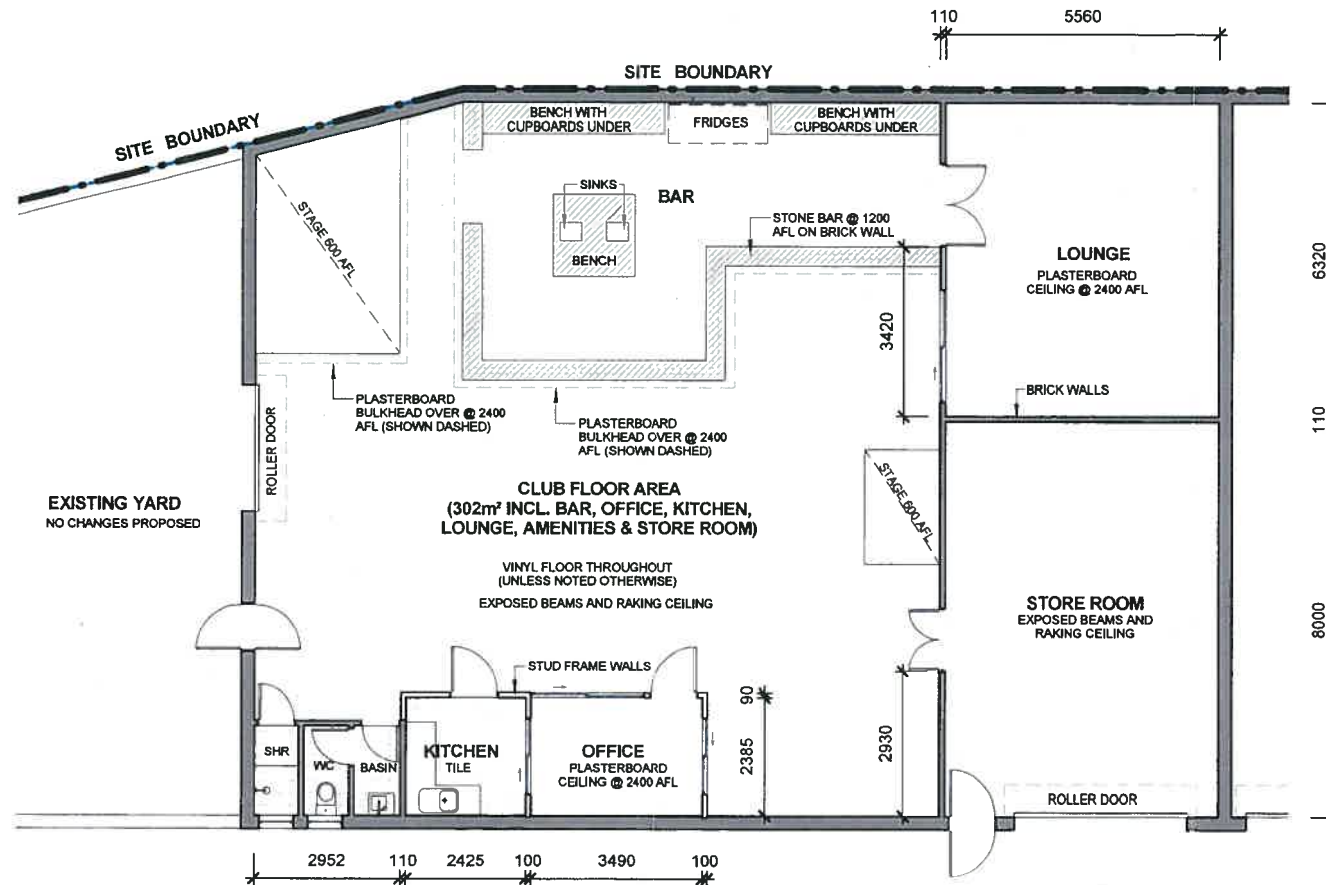


**CHANGE OF USE - PROPOSED "CLUB PREMISES"**  
**UNIT 4, LOT 22 (No. 13) PORT KEMBLA DRIVE, BIBRA LAKE**  
**CITY OF COCKBURN**

**APPROVED SITE DEVELOPMENT PLAN**

Project number	NAPOLI	Drawing number	
Issue Date	12/02/2013		<b>SK1.01</b>
Drawn by	NK		
Checked by	JD	Scale @ A3	1 : 500





20 MAR 2013





## Consultation Map:

No. 4/13 (Lot 22) Port Kembla Drive, Bibra Lake



The City of Cockburn does not warrant the accuracy of information in this publication and any person using or relying upon such information does so on the basis that the City of Cockburn shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.



Properties Consulted





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CITY OF COCKBURN

# **ECONOMIC DEVELOPMENT DIRECTIONS STRATEGY**

**DRAFT FOR STAKEHOLDER COMMENT**

**JUNE 2014**

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## Executive summary

### Background

Cockburn's location within the South-west growth corridor has resulted in planning over the last 25 years being largely growth orientated with large tracts of greenfield sites developed for residential development and the infrastructure required to support this growth. Active planning of key developments has also seen the delivery of new jobs and services including the industrial precincts of Bibra Lake Estate (addition of Cockburn Commercial Park and Phoenix Business Park), the Australian Marine Complex and Jandakot City. While forecasts indicate a strong future for Cockburn, growth attributable to greenfield development is expected to slow towards 2022. As the City transitions towards growth mainly resulting from urban infill and revitalisation, this slow in growth is likely to see a change in focus for the City. Moving away from its major land and infrastructure delivery role, to providing a greater focus on supporting Cockburn's key strategic industries, local businesses and activity centres of which have arisen as a result of these developments.

The City has identified the need to undertake a strategic approach towards economic development (Corporate Business Plan 2012/13-2016/17). As a result, this Directions Strategy is the first step in identifying an integrated approach towards planning for the future economy of the Cockburn region, and to provide direction for the preparation of an Economic Development Strategy.

### Aim and structure of the Directions Strategy

The aim of this Directions Strategy is to identify the key elements influencing Cockburn's economy and provide them in a context that demonstrates why the City needs to be strategic about economic development for the future. This Directions Strategy does not provide a full assessment of the LGA, rather it is a tool to identify a future path of which is likely to build upon and add to the information outlined within this report.

Essentially, the report seeks to answer three key questions – Where are we now? Where do we want to be? How will we get there?

### Structure of the Report

Section 1 and 2 of the Direction Strategy provides a discussion on the importance of, and why the City should be, embarking on establishing a formalised approach to economic development.

Section 3 demonstrates analysis work undertaken to identify economic trends and challenges facing the Cockburn sub-region, including:

- Global markets and demands;
- The influence of the digital economy on local markets and the need to plan for knowledge intensive jobs, and;
- CoC workforce dynamics, labour force, qualifications and employment.

Section 4 provides a snapshot of industry structure and Cockburn's 6 key strategic sectors.

Section 5 is focused on activity centres, presenting the relevant information identified within the CoC Local and Commercial Activity centres Strategy (LCACS) of which an economic development strategy should consider.

Section 6 details business and industry feedback from the last Business Perspective feedback.

Section 7 identifies common economic development roles and an internal analysis of the City's current economic development functions. The report then concludes by drawing together the external and internal analysis work by establishing 3 discussion points of which can be used to guide the next stage – the development of the Economic Development Strategy. The below Figure illustrates this process.

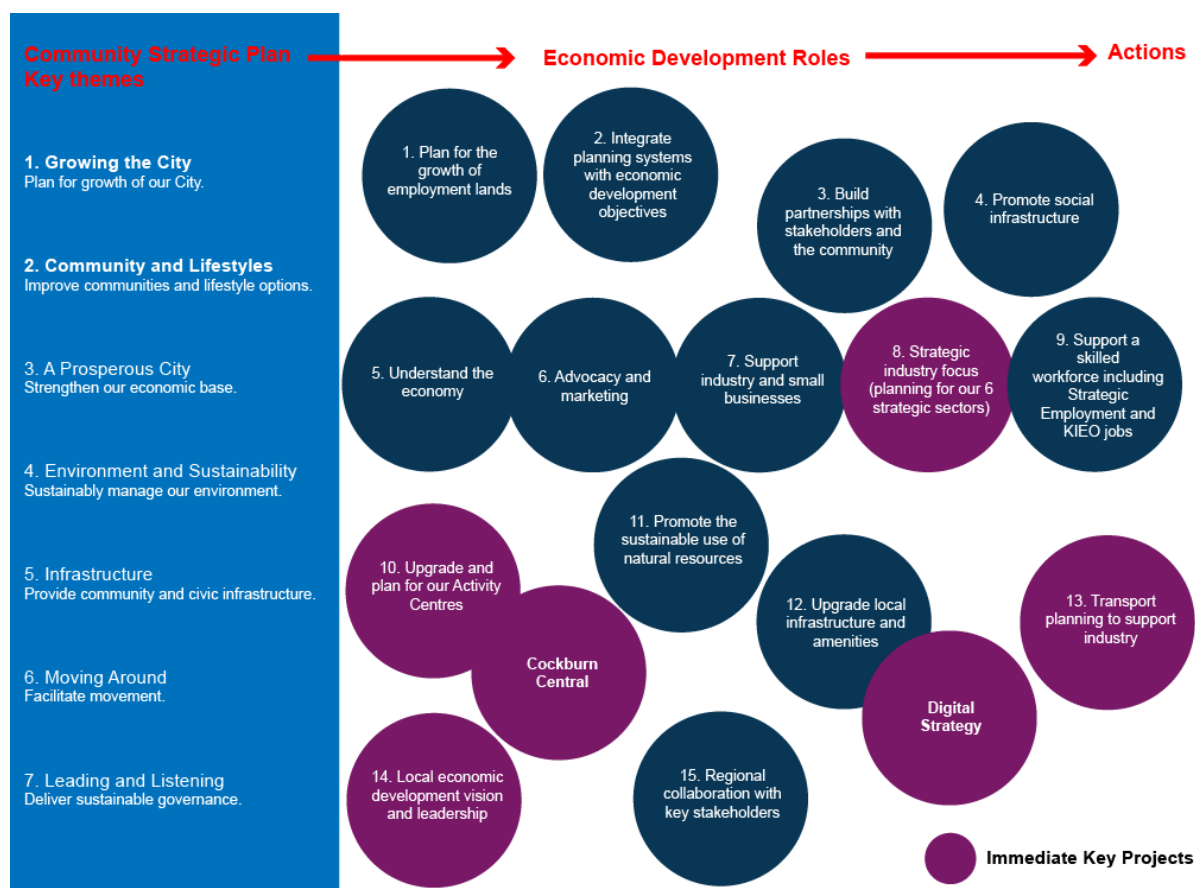


**Discussion point 1 - Where are we now?** This is done by taking the results of the analysis work and preparing a SWOT analysis of Cockburn.

Analysis reveals the City undertakes some economic development functions, integrated into existing departmental structures and roles, however there are significant opportunities to address the results of the SWOT analysis presented in section 7 (see page 35). Key opportunities identified include:

- Enhancing the current performance and presentation of Cockburn's Activity Centres;
- Leveraging off opportunities associated with emerging digital technology;
- Supporting our sub regions 6 key strategic sectors, and;
- Strategic economic development leadership both internally and across the sub region through a focused advocacy role.

**Discussion point 2 - What is our vision and priorities?** The Strategy identifies key objectives and themes for the City to focus on so as to guide the development of a full Economic Development Strategy. The recommended Draft framework is closely aligned with the Community Strategic Plan and is presented in the following figure.



### Discussion point 3 – How will we get there?

This discussion point is essentially giving stakeholders an opportunity to comment on the overall proposed framework. Initially the discussion will be had internally and then through stakeholder engagement. This important step will provide an opportunity for stakeholder input into the overall structure, therefore ensuring Cockburn develops the best approach and plan possible. It is recommended by this Directions Strategy that support be provided for work to begin towards formulating an Economic Development Strategy for the City of Cockburn sub-region.

The outcomes of this Directions Strategy has identified the challenge which an EDS needs to address – understanding the capabilities both of our organisation and the industry environments within Cockburn, and how to leverage the value chain of both to help achieve the broader vision set through the Strategic Community Plan. Therefore following this initial Stage 1 Directions Report, the following is recommended for Stage 2.

### Stage 2 - Engage an Economic Development specialist on a 12-18 month contract.

The focus of the role is recommended as follows:

- Engage with the CEO and Directors to review the 3 discussion points. Based on the outcomes of the report, and in addition to the economic development and industry expertise the individual would bring to the role, prepare a discussion paper to form the basis for engaging with external stakeholders;
- Discuss the financial and long-term commitment needs likely to be required, in other words how much is the City prepared to invest and what do we want to get out of this commitment and engagement.
- Identify a road map for the City to prepare a Digital Strategy in conjunction with the strategic planning, Information Services, and the Communications Departments. This project will include informing key

stakeholders on the strategic importance of a Digital Framework that integrates with the ED Strategy and across the organisation. This road map will need to have a strong correlation and alignment with the Economic Development Strategy and therefore should be identified prior to stakeholder engagement as it is likely a Digital Strategy will require stakeholder involvement as well.

- Prepare a report to Council providing details of the proposed engagement process, key milestones and Digital Strategy project plan;
- Undertake stakeholder engagement and prepare an outcomes report;
- Identify and undertake further information gathering as required;
- Prepare a scoping and feasibility background report to investigate Cockburn's role in the Tourism and Events Sector;

### **Stage 3 – Establishing the Strategy and investment commitments.**

Prepare an Economic Development Strategy (5 year plan) based on the outcomes of Stage 1 and 2. Again, it is envisaged the Economic Development Manager will report back to, and collaborate with, the CEO, Directors and key industry leaders (particularly our 6 strategic sectors) to establish the Strategy, level of investment, actions and the role requirements of a future workforce structure will also be identified at this stage. It is envisaged this important stage will seek to confirm Cockburn's commitment and economic development priorities.

## 1.0 Aim of the Economic Development Directions Strategy

The City of Cockburn is embarking on the preparation of an Economic Development Strategy and as a result, the Strategic Planning Team has been tasked with the responsibility of preparing a Directions Strategy. This Directions Paper is a preliminary report which documents:

- The benefits of integrating economic development led objectives into the City's functions;
- An external analysis to provide a snapshot of the region including the 6 key Cockburn sectors and activity centres performance;
- Business and industry views, and;
- A recommended framework and approach.

It is envisaged that the identification of broad directions for economic development, and the City of Cockburn's role in supporting this, will provide a sound knowledge base on which to prepare a targeted and practical economic development strategy.

The key approach and outcome sought in preparing this report and the recommendations is to promote the involvement of all stakeholders in the way of information gathering, input on the proposed framework and promote collaboration in producing the final Strategy so as to ensure the City maximises the results of efforts and investment.

## 2.0 A case for change

The Cockburn community places the highest level of importance on planning for economic development and the long term liveability of our region within Cockburn's collective vision for the future by stating its aspiration as - *'To make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth metropolitan area.'* (City of Cockburn Strategic Community Plan 2012 – 2022).

The City has responded to this desire by identifying the need to undertake a strategic approach towards economic development (Corporate Business Plan 2012/13-2016/17). As a result, this Directions Strategy is the first step in identifying an integrated approach towards planning for the future economy of the Cockburn region and to provide direction for the preparation of an Economic Development Strategy.

Given Cockburn's location within the South-west growth corridor, planning over the last 25 years has largely been growth orientated with large tracts of greenfield sites developed for residential development and the infrastructure required to support this growth. As an example of this growth, there has been an increase of 29,422 residents in the last 10 years (ABS 2014), seeing Cockburn grow from 73,929 to 103,351 residents and a focus on the delivery of large, regionally significant projects including Cockburn Central (Thomsons Lake Regional Centre), Southern Growth Suburbs, Cockburn Central West, Muriel Court and the emerging Cockburn Coast development. Active planning of key developments has also seen the delivery of new jobs and services including the industrial precincts of Bibra Lake Estate (addition of Cockburn Commercial Park and Phoenix Business Park), the Australian Marine Complex and Jandakot City. While forecasts indicate a strong future for Cockburn, growth attributable to greenfield development is expected to slow towards 2022, as the City transitions towards growth mainly attributable from urban infill and revitalisation.

This slow in growth is likely to see a change in focus for the City, moving away from its major land and infrastructure delivery role, to having to provide a greater focus on supporting Cockburn's key strategic industries and local businesses of which have arisen as a result of these developments. This will include identifying an approach to support the regions key strategic sectors and to enable more Cockburn residents to work closer to home rather than commuting to distant employment centres.

Emerging Council amalgamations demonstrate the need to undertake a regional collaborative role and a shared, coordinated approach beyond the City's current boundaries. Now is an opportune time for the City to consider in



practical terms where it sits in terms of achieving the community's vision for the future, confirm where we want to be, and decide collectively how we will get there.

At a national level, factors that have contributed to economic change include a strong Australian dollar, the emergence of the digital economy and online markets, the expansion of Asian economies and economic challenges in Europe and the United States, demographic change such as an ageing population, and competition within Australia for particular types of skilled labour. As the economy transitions, some industries face greater competitive pressures while for others, opportunities arise. One of the key challenges for Cockburn will be how to take advantage of opportunities to achieve sustainable economic growth into the future.

Closely aligned to economic development is the need for the City to consider the development of a Digital Strategy and a Tourism Strategy (Corporate Business Plan 2012/13-2016/17). Emerging technologies associated with high speed broadband are seeing local governments across Australia develop Digital Strategies to improve, for example, the efficiency of internal administrative functions and to assist industry and businesses to leverage off this improved infrastructure so as to compete on a metropolitan, national, and global playing field. The development of a tourism feasibility study and potentially a strategy, will allow Cockburn to identify what tourism related opportunities exist within the locality and where investment should be provided.

### 3.0 The importance of economic development planning

A successful local economy is a key driver of the wellbeing of a community. As a result, Council has an important role to play in promoting and facilitating economic development for local businesses and supporting the City's residents through the provision of jobs and services.

Given the close relationship with residents and the business community, Council is in a unique position to identify economic development initiatives in order to capitalise on opportunities for growth. Further, the development of an economic development strategy is an important part of gaining an understanding of roadblocks and the prioritisation of resources to support the continued growth of strategic employment within the City, including how we plan and support the growth of our activity centres.

Planning for economic development is an important contributor to building strong, sustainable local economies. Economic development is a core feature of Cockburn's Community Strategic Plan sustainability aims, with sustainability being concerned with the balance between economic prosperity, social cohesion and environmental health.

Cockburn's unique environmental attributes of wetlands and continued stretch of coastline contribute to a relaxed lifestyle. These assets contribute to the community's attachment to the locality and have contributed to the attraction of young families of which have taken up home owning opportunities over the last 25 years across the local government area.

The coastline also continues to attract and support the needs of a strong ship building and marine resource (oil and gas) industry and business cluster at the Australian Marine Centre (AMC), and provides a unique location for Cockburn's key Strategic sectors of which contribute to an estimated total gross regional product (GRP) of \$6.1 billion (Economy Id, 2014). Along with the AMC, the Western Trade Coast (WTC) incorporates the Kwinana Industrial Area, Latitude 32 and Rockingham Industry Zone creating a hub for fabrication and manufacturing that supplies goods for the resources and agricultural sectors and contributes 33 per cent of all value added in WA's manufacturing sector. WTC generates more than \$14.7 billion in direct sales and accounts for 2 per cent of WA's Gross State Product (Economy Id, 2014).

Overcoming how the economy and the environment can be sustainably planned for into the future, the importance of social capital, and supporting business growth and jobs, are key outcomes of a long term economic plan for Cockburn.

The economic development strategy presents an opportunity to strengthen the Cockburn economy by taking a strategic rather than a reactive approach and contribute to wider regional and state goals.

### State Government Context

Improving the relationship between where people live and work, a reduction in commuting time and cost, and reducing the associated impact on transport systems and the environment is an important priority of the Western Australian Government, detailed within the metropolitan strategic plan - *"Directions 2031 and Beyond"*. Recognised are the WA Governments Connected City Scenario of which is expected to deliver improved levels of employment self-sufficiency across all sub-regions. There is an expectation that local governments will contribute to the planning for meeting this metropolitan policy aspiration.

The draft Outer Metropolitan Perth and Peel Sub Regional Strategy (August, 2010) has established employment self-sufficiency targets. Employment self-sufficiency in the South-west subregion is currently 60 per cent. To achieve the Directions 2031 employment self-sufficiency target of 70 per cent, an estimated 87,000 to 113, 000 additional jobs will need to be provided in the sub-region over the next 25 years. It is worthy to note that the City's current employment self-sufficiency is close to 80%, however employment self-containment (the proportion of employed residents who are employed within industries within the boundaries of Cockburn) is only 24.2%. This is a significant opportunity for this Strategy to address.

The City of Cockburn Local and Commercial Activity Centres Strategy (LCACS) identifies it is more than realistic for the South-west sub-region, including the City of Cockburn to achieve the employment outcomes set for it under Directions 2031. However, even though the City achieves its employment self-sufficiency target, achieving growth of strategic employment, of which is knowledge intensive and export orientated, should still remain a key objective for the City. Together with increasing the aforementioned employment self-containment percentage. A more detailed discussion on Strategic Employment and KIEO jobs is provided later within this report.

The WA Government in collaboration with industry prepared the *Economic and Employment Lands Strategy: non-heavy industrial. Perth and Peel regions* (April 2012). Of note is the recognition of the changing face of industrial land given the increasing pressure to convert industrial land to higher end uses, such as offices and residential uses. What this means for the economic development strategy is the need to allow industrial land to evolve as technology and innovation advances, however also ensuring their operations are not impeded due to non-industrial uses and their operations being allowed to encroach onto industrial land. This point demonstrates the important link between economic development and land use planning. A key action recommended for the South West Sub-Region is the need to develop an economic development and employment strategy. A key question for economic development planning at Cockburn is how it will undertake an integrated approach and collaborative regional role. What opportunities exist to manage land use conflicts on a regional scale and identify opportunities for regional collaboration?

### What is the role of Local Government in economic development?

Traditionally, Councils commonly involved in economic development have focused on land use planning, infrastructure and business attraction initiatives such as marketing and investment attraction. However it is becoming increasingly common for Councils to undertake more strategic economic development functions.

Responding to this trend the Council of Australia Governments (COAG) identifies the five key determinants<sup>1</sup> of long-term regional economic development as the foundation for regional planning. These are presented in Table 1 demonstrating the inter-related nature of economic development planning.

---

<sup>1</sup> The Council of Australia Governments (CAOG) identified these determinants at its inaugural meeting in July 2012 (*Regional Economic Development Guide*. Department of Regional Australia, Local Government, Arts and Sport).

**Table 1: 5 Key determinants of long term regional economic development.**

<b>Human capital</b> , particularly education and skills.	<i>Human capital</i> is the stock of knowledge, expertise and abilities of a population.
<b>Sustainable</b> (economically, environmentally and socially) <b>communities and population growth</b> .	<ul style="list-style-type: none"> <li>- <i>Sustainable communities</i> refer to the ability of a region to endure in the long-term. It has economic, environmental and social dimensions.</li> <li>- Population growth refers to change in the size of a population over time, caused by migration and natural change through births and deaths.</li> </ul>
<b>Access to international, national and regional markets</b> .	<i>Access to international, national and regional markets</i> is the ability to trade goods and services in a given market.
<b>Comparative advantage and business competitiveness</b> .	<ul style="list-style-type: none"> <li>- A region has a <i>comparative advantage</i> when it can produce a product, good or service at a lower opportunity cost than other regions.</li> <li>- <i>Business competitiveness</i> is the ability of a business to sell and supply goods and services compared to a competitor. A business has a competitive advantage when its products or services cannot be easily duplicated by competitors.</li> </ul>
<b>Effective cross-sectoral and intergovernmental partnerships</b> (including through place-based approaches) and integrated regional planning	<ul style="list-style-type: none"> <li>- <i>Effective cross-sectoral and intergovernmental partnerships</i> are areas of formal and informal cooperation between stakeholders, which can help deliver on shared priorities.</li> <li>- <i>Integrated regional planning</i> aligns the objectives of government, businesses and the community to coordinate development efforts at different levels.</li> </ul>

A wide range of actions can be undertaken to address each key determinant and the City already performs some of these activities in its current processes. **Table 2** illustrates activities to promote regional economic development as identified by the Department of Regional Australia, Local Government, Arts and Sport.

A key objective in developing an Economic development Strategy will be to analyse and refine the greatest opportunities for job generation by managing the region's strengths and trends as they occur in the National and Global environment. The development of the Strategy will be a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth.

**Table 2:** Types of regional economic development activities.

<b>Human Capital</b> <b>Skills and employment development</b> <ul style="list-style-type: none"> <li>• Education and training</li> <li>• Workforce skills development</li> </ul>	<b>Social and environmental sustainability</b> <b>Social and environmental sustainability</b> <ul style="list-style-type: none"> <li>• Land planning and development (including meeting the 70% employment self-sufficiency set by Directions 2031)</li> <li>• Urban space and community infrastructure development</li> <li>• Social and green development activities</li> <li>• Urban service delivery</li> </ul>
<b>Access to Markets</b> <b>Promotion</b> <ul style="list-style-type: none"> <li>• Regional branding and international promotion</li> <li>• Investment attraction</li> <li>• Events and expos (trade, tourism, sports, etc)</li> </ul>	<b>Comparative Advantage and Business Competitiveness</b> <b>Investment and Development</b> <ul style="list-style-type: none"> <li>• Developing funding applications and managing projects</li> </ul> <b>Organisational Capacity Building</b> <ul style="list-style-type: none"> <li>• Fostering entrepreneurs and Small and Medium Enterprise (SMEs)</li> <li>• Technical assistance and educational programs</li> <li>• Promotion of technology, creativity and innovation</li> </ul>
<b>Partnerships and Integrated Planning</b> <b>Strategic Development</b> <ul style="list-style-type: none"> <li>• Fostering the formation of partnerships and consortiums</li> <li>• Strategic planning for economic development</li> </ul>	

## 4.0 Economic trends and challenges

As economies become more complex, many are realising economic development is a specialised responsibility. This is a result of greater community expectations with regards to such things as the identification of employment and business challenges and opportunities, globalisation and competition between regions, the emergence of online services, and decentralisation of economic development roles from higher levels of government.

Sustainability aims and strategies at the local level are commonly seeing integrated approaches when planning for the economy, social cohesion and the environment. Integrated approaches assist in addressing broader inter-related social, economic and environmental forces. For Cockburn, some of these relate to:

- Globalisation, including global markets- demand and competition from emerging economies;
- The rapid development of the digital and knowledge based economy;
- Changes to population growth, including an ageing and growing population, and changes to overseas and interstate migration;
- Employment and occupation changes; and
- Housing affordability.

### **Global markets- demand and competition from emerging economies**

Growth of overseas markets may present opportunities and implications for Cockburn and the wider Perth Metropolitan region. For example, the competition and rivalry within the shipbuilding sector is high. In WA shipbuilders must compete with rival firms from Norway, Japan and Singapore. Despite such competition, WA firms have secured a significant share of global markets, however competition within the shipbuilding sector remains high (Mazzarol, 2004). This indicates the presents of unique firm based resources within this industry cluster, with firms leveraging from their primary operational activities and human resource and technology support activities to maintain global competitiveness.

The recently prepared Australian Marine Complex (AMC) Study for the Future (2014) identifies a change of approach is required for planning for the future with a new operational and management model to retain businesses and support continued business clustering. While the State and Federal Government are actively involved in planning and development issues at the AMC, the City has the opportunity to proactively assist this important employment sector and an economic development strategy should identify clear roles and mechanism to support this relationship of which is likely to be related, amongst other things, to identifying land and infrastructure constraints, resident and employment skills matching and lobbying with other areas of government and regular communication and engagement.

### **Rapid Development of the digital and knowledge based economy and resulting need to plan for high-quality knowledge-intensive jobs.**

An important trend is the emergence of “knowledge workers”. These are highly skilled people possessing attributes central to driving economic and social innovation in the knowledge-based economy. Knowledge workers tend to seek autonomy and control over their working lives and they are usually more committed to their occupation rather than an organisation, with the result that their job and residential mobility tends to be high. Given services and jobs are being delivered electronically, knowledge intensive jobs in particular have the ability to move offshore and therefore be subject to global competition.

Fundamentally the knowledge economy phenomenon applies across all sectors. So while it can be said the knowledge intensive industries and workers are an important part of Cockburn's job sectors, the knowledge economy is not limited to knowledge intensive industries.

Table 3 indicates 28.9% of Cockburn's workforce is classified as "knowledge workers", and this is considered relatively strong for a sub-region given the benchmarking shown of Perth metro (33.6%), Brisbane metro (33.8) and Adelaide metro (34.8%).

Table 3: Knowledge workers in the City of Cockburn

	Cockburn						
Occupations	2001	2006	2011		Perth metro	Brisbane Metro	Adelaide Metro
Knowledge workers	%	%	#	%	%	%	%
Professionals	12.3%	14.8%	8,378	18.1	22.1	22.2	23.2
Managers	5.5%	9.8%	4,995	10.8	11.5	11.6	11.6
				28.9	33.6	33.8	34.8
Services							
Community and Personal Service Workers	-	8.9%	4,296	9.6	9.6	9.6	10.6
Clerical and Administrative Workers	-	16.1%	7,343	15.4	15.4	16.2	16.8
sales workers	-	9.9%	4,161	9	9	9.4	
Skilled/semi-skilled; manual							
Technicians and Trades Workers	16%	19.3%	8,594	18.6	15.9	13.5	12.4
Labourers	10%	12%	4,421	8.9	8.7	9.2	8.7
Machinery Operators And Drivers	10.2%	7.9%	3,391	6.4	6.4	6.4	5.4

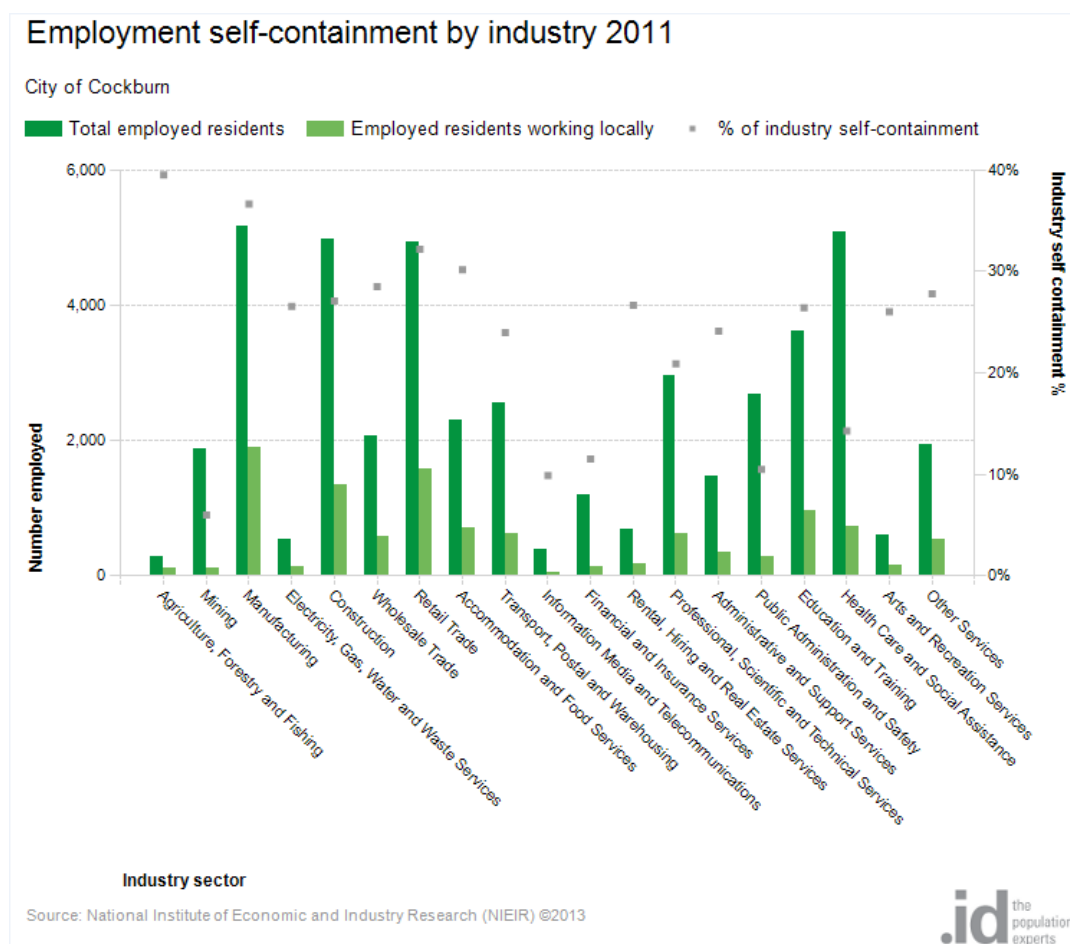
Source: ABS Census and Economy Id, 2014.

However it is also important to consider employment self-containment alongside occupations of residents to identify if we are providing the right jobs for these important knowledge workers. **Figure 1** identifies industries commonly identified as key employers of knowledge intensive jobs and illustrates a significant amount of loss of these jobs in sectors: Manufacturing, mining, professional, scientific and technical services, education and training, health care to outer regions.

Currently there is a disproportionate level of high-quality knowledge-intensive jobs outside the Perth Central Area. The City of Cockburn Local and Commercial Activity Centres Strategy identifies approximately 13,900 to 27,400 additional jobs within the South-west Sub Region need to be Knowledge Intensive Export Oriented (KIEO) in nature by 2031. Further stating that the right mix of employment will contribute strongly to the maturity of Cockburn's Activity Centres and further highlighting Cockburn Central Regional Centre in particular as having the potential to offer knowledge intensive consumer services such as education, healthcare, and strategic services to a regional, state, national, or international economy.

Section 5 of this report provides further discussion regarding economic development planning of Activity Centres.

Figure 1: City of Cockburn Employment Self Containment.



High speed internet delivered through the NBN network is now available to several suburbs within the City of Cockburn (Port Coogee, Hammond Park, Aubin Grove, Cockburn Central and parts of Latitude 32). The most recent reports from the State Government and NBN Co suggest a delay in the roll out of high speed internet for brownfield sites, however the roll out is continuing as planned for greenfield sites. Nevertheless it is anticipated high speed broadband will be available in the near future to all households in Cockburn.

Given the emergence of new technology and the vital role established surrounding planning for 'high-quality knowledge-intensive jobs', the City needs to identify the level of investment and the roles it wishes to undertake to leverage off the new emerging opportunities.

The Corporate Business Plan identifies the need to develop a Digital Strategy. Typically the role of a Digital Strategy identifies strengths and challenges regarding economic diversity, digital confidence, infrastructure and services, innovative digital businesses, assets and key employment sectors. Commonly, examples of Council Digital Strategies include key actions such as:

- Leadership actions – promotion and branding of the region;
- Engage, leverage and partner with innovation initiatives including those of the State Government, the Federal Government and global technology companies;
- Creation of digital hubs;
- Create digital resources and services that benefit key employment sectors;



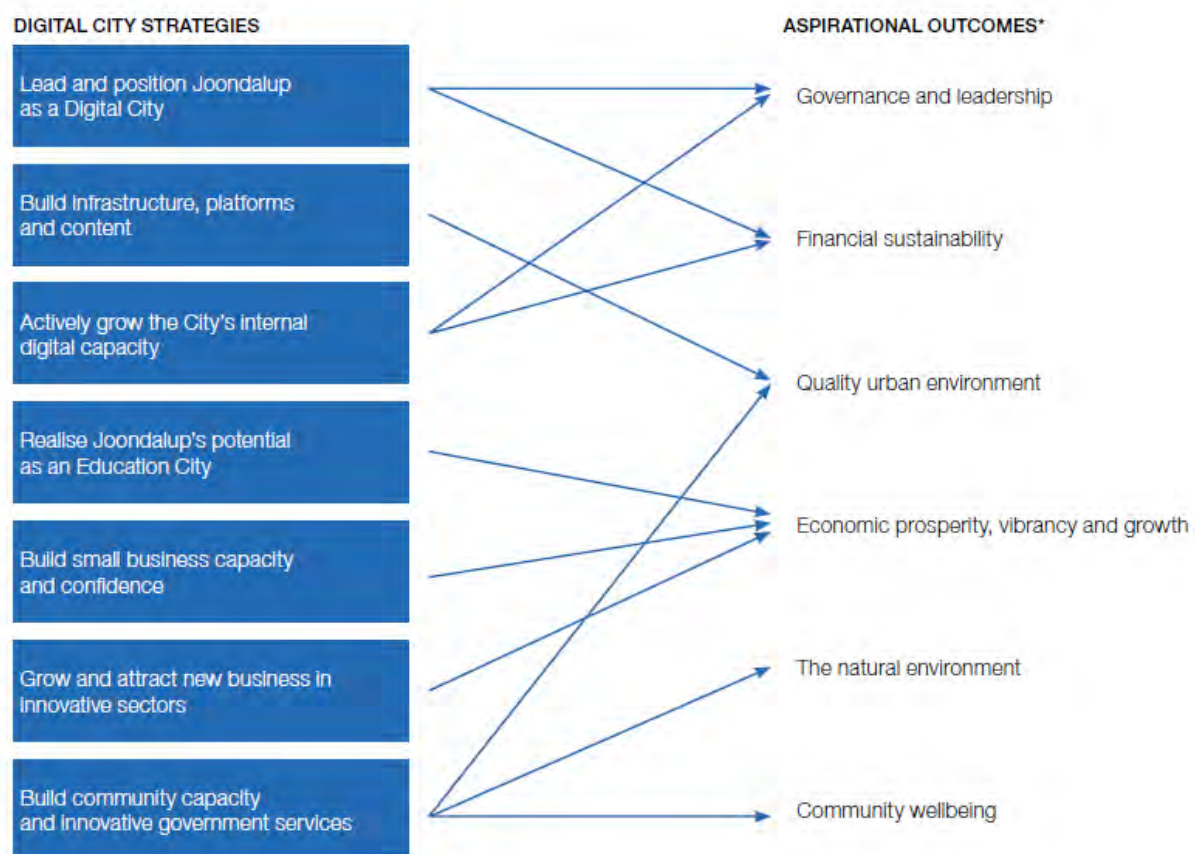
- The creation of a digital officer role;
- Creation of digital policies and frameworks;
- Education and training in the community;
- Leadership programs including working with schools as it is the next generation that will see the reality and benefits of the current plans;
- Plan and deliver capacity building programs;
- Identify and promote local Digital Business Champions;
- Online directory of businesses;
- Build capacity for home businesses;
- Build capacity for key sectors;
- Investigate the creation of a virtual and physical space that provides opportunities for start-ups;
- Develop a roadmap of support mechanisms from student projects to high growth companies, and;
- Promotion of the City as an attractive place to do business.

Given the association of these actions with economic development, the development of a Digital Strategy should be closely aligned with the aspirations, and inform, the Economic Development Strategy to ensure investment is focused where it is needed most and where the greatest opportunities are possible.

Figure 2 is an extract from the Joondalup City Digital Strategy, highlighting the strategic link between the Digital Strategy and the community aspirational outcomes, identified within the Joondalup Community Strategic Plan 2012-2022. This figure suggests that like the emerging Cockburn Economic Development Strategy, a digital strategy/approach cuts across several areas within Council and is not purely IT focused.

Figure 2: Joondalup Digital Strategies and aspirational outcomes.

Digital strategies contribute to meeting the City's aspirations.



\* taken from Joondalup's Strategic Community Plan 2012-2022

The benefits of digital technologies relate directly to the aspirational outcomes documented in the City's *Strategic Community Plan 2012-2020*.

**Table 4:** Alignment of benefits with CoC *Community Strategic Plan 2012-2020*.

Key theme	Benefits of Digital Technology
Community and lifestyle	<ul style="list-style-type: none"> <li>Households with good broadband service can have better access to services.</li> <li>Socially excluded people are better connected with services, including Council, and have the opportunity to develop new skills.</li> <li>Sharing of information in the community is improved and as a result can contribute to a more participative and cohesive community.</li> <li>Increased opportunity for the City to engage with diverse and typically hard to access members of the community.</li> <li>Promote facilities and services.</li> </ul>
A prosperous City	<ul style="list-style-type: none"> <li>Digital tools are critically important for larger businesses.</li> <li>Smaller businesses are supported through improved customer interactions.</li> <li>Supports specialised employment industries, including creative and IT industries.</li> <li>Assists with meeting stated aspirations within the Community Strategic Plan: <ul style="list-style-type: none"> <li><i>- 3.3 Promotion and support for the growth and sustainability of local businesses and local business centres.</i></li> <li><i>- 3.5 Creation and promotion of opportunities for destination based leisure and tourism facilities.</i></li> </ul> </li> </ul>
Environment and sustainability	<ul style="list-style-type: none"> <li>Technology enabled building and infrastructure can reduce environmental impacts through better management of energy consumption and through reductions in travel.</li> <li>Assists with meeting stated aspirations within the Community Strategic Plan: <ul style="list-style-type: none"> <li><i>- 4.4 Community and businesses that are supported to reduce resource consumption, recycle and manage waste.</i></li> </ul> </li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>Assists with meeting stated aspirations within the Community Strategic Plan: <ul style="list-style-type: none"> <li><i>- 5.4 Facilities that promote the identity of Cockburn and its communities.</i></li> <li><i>- 5.4.1 Develop and implement the branding strategy of the City across all our communities and services.</i></li> </ul> </li> </ul>
Lead and listen	<ul style="list-style-type: none"> <li>Assists with meeting stated aspirations within the Community Strategic Plan: <ul style="list-style-type: none"> <li><i>- 7.1 Effective and constructive dialogue with all City stakeholders.</i></li> <li><i>- 7.4 Quality customer service that promotes business process improvement and innovation that delivers our strategic goals.</i></li> <li><i>- 7.6 A skilled and engaged workforce.</i></li> </ul> </li> </ul>

Explor Digital Futures provides a self-assessment tool to assist Councils in identifying the current uptake and integration of digital services and technology. **Figure 3** presents where Cockburn currently is placed, identifying



# Self Assessment for Uptake and Integration of Digital Services & Technology

	Undeveloped	Emerging	Developed	Leading
<b>Connected Households</b>	Few homes have internet connections. Limited confidence and use of online services.	Many homes have internet connections. Most have dial up. Infrequent users of online services.	Most homes have the internet & many have broadband. Many are confident users of digital technology. Some work from home online.	Most homes have high speed online services. Most are confident and capable users. Frequent use of online services to work from home.
<b>Local Information</b>	Local information is provided through paper publications. There is ad hoc use of online services.	Local information is available from easy to use websites & other online services. Content is informative but from a limited number of sources.	Many people access local rich content through online services. The content is sourced from a variety of local providers. Websites allow for limited 2 way interaction.	People regularly access local rich online content, that's, sourced, managed & updated dynamically. Highly interactive platforms that encourage interaction and crowd sourcing.
<b>Vibrant &amp; Sustainable Living</b>	Few people have the opportunity to communicate through online services. Online tools are not used to reduce environmental impact.	Some people use online communication to connect with others, the community and cultural organisations. Some online tools are used to manage energy consumption and to reduce carbon emissions.	Many people reduce travel by using online services for communication with family, friends & colleagues & to access community & cultural resources. Some community infrastructure, including energy and transport is managed through smart networks to reduce environmental impact.	People regularly use online services to connect & communicate with others, supporting lifestyles that are socially and culturally rich and environmentally sustainable. Most community infrastructure, including energy & transport is managed through smart networks to reduce environmental impact.
<b>Community Health &amp; Wellbeing</b>	Few people have the opportunity to access online information & services for health & well being.	Some people use online services to access information & services for health & well being.	Many people use online to interact with health & community care professionals & to access information & services. Some with special needs are assisted by technology to improve their quality of life & independence.	People of all ages regularly use online services at home to interact with health & community care professionals. Many with special needs are assisted by technology tools that allow them to live independently.
<b>Community Education &amp; Skills</b>	Few students access digital resources and use online services to participate in education & training. Few online courses are available from local schools, vocational education institutions, universities and other education providers.	Some students access digital resources and use online services to participate in education and training. Local schools, vocational education institutions, universities and other education providers make some use of online services.	Many students access digital resources and use online services in their homes, workplaces and other locations to participate in education and training. Online courses are available from many local schools, vocational education institutions, universities and other education providers.	Students and learners of all ages, abilities and backgrounds access digital resources and use online services in their homes, workplaces and other locations to participate in education and training, including school, vocational, higher and community education.
<b>Community Safety &amp; Security</b>	The police, fire & emergency services make limited use of online services to provide information about local safety and security risks, incidents & emergencies.	People can access online services for some information on local safety & security risks, incidents & emergencies.	Many people can access online services which provide information about local safety & security risks, incidents & emergencies. The police, fire & emergency services make proactive use of online services.	People regularly use online services for information on the safety & security risks in their community & how to respond to these risks. Online services enable people to communicate with police, fire & emergency services to report incidents & to receive advice during emergencies.
<b>Engagement of the Socially Excluded</b>	Few online services are available to provide information and support services for socially excluded people.	Some online services available to provide information & support services for socially excluded people.	Some socially excluded people use online services to access information & support services to help them overcome their social exclusion.	Many socially excluded people use online services to connect to other people, access support services & to develop basic skills.
<b>Democracy &amp; Open Government</b>	Digital tools are not used to engage citizens in government decision making. Few or no government information is available online.	Some government decision making processes use digital tools for consultations with citizens. Some government information is online.	Citizens are able to participate in government consultations using digital tools. A large collection of government information can be accessed online.	Citizens are dynamically engaged with their government. They collaborate in decision making using digital tools and readily access all appropriate government information online.
<b>Online Government Services</b>	Government makes very limited use of online service channels with only basic information being available.	Government information is available online. Some basic transactions are available through online and digital channels.	Many government services are available through online and digital channels. Some integrated services are available with transactions & information for different departments.	Government services are integrated, efficient and client centric. All relevant services are available through online and digital channels.
<b>Key Economic Sectors</b>	Businesses in key economic sectors make very little use of digital tools and online services.	Many businesses in key economic sectors make some use of digital tools and online services. Businesses have web sites that provide some information.	Businesses in key economic sectors understand the potential of digital tools & online services. Many businesses use these for customer interactions, supplier interactions and internal operations.	Businesses in key economic sectors collectively and individually understand how digital tools & online services can be used to support, grow and transform their sectors. Individual businesses make extensive use of digital tools & online services.
<b>SME Sector</b>	SMEs make very little use of digital tools and online services.	Many SMEs make some use of digital tools & online services. SMEs have web sites that provide some information.	Most SMEs understand the potential of digital tools & online services. Many SMEs use digital tools and online services for customer interactions, supplier interactions and internal operations.	Most SMEs understand how digital tools & online services can be used to support, grow & transform their businesses. SMEs make extensive use of digital tools & online services.
<b>ICT Sector &amp; Digital Work Force</b>	There are very few local ICT businesses. Other local industries, community organisations & the public have limited access to local technical support.	There is a small but growing local ICT sector employing a range of professional & technical staff. Other local industries, community organisations & the public receive some technical support from these businesses.	There is a vibrant local ICT industry sector & a talented pool of digital workers who provide extensive technical support & assistance to other local industries, community organisations & the public. The ICT sector is a significant source of economic wealth and creative activity.	There are a number of successful local ICT businesses employing a range of professional & technical staff who provide technical support & assistance to other local industries, community organisations & the public.

most services are emerging with clear opportunities to improve to ensure they are developed and are implemented in a way that sees the City undertake a leadership role.

It is important to recognise the digital economy as a productivity driver that is essential to our region's growth and competitiveness in a national and international market. In this regard there is a strong link with the emerging economic development strategy.

### Workforce dynamics

The provision and quality of the workforce is an important foundation to the support of economic development. Local business opportunities are influenced by population size, demographic change and socioeconomic characteristics. The size and growth rate of the local population is an important driver. The larger the population catchment, the more likely an area is to attain critical mass to attract and grow businesses and services locally. This has a knock on effect in requiring additional support services including childcare, community health and school education, as well as consumption based activities, including retail, cafés and restaurants, entertainment and cultural recreation.

Recent population trends indicate an increase of the overall population growth rate by all age groups with the potential workforce age structure increasing by 18,244 during this 10 year period or 30%.

Other trends that are revealed in the data include: an ageing of the population with high growth rates in persons aged 55-65 (an increase of 3,534 or 39.3%); growth in the 20-34 age group suggesting the region is retaining persons attending higher education opportunities or employment when they leave school; and the region remained attractive to families, with growth in the prime family age group (35-54 years) of 7,187 or 26.9%.

This population growth has largely been driven by in migration as people move into the LGA. The greatest number of new residents is from overseas, closely followed by new residents moving from adjacent northern suburbs of Cockburn. Migration out of the region appears to be limited.

### Income levels

Table 5 shows household weekly incomes grouped into income quartiles. Income quartiles allow us to compare relative income earning capabilities across time. Analysis of the distribution of the population by income quartile in the City of Cockburn compared to Greater Perth shows that there was similar proportion of persons in the highest income quartile, and a lesser proportion in the lowest income quartile.

The most significant change in the City of Cockburn of persons between 2001 and 2011 was in the highest quartile which showed an increase of 9,460 persons (see figure 6).

Table 5: Equivalised household income - quartile group dollar ranges.

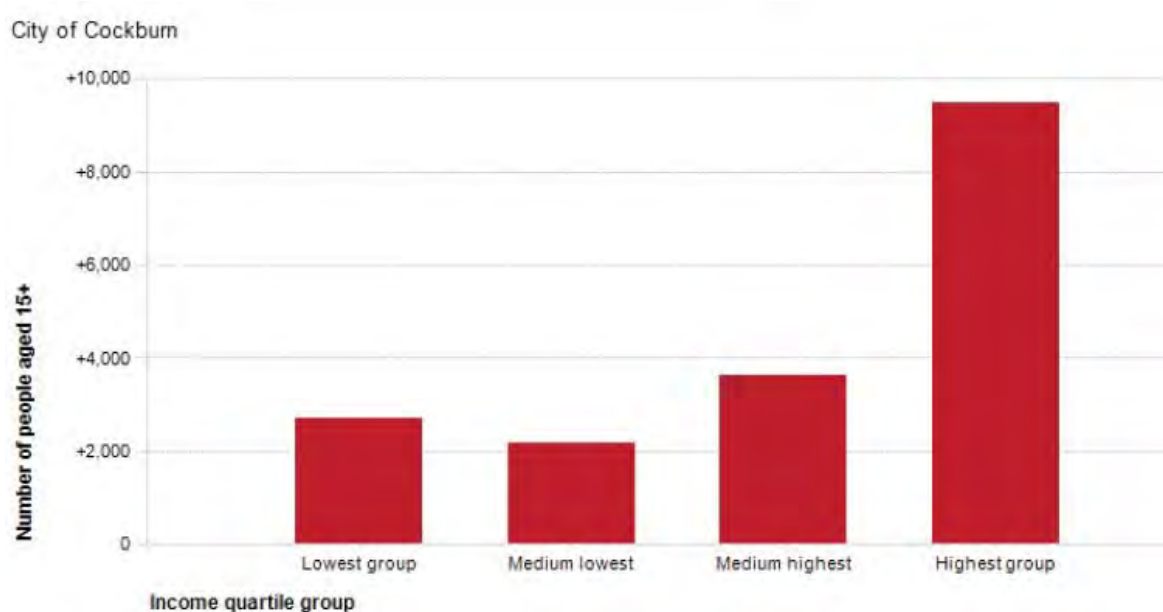
Calculated from income data for [theQBM]	Weekly income by Census year		
Equivalised household income ranges	2011	2006	2001
Lowest group	\$0 to \$432	\$0 to \$353	\$0 to \$282
Medium lowest	\$433 to \$763	\$354 to \$607	\$283 to \$482
Medium highest	\$764 to \$1,230	\$608 to \$982	\$483 to \$773
Highest group	\$1,231 and over	\$983 and over	\$774 and over



Table 6: Equivalised household income quartiles 2001-2011.

City of Cockburn	2011			2006			2001			Change	
Quartile group	Number	%	Greater Perth %	Number	%	Greater Perth %	Number	%	Greater Perth %	2006 to 2011	2001 to 2011
Lowest group	5,495	19.8	20.5	5,046	22.0	21.8	5,065	24.5	23.8	+448	+429
Medium lowest	5,768	20.8	21.3	5,498	24.0	23.5	5,400	26.2	24.8	+269	+367
Medium highest	7,643	27.5	26.0	6,594	28.8	26.4	5,784	28.0	26.5	+1,049	+1,858
Highest group	8,865	31.9	32.2	5,789	25.2	28.3	4,393	21.3	25.0	+3,076	+4,472
<b>Total Households</b>	<b>27,770</b>	<b>100.0</b>	<b>100.0</b>	<b>22,927</b>	<b>100.0</b>	<b>100.0</b>	<b>20,643</b>	<b>100.0</b>	<b>100.0</b>	<b>+4,843</b>	<b>+7,127</b>

Figure 4: Change in individual income quartiles, 2001 to 2011.



### SEIFA Index by suburb

SEIFA scores show how disadvantaged an area is compared with other areas in Australia. The National average is 1000, and the overall SEIFA score for Cockburn was 1035 in 2011, showing an increase of 16 points from 2006. A higher score on the index means a *lower* level of disadvantage. A lower score on the index means a *higher* level of disadvantage.

The Australian Bureau of Statistics SEIFA Index is used to rank suburbs according to the population's socioeconomic advantage, disadvantage, economic resources, and education and occupation status.

Table 7: CoC SEIFA score by suburb 2011

Suburb	SEIFA Score 2011	usual resident population
Atwell	1085	8,642
Aubin Grove	1123	4,153
Banjup	1091	1,403
Beeliar	1050	5,869
Bibra Lake	1063	5,958
Cockburn Central	1035	693
Coogee	1067	4,139
Coolbellup	943	4,901
Hamilton Hill	943	9,863
Hammond Park	1108	2,435
Henderson n/a		
Jandakot	1101	2,737
Leeming*	1106	11,084
Munster	1035	3,477
North Coogee	1127	582
North Lake	1089	1,257
South Lake	992	5,970
Spearwood	970	9,081
Success	1078	8,512
Wattleup	1007	568
Yangebup	1027	7,125

Source: ABS (2011). *Social economic Indexes for Areas (SEIFA)*.

Note: \*The suburb of Leeming is split between Cockburn, Canning and Melville LGAs.

N/A = SEIFA data not available.

While it is encouraging to see Cockburn moving up in the ranking of the SEIFAS index and see a 30% increase in the highest income quartile there still remains a proportion of communities that remain under the national average including Hamilton Hill, Coolbellup, and Spearwood. These areas of relative disadvantage are provided with a range of City of Cockburn support services, aimed at helping to support individuals and families in areas of employment, financial management, educations and community care. As we venture in to the sphere of local economic development, it becomes fundamental for our most disadvantaged communities to be the target for further support to enable the benefits of increasing economic activity to hopefully flow in to these locations.

The theme of benefiting our residents needs to be held equally with trying to benefit our industries.

### Future population growth

The City's traditional role in the housing market in the provision of affordable home owning opportunities is likely to continue in the short term with the continued development of the growth area of Success, Aubin Grove and Hammond Park, the rezoning of area such as Munster, Spearwood and Coolbellup. In the longer term these patterns are expected to change and as a result will have a direct impact on the slowing of population growth within the region.

The variety of periods of settlement in the City of Cockburn mean that various suburbs are at quite different periods in the suburb life cycle and this is perhaps reflected within the SEIFA index. As a result different areas within the region have slightly different functions based on both era of development and amount of new housing

opportunities. The variety of function and role of the small areas in the City of Cockburn means that population outcomes differ significantly across the LGA.

**Table 8:** CoC suburb lifecycle differences and forecasts.

Suburb	Forecast
Bibra Lake and Munster	Expected to attract some younger families, whilst losing some young adults leaving home
Jandakot, Leeming and North Lake	Expected to attract older families, similarly losing young adults.
Success and Beeliar	Expected to continue to attract families in their development phase
Aubin Grove and Hammond Park	Expected to attract a large number of young families with children due to new developments
Cockburn Central, Yangebup, Hamilton Hill, Coolbellup and Spearwood	Expected to attract young adults in similar fashion to an inner city area
Coogee North - Coogee	Likely to attract older smaller households and older families seeking the lifestyle opportunities offered by master planned coastal estates.

**Figure 5:** Population forecast by suburb



City of Cockburn	Forecast year					Change between 2011 and 2031	
Area	2011	2016	2021	2026	2031	Total change	Avg. annual % change
<b>City of Cockburn</b>	<b>95,315</b>	<b>109,173</b>	<b>119,840</b>	<b>126,856</b>	<b>131,428</b>	<b>+36,113</b>	<b>+1.62</b>
Atwell	9,146	9,196	8,686	8,358	8,151	-995	-0.57
Aubin Grove - Banjup	5,875	8,015	9,002	8,847	8,570	+2,695	+1.91
Beeliar	6,266	8,336	8,749	8,674	8,502	+2,236	+1.54
Bibra Lake	6,370	6,449	6,448	6,455	6,519	+149	+0.12
Coogee - North Coogee	4,973	6,914	9,524	11,509	13,206	+8,233	+5.00
Coolbellup	5,246	5,322	5,310	5,363	5,421	+175	+0.16
Hamilton Hill	10,519	10,756	10,918	11,173	11,843	+1,324	+0.59
Hammond Park - Wattleup - Henderson	3,133	5,597	8,338	9,414	9,253	+6,120	+5.56
Jandakot	2,895	2,874	2,930	2,972	3,008	+113	+0.19
Leeming (part)	2,284	2,167	2,133	2,097	2,105	-179	-0.41
Munster	3,711	4,504	5,132	5,535	5,667	+1,956	+2.14
North Lake	1,345	1,428	1,520	1,527	1,531	+186	+0.65
South Lake - Cockburn Central	7,129	7,862	9,551	12,205	14,605	+7,476	+3.65
Spearwood	9,678	10,084	10,660	11,113	11,278	+1,600	+0.77
Success	9,033	11,116	12,019	12,659	12,877	+3,844	+1.79
Yangebup	7,589	8,416	8,785	8,822	8,764	+1,175	+0.72
Rottneest Island	123	137	135	133	128	+5	+0.20

Population and household forecasts, 2011 to 2031, prepared by [id](#) The population experts, November 2009.

This future population growth will increase the size of the local job market but will present some challenges in terms of provision of infrastructure, services and jobs, including:

- In line with wider national trends, an ageing population will impact on the demand for services and will require good access health, aged care services and other support services.
- As further infill development occurs within revitalisation areas, demand will increase for improved services, including transport options and local services as older suburbs are retrofitted and densities increased.
- Population growth and further development across the region, particularly in coastal areas and in proximity to wetlands, will put pressure on the environmental integrity, the attributes and character of Cockburn.

As a result this will require a monitoring of trends and actions through the planning system and economic development initiatives to shape how communities evolve, the services required, and identify skills gaps for residents and local job matching.

## Labour force

In the City of Cockburn, there were 56,114 residents employed in the year ending June 2013 (Economy Id, 2014). In 2013 the City of Cockburn residents representing 4.38% of employed residents in Western Australia and Cockburn has a higher percentage of residents in the labour force than the State average.

The latest data in table 9\* shows that 66.4% of persons aged over 15 years were in the workforce and this was higher than that for Western Australia (64%). In total there were 46,953 residents in the labour force in 2011.

There are also differences on an area basis within the LGA, with the percentage of resident's unemployed being located within the older residential suburbs within Cockburn. This data correlates with the outcomes of the SEFA index previously discussed. Those suburbs being Coolbellup, Hamilton Hill, South Lake and Spearwood of which are the focus of revitalisation strategies by the City.

**Table 9:** Cockburn labour force (persons over 15 years) by area 2011. (Abs 2011) (\*While 2013 data for labour force is available at a relatively high level, ABS 2011 is the latest when examining the data at suburb level).

	Number of residents 15 years and over	In the labour force	% of total residents	Percentage of labour force unemployed	
Areas					
Atwell	6,072	4,647	76.5%	171	3.7%
Aubin Grove	3,066	2,484	81%	73	2.9%
Banjup	1138	819	71.9	29	3.5
Beeliar	4296	2178	73.9	130	4.1
Bibra Lake	4842	3333	68.8	116	3.5
Coogee	464	334	71.9	8	2.4
North Coogee	3378	2231	66	96	4.3
Coolbellup	4,092	2,260	55.2%	170	7%
Hamilton Hill	8200	4746	57.8	289	6.1
Hammond Park-Wattleup	2332	1731	74.2	31	1.7
Jandakot	2287	1558	68.1	61	3.9
Leeming	1589	1209	76	47	3.8
Munster	2860	1865	65.2	75	4
North Lake	1038	726	69.9	25	3.4
South Lake	4756	3287	69.1	158	4.8
Cockburn Central	574	423	73.6	14	3.3
Spearwood	7622	4446	58.3	228	5.1
Success	6495	4795	73.08	177	3.7
Yangebup	5534	3881	70.1	161	4.1
Cockburn	70,635	46,953 (2011) 56,114 (2013)	66.4%	2,059	4.3%
Western Australia			64%		4.7%

## Qualifications

Relative to Western Australia, Cockburn has a lower share of its resident population in all qualification types, with the greatest variance being degree qualifications (12.8% compared with 17.5%). Overall, 55.5% of the population do not have a post school qualification and this is significantly higher than the State average of 43.3% and is higher than was recorded in 2006 within Cockburn (50.9%). The drop in residents with a qualification between 2006 and 2011 is likely to be attributed to the major employment industries of manufacturing and trade that in some instances do not traditionally require a higher level qualification.

The skill levels of residents are also reflected in the occupational mix of employed persons. Cockburn has a lower share than WA of persons employed in managerial positions (10.8% and 12.2% respectively) and in

professional occupations 18.1% and 19.1%). Cockburn has a higher proportion of technicians and trades workers (18.6%) compared to the State (16.7%) however this figure has dropped since 2007 (19.3%).

**Table 10:** Highest qualification level of residents (over 15 years old) City of Cockburn LGA 2011.

Highest qualification achieved (persons aged 15 years and over)	Cockburn LGA (2011)	% of Cockburn LGA (2011)	% of Cockburn LGA (2006)	Western Australia (2011)	% of WA (2011)
Bachelor or higher degree	11,514	12.8%	11%	315,512	17.5%
Advanced diploma or diploma	5,965	6.7%	7.1%	146,284	8.1%
Vocational	14,888	16.7%	20%	350,094	19.5%
Inadequately described	1,468	1.7%	1.5%	35,436	1.9%
No qualification	31,564	55.5%	49.1%	778,919	43.3%
Not stated	5,530	6.2%	11.2%	172,854	9.6%
Total	39,365	44.1%	50.9%	1,020,180	56.7%

**Table 11:** Occupation of Employed residents (over 15 years old) Cockburn LGA 2011.

Occupation	Cockburn LGA				Western Australia	
	2011		2006		2011	2006
	No.	%	No.	%	%	%
Technicians and Trades Workers	8596	18.6	7058	19.3	16.7	16.4
Professionals	8376	18.1	5406	14.8	19.9	18.6
Clerical and Administrative Workers	7342	15.9	5882	16.1	14.4	14.5
Managers	5000	10.8	3588	9.8	12.2	12.5
Labourers	4423	9.6	4405	12.0	9.7	10.9
Community and Personal Service Workers	4290	9.3	3265	8.9	9.4	8.9
Sales Workers	4159	9.0	3615	9.9	8.6	9.4
Machinery Operators And Drivers	3393	7.3	2820	7.7	7.6	7.3

Source: ABS 2011 data.

## Unemployment

Unemployment in Cockburn is relatively low compared to the wider South West region and is consistent with the state average. However there are low pockets of unemployment, and low participation rates in some areas of the LGA. Unemployment is an issue in Coolbellup, Spearwood, Hamilton Hill and South Lake.

Table 12 provides unemployment data for Cockburn, Kwinana and Rockingham. It shows Cockburn unemployment has remained stable around the 4% to 5% for the last 5 years. Cockburn has a much lower rate than Kwinana and a lower rate than Rockingham.

**Table 12:** Unemployment by Local Government Area 2006 – 2013.

	June 2006	June 2007	June 2008	June 2009	June 2010	June 2011	June 2012	June 2013
Cockburn	1,429	1,143	1,525	1,881	2,488	2,251	2,322	2,651
Kwinana	838	650	890	1,002	1,302	1,287	1,339	1,678
Rockingham	2,081	1,671	2,233	2,695	3,476	3,249	3,455	3,873
<b>Unemployment rates %</b>								
Cockburn	3.0	2.6	3.3	3.9	5.0	4.4	4.4	4.8
Kwinana	7.9	5.8	7.4	7.9	10.1	9.7	9.7	11.6
Rockingham	6.1	4.1	4.7	5.0	6.9	6.6	6.6	6.3
Greater Perth metro area	-	-	-	3.7	4.9	4.3	4.1	-
Western Australia	3.4	3.2	3.1	5.4	4.4	4.2	3.7	4.8
Australia	4.6	4.3	4.2	5.8	5.2	5.0	5.2	5.7

Source: Economy Id and <http://myregion.gov.au/profile/perth/data/employment/unemployment>.

## 5.0 Industry structure and Cockburn's 6 key Strategic Sectors

### Cockburn Economy Snapshot

Analysis of Cockburn's economy provides insight into a strong and growing regional economy. In 2012/13 Cockburn had an estimated total gross regional product (GRP) of \$6.1 billion. The construction sector makes the largest contribution (24%) to the Cockburn economy, followed by mining (15%) and manufacturing (15%). The largest seven sectors account for approximately 80% of total gross value added output.

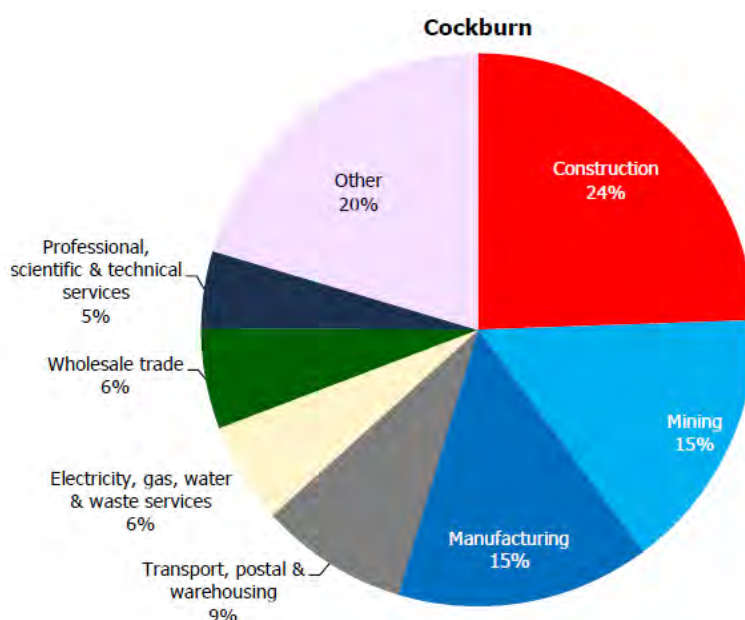


Figure 6: Structure of Cockburn's economy 2012/13.

Table 13 summarises Cockburn's employment change between 2006/07 and 2011/12. Total employment grew from 31,065 to 41,184, an increase of around 26%. This is a significant increase in employment and is reflective of a strong growing economy. The most significant trend is the growth in the construction industry accounting for about 14% of new jobs and second to only the manufacturing industry in terms of the number of people employed. Retail and all other sector experienced growth with the exception of Agriculture, Forestry and Fishing and Manufacturing.

Table 13: Cockburn employment change by industry 2006/07 to 2011/12

City of Cockburn	2011/12	2006/07	Change
Industry	Number	Number	2006/07 to 2011/12
Agriculture, Forestry and Fishing	245	394	-149
Mining	855	619	+235
Manufacturing	7,786	8,432	-646
Electricity, Gas, Water and Waste Services	1,643	1,314	+328
Construction	7,198	4,415	+2,783
Wholesale Trade	2,221	1,446	+775
Retail Trade	4,250	2,703	+1,547
Accommodation and Food Services	1,605	1,170	+436
Transport, Postal and Warehousing	2,678	1,893	+785
Information Media and Telecommunications	159	113	+46
Financial and Insurance Services	317	166	+152

Rental, Hiring and Real Estate Services	520	378	+142
<b>City of Cockburn</b>	<b>2011/12</b>	<b>2006/07</b>	<b>Change</b>
Professional, Scientific and Technical Services	2,202	1,272	+930
Administrative and Support Services	1,549	1,152	+397
Public Administration and Safety	943	826	+117
Education and Training	2,702	1,827	+875
Health Care and Social Assistance	2,103	1,361	+742
Arts and Recreation Services	563	437	+126
Other Services	1,645	1,146	+499
<b>Total Industries</b>	<b>41,184</b>	<b>31,065</b>	<b>+10,119</b>

## Strategic industry analysis

Population-driven employment is employment generated by activity servicing the needs of a particular population. By contrast *Strategic Employment* results from the creation and transfer of goods and services to an external market. Employment resulting from this activity may be distinct, in industries where there is little or no local demand (e.g. iron ore/uranium mining), or in the same industries as population-driven activity but with a different focus (e.g. manufacture of food/wine, higher education). Strategic employment does not automatically occur. It results from an enterprise actively seeking to meet the needs of an external market and developing a competitive advantage in the process. Employment therefore can be highly variable across different locations.

The presence of strategic employment within a local economy is critical to the long-term prosperity and resilience of an economy; as:

- There is no 'saturation point' to strategic employment (whereas there is only so much population-driven activity that a particular population needs/can afford);
- There tends to be an export orientation, enabling the injection of funds in to the region's circular flow of income;
- A diverse range of economic activity servicing external markets diversifies the risk associated with downturns in a single market;
- Strategic economic activity tends to include higher 'value-added' activities that are more likely to result in greater flow-on benefits to the local economy, and;
- Strategic economic activity tends to result in high wage-productivity for employees and significant business opportunities for small to medium enterprises.

LCACS (2012) analysed the strategic employment in the City of Cockburn in order to provide the statistical basis to underpin the development of high-productivity, high-growth industries in key targeted areas. Based upon this analysis, 6 key strategic industries integral to the continued development of strategic employment within the City of Cockburn are identified. The largest of these is *Other Transport Equipment Manufacturing* due to the agglomerations of marine manufacturing enterprises located at Henderson (including the Australian Marine Complex). Other major industry segments directly involved in the creation and exportation of goods and services to external markets that include significant numbers of strategic jobs includes:

- Basic Ferrous Metal Product Manufacturing;
- Basic Ferrous Metal Manufacturing, and;
- Cement, Lime, Plaster and Concrete Manufacturing.

Key export support industries employing significant numbers of strategic workers include:

- Architectural, Engineering and Technical Services, and;
- Management and Related Consulting Services.

An economic profile for each of the 6 strategic industries is provided in **Appendix 1**. These profiles are intended to provide the City an “at a glance reference” for the characteristics, needs and future growth opportunities of major strategic employers within the City. This information is essential if the City is to play a proactive role in the future economic development of these industries.

High-level analysis of major strategic employers located within the city was augmented with the outcomes of interviews with strategic employers within the strategic industry analysis (LCACS, 2012). It found that the majority of the development roadblocks for strategic industries within the Cockburn area revolve primarily around:

- Transport infrastructure;
- Telecommunications provision in the Henderson industrial area;
- The availability of gas, power and water for manufacturing related businesses, and;
- Power is also reportedly limiting some industries.

Outside of infrastructure requirements, the two most pressing constraints on business development appear to be the inability for existing firms to expand outside of their current land holdings, due to locational constraints, and the limited availability of a skilled labour force in various specialised roles.

Due to high demand for their services and products, many firms are finding the need to expand in order to compete more effectively within their Industry. Many firms located within the Henderson industrial area are finding it difficult to expand due to the constraints of their current location. This is particularly concerning that a large tract of land adjoining the Henderson industrial area and earmarked for the AMC expansion remains undeveloped by the State Government. These types of opportunities need to be continually promoted to the State Government, further establishing an advocating and lobbying role, especially where local research tells us that opportunity costs of not providing further land expansion continues to rise.

### Emerging sector – Tourism

The Cockburn Corporate Business Plan identifies the aspiration to prepare a Tourism Strategy. Tourism is a sector that can have a significant flow on effect for many businesses and residents. Projects that may be the focus of a tourism strategy include:

- The enhancement of coastal activities and functions along Cockburn’s coastline, including Cockburn Coast and the potential for an ocean pool;
- Port Coogee, Perth’s newest marina environment and its planned mixed use ocean based marina precinct;
- Cycle tourism - the enhancement of high quality cycle routes to attract the large cycle community in Perth to frequent the South West on weekends;
- Bibra Lake and wetlands related tourism/education;
- Adventure world;
- The future direction of Caravan Parks;
- Attracting short term stay developments, and/or;
- Events and attractions relating to the boat building industry and marine related activities

It is currently unknown what benefits would result from investing in tourism, what amount of money is required and where investment would be of most benefit. It is therefore recommended a tourism feasibility report be undertaken to enable the City to consider opportunities and investment potential in this sector.

The Communications Team is preparing to undertake an Events Strategy for Cockburn. There are clear benefits to undertake a feasibility strategy for both tourism and events. Preliminary costing for the events strategy is in the order of \$25,000.



It will be important to understand Cockburn's Tourism aspirations within the context of the strategies and goals of:

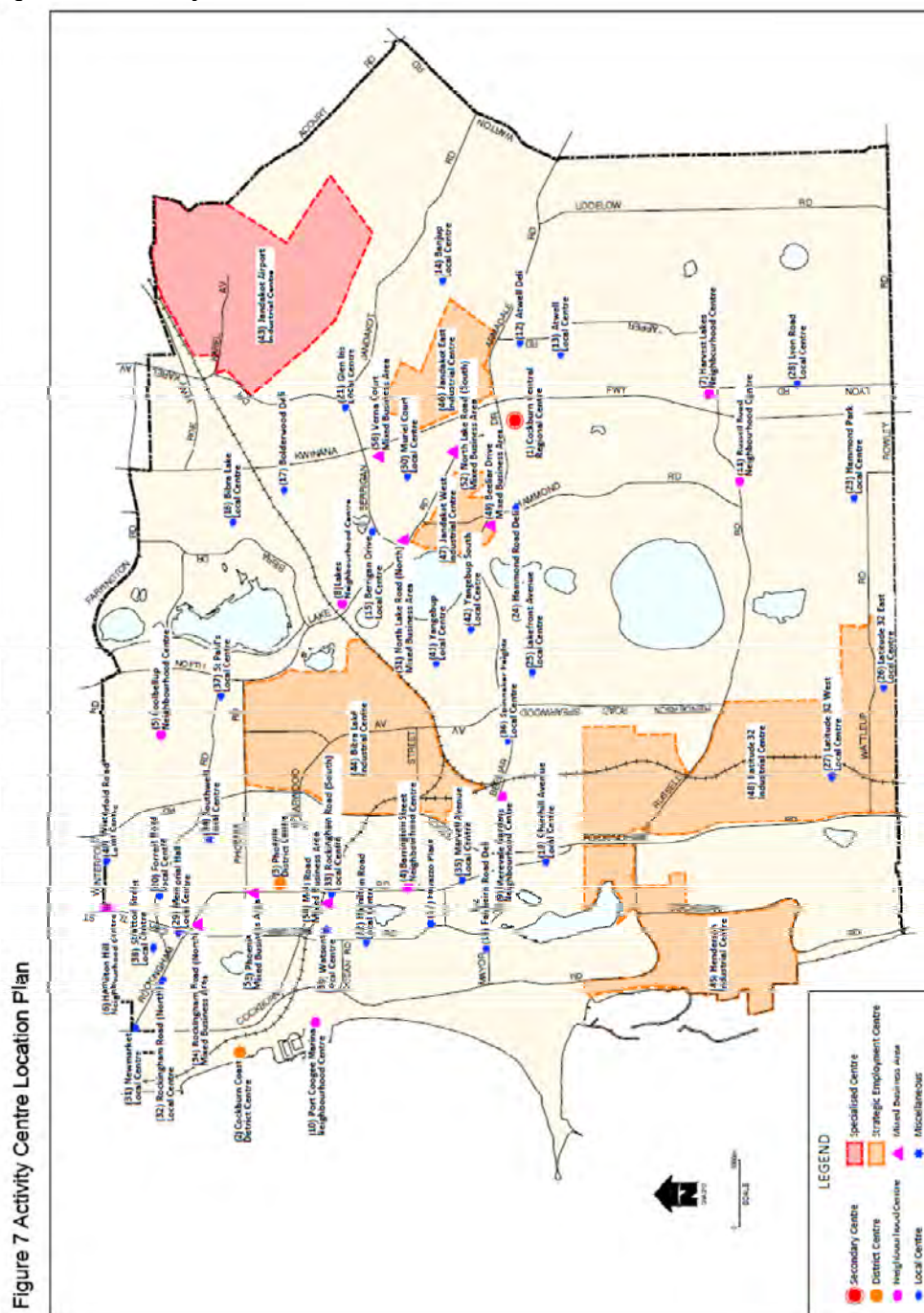
- Tourism Australia;
- Tourism WA, and;
- Destination Perth.

## 6.0 Activity centres

Cockburn is home to 44 Activity Centres (Figure 7) and several other mixed business and strategic employment centres. Support for Activity Centre development has been lead at a State level through State Planning Policy 4.2 – Activity Centres for Perth and Peel and informed at a local level through Cockburn's *Local and Commercial Activity Centres Strategy* (LCACS, 2012).

Activity centres contribute to the provision of jobs in Cockburn and provide shopping, commercial and community services. They are meeting places for the community and can commonly impact on the identity of surrounding communities, in addition to first impressions of an area for visitors to the region. As a result, a key focus of economic development in Cockburn should include planning to ensure the continued maturing of Cockburn's Activity Centres.

Figure 7: CoC Activity Centre Network.



## Centre performance assessments – current situation

In 2012 Cockburn's activity centres underwent comprehensive performance assessments. This involved assessing each centres performance in the areas of; Intensity, Diversity, Employment, Accessibility, Urban form and Economic activation. The results identify centres are largely performing at Perth metropolitan levels or below. **Figure 8** provides a summary of the results.

**Figure 8:** Activity Centre Performance Results (Source: Pracsys, 2011).

			Intensity	Diversity	Employment	Accessibility	Urban Form	Economic Activation
Commercial	Secondary Centre	Cockburn Central						
	District Centre	Phoenix						
	Neighbourhood Centre	Coolbellup				Not Assessed		
		Hamilton Hill				Not Assessed		
		Lakes Neighbourhood Centre				Not Assessed		
	Local Centre	Atwell				Not Assessed	Not Assessed	Not Assessed
		Berrigan Drive				Not Assessed		
		Hamilton Road				Not Assessed	Not Assessed	Not Assessed
		Newmarket				Not Assessed	Not Assessed	Not Assessed
		Rockingham Road				Not Assessed		
		Barrington Street				Not Assessed	Not Assessed	Not Assessed
		Yangebup				Not Assessed	Not Assessed	Not Assessed
Industrial	Strategic Industrial Centre	Henderson					Not Applicable	Not Applicable
	Regional Industrial Centre	Bibra Lake Industrial				Not Applicable	Not Applicable	Not Applicable
		Jandakot East				Not Applicable	Not Applicable	Not Applicable
		Jandakot West				Not Applicable	Not Applicable	Not Applicable
Specialised	Strategic Specialised Centre	Jandakot Airport					Not Applicable	Not Applicable

Desired	Above Average	
	Average	
Poor	Below Average	

This information reflects the need for centres to continue to mature if optimal levels of performance are to be achieved, or to ensure centres are able to support future growth. Of note is that of the centres assessed, all of them performed below average in the area of 'Economic Activation' of which assessed:

- **Purpose:** for example does the activity centre have a well justified economic purpose, providing for a variety of residents, workers and visitors, as appropriate for its level in the hierarchy).
- **Vision/plan:** Does a current vision/plan exist for the centre which captures the Centre purpose and provides direction for future development and is supported by the necessary structures.
- **Anchor tenants:** Are a diverse range of anchor tenants present, well configured and well supported by other tenants and necessary infrastructure?
- **Activated frontages:** Does the centre have a high proportion of their streets lined by active frontages which also demonstrate a vibrant mix of activities?
- **Permeability:** Is the centre, for example, easy to move through and does it connect well to the surroundings?

The below table provides LCACS Assessment findings and required actions to improve the economic activation of Cockburn's Activity Centres.

Activity Centre	Assessment findings and required actions
Cockburn central	One plan to set the overarching vision of the centre. Bring together the structure plans and be informed by initiatives to enhance ED.  Needs to increase employment levels.
Phoenix	Encourage diversification through the delivery of knowledge intensive consumer services (e.g health care, education)
Coolbellup	The centres economic purpose may have changed. The centres vision/purpose is not defined.  Needs to increase employment levels.
Hamilton Hill	Well justified economic purpose however the future vision/purpose of the centre is not defined.  Needs to increase employment levels.
Lakes Neighbourhood Centre	Well justified economic purpose however the future vision/purpose of the centre is not defined.
Atwell	No recommendations noted other than improvements to walkability and accessibility.
Berrigan Drive	The centres economic purpose may have changed. The centres vision/purpose is not defined.  Needs to increase employment levels.
Hamilton Road	Needs to increase diversity of uses.
Newmarket	Needs to increase employment levels.
Rockingham Road	The centres economic purpose may have changed. The centres vision/purpose is not defined.  Needs to increase employment levels.
Yangebup	Needs to increase diversity of uses.

All centres: Walkability assessment from activity centre boundary to inform transport improvements. (Source: LCACS, 2011)

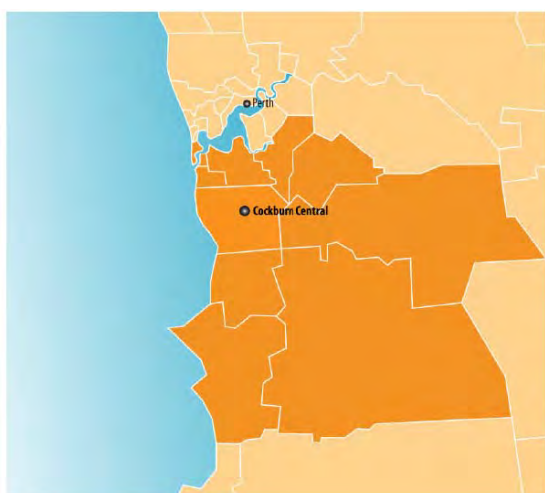
The following provides an example approach of how the City might start to address the economic activation of Cockburn's activity centres.

1. Assist land and business owners of the City's activity centres to prepare long term business plans to integrate the principles of SPP4.2.
2. Create a template and run briefing sessions and assist in facilitating the plans. This could also assist in developing strong relationships between the City and local businesses, strengthening communication lines.
3. The City can provide input the latest data and the technical information detailed within LCACS and come together with business owners to make recommendations and plans for the future of various centres.
4. Develop a program for centres to participate in – partly subsidised by the City. Information sessions that provide activity centre landowners with the knowledge on the skills available within the centre catchment to promote skills and employment matching and inform the types of skills available to inform future business expansion types.

### Activity centre floor space projections

Floorspace projections prepared in 2012 (LCACS) provide an indication of 'the boundaries of probable development' for each of Cockburn's activity centres, given a defined demand and supply scenario. The *Population Demand Assessment modelling* can assist in statutory decisions but can also provide an indication of the amount of floorspace required based on dwelling and population forecasts. Therefore this information can be utilised to identify targets and estimate the level of escape spending and loss of jobs to the local economy if provided alongside up to date baseline information relating to the delivery of dwellings at a given time.

The floorspace projections broken down into categories of shop, retail, office and entertainment (Appendix 1 of LCACS) should be considered alongside future plans to identify the shortfalls of centres and reduce the likelihood of escape spending from Cockburn's main trade area (**Figure 9**).



**Figure 9: Main Trade Area** - defines the main trade area considered to be emanating from Cockburn Central Secondary Centre. Cockburn Central was chosen due to both its high level status in the Activity Centre Hierarchy and its location just off Kwinana Freeway, meaning that it will have the largest catchment area of all centres in Cockburn. The trade area can be expected to rationalise over time.

Source: Pracsys, 2011

## Employment requirements of Activity Centres

The *Employment Allocation Modelling* (LCACS) for the City of Cockburn provides an analysis of the employment requirements of activity centres within the City if it is to effectively contribute to meeting the 70% employment self-sufficiency target set within *Directions 2031 and Beyond – Spatial Framework for Perth and Peel for the South West sub-region*. The modelling outlines two scenarios based upon high and low projections of population growth and suggest that it is more than realistic for the South-West subregion to achieve the employment outcomes set for it under both the low and high growth population scenarios. This is due to:

- The presence of significant strategic industrial infrastructure in all local Governments;
- Relatively moderate projected residential population growth (comparative to other outer sub-regions);
- Significant future public and private investment in employment generating projects (including Latitude 32 and the second port), and;
- Significant capacity for commercial centres to expand based upon existing agglomerations of activity, available transport infrastructure, and their designated levels in the hierarchy.

LCACS further identifies a fundamental challenge as we enter into an information-based economy, is that a greater proportion of the population is moving into knowledge intensive occupations that are less transactional in nature. By contrast the employment profile of many of Perth's Activity Centres (particularly those in the middle and outer sub-regions) is proving to be dominated by retail and consumer services (transactional based) activity. The result is an erosion of the variety of industry types and occupations, resulting in a mono-cultural retail and consumer services employment base in the middle and outer sub-regions, with knowledge Intensive Export Orientated (KIEO) employment centralised within the inner sub-region. Consequently, residents are forced to commute outside their sub-region to access high quality employment. Therefore, improving the employment quality of the outer sub-regions is necessary to lift the employment self-sufficiency and self-containment of each sub-region to a sustainable level (economically, environmentally and socially).

Important to note is that when defining employment quality it is necessary to distinguish between activities (and their resulting employment) that are *population driven*; and those that are *KIEO* in nature. Depending on future growth, approximately 13,900 (scenario 1) to 94,300 (scenario 2) additional jobs are required in the sub-region by 2031, of which approximately 13,900 (scenario 1) 27,400 (scenario 2) need to be knowledge intensive export orientated in nature. Appendix 5 of LCACS provides the full *Employment Allocation Modelling assessment*.

The provision of the right mix of employment will contribute strongly to the maturity of our centres into the future. Cockburn Central Regional Centre, the only secondary centre within the City of Cockburn, is forecast to experience particularly strong demand for commercial floorspace to 2031. This strong demand reflects the projected high population growth for the area, the centre's existing infrastructure, and the types of uses proposed in the structure plan for the centre. Cockburn Central has the potential to offer knowledge intensive consumer services such as education, healthcare, and strategic services to a regional, state, national or international economy.

Support needs to be provided to business owners/stakeholders of our centres, to prepare medium to long term strategies to ensure activity centres mature in a way that will; ensure their sustainability, support local population, reduce escape spending into surrounding areas, and ensure we have public spaces that people want to visit. The amenity within our centres is as much of a concern as is their function and services provided. This remains a significant issue for the future planning of our Centres.



## 7.0 Industry and stakeholder views

### Business Perspectives Feedback

Engagement with Cockburn's business community conducted in 2013 (Business perspectives, 2013) identified overall, business perceptions are strong in the City of Cockburn and business confidence is up. The City is outperforming other councils on overall satisfaction, with 46% of businesses delighted with The City is also leading the way by developing and communicating a clear vision for the area.

Key strengths are waste and recycling services, and providing access to business support services.

This year, the City achieved 11 Industry Standards. Management and control of traffic has been identified as the highest priority for improvement, followed by parking, public transport, graffiti, vandalism, anti-social behaviour, safety and security.

However feedback clearly identified the primary challenge facing businesses is difficulty accessing commercial areas. Businesses would like more done to address traffic management and congestion.

**Table 14:** Transport infrastructure impact on productivity (Source: South West Development Group, 2013).

Congestion Site	Current Action	Further Action	Impact on productivity
Stock Road		Grade Separations	Freight Corridor
Kwinana Freeway between Roe Highway and Cockburn Central	Kwinana Congestion Management	Additional lane northbound and determine action following decision on environmental approvals for the Roe Highway Extension	Freight Route
North Lake Road from Beeliar Drive to Phoenix Road		Bridge over Kwinana Freeway	Access to light industrial areas
Armadale Road west of Warton Road		Dual Carriageway	Access to light industrial areas
Rockingham Road and Russell Road		Improve public transport	Access to AMC



## 8.0 Setting up the Economic Development Framework

The purpose of this Directions Strategy has been to identify the key elements influencing Cockburn's economy and provide them in a context that demonstrates why the City needs to be strategic about Economic Development for the future. This Directions Strategy does not provide a full assessment of the LGA, rather it is a tool to identify a future path of which is likely to build upon and add to the information outlined within this report.

The next step is to provide summary of the City's current position and knowledge and to fill in the missing gaps by way of stakeholder engagement. Figure 10 presents the recommended approach, illustrating the process of taking the information identified within this Directions Strategy and encouraging further discussion and input by internal and external stakeholders so as to round out the information and analysis presented. This is done by identifying 3 discussion points:

**Discussion point 1 - Where are we now?** Answered through an internal position assessment and SWOT analysis.

**Discussion point 2 – What is our vision and priorities.** Identifying key objectives and themes for the City to focus on to guide the development of an Economic Development Strategy.

**Discussion point 3 – How will we get there?** Identifying an approach and framework.

This proposed framework will ensure a comprehensive and collaborative approach for a future ED plan by presenting a pathway for stakeholders to have input into the findings and recommendations of this report.

Figure 10: Recommended approach



## SWOT analysis – Assessing Cockburn

The following SWOT consolidates the information presented in the earlier sections of this report. The analysis applies the principles of SWOT (strengths, weaknesses, opportunities, and threats) to assess the position of the Cockburn sub-region. The actions to be undertaken that can be deduced from these four elements are;

- Build on strengths;
- Eliminate weaknesses;
- Exploit opportunities; and
- Mitigate the effect of threats (Dealtry 1992: 2).

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Sustained population growth and a growing labour pool</li> <li>• Housing development</li> <li>• Geographic position given the proximity to the Perth City Centre and the central position within the South West Group of Councils.</li> <li>• Natural coast line.</li> <li>• Integrated industries and supply chains</li> <li>• Large employment lands with opportunities for expansion.</li> <li>• Jandakot airport.</li> <li>• Internal positive attitude towards business development.</li> <li>• Diverse economic base and a strong strategic employment sector.</li> <li>• Strong manufacturing industry.</li> <li>• Planning strategies in place.</li> <li>• Central to a strong employment catchment.</li> <li>• Established boat building cluster at AMC.</li> <li>• Strong community planning services.</li> <li>• Emerging Cockburn Central Regional Centre and Cockburn Central West.</li> <li>• Waste and recycling system.</li> <li>• Planning approvals and strategic planning.</li> <li>• Clear vision.</li> <li>• Access to health services.</li> <li>• Consistent lower unemployment compared to the wider region.</li> <li>• Cockburn is centrally located within the South West sub region of which is unique when considering the regions employment self-sufficiency (63%) and employment self-containment (42%), in addition to a high number of strategic workers reside within Cockburn.</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure constraints.</li> <li>• Roads and traffic congestion.</li> <li>• Low number of persons with an education qualification.</li> <li>• Lack of affordable housing.</li> <li>• No central civic centre and “central meeting place” of Cockburn.</li> <li>• Loss of agricultural land and rural lands including market gardens.</li> <li>• Dependence on private vehicles.</li> <li>• Current performance and presentation of Activity Centres.</li> <li>• Limited regional collaboration with surrounding Councils.</li> <li>• Presentation of older suburbs.</li> <li>• Pockets of disadvantaged (high unemployment).</li> <li>• Tourism benefits unknown.</li> <li>• The City structure does not include a clear function or path for economic development functions.</li> <li>• Older suburbs with high unemployment.</li> <li>• No formalised City economic development unit or ‘advocate’.</li> </ul>

## Opportunities

- A Civic centre for Cockburn.
- Identification of a Tourism and Events role.
- A Digital strategy for Cockburn.
- Identify strategies to attract and retain businesses that provide for high-quality knowledge-intensive jobs.
- Investigate local research and learning collaborative opportunities
- Increased local and regional lobbying, advocating the needs of local businesses
- Support local industry and cluster groups.
- Identify a strategy to support the regions 6 key sectors.
- The City to agree on an approach of which may include undertaking a mentoring and coordination role to assist business owners and local residents prepare medium to long term plans for activity centre that work upon the information prepared within LCACS. This may include developing a network of business chambers to prepare business plans to identify short-medium-long term aspirations. This will include identifying a clear vision for our centres and identifying specific measurable performance goals and milestones.
- Promote strong engagement and communication channels with businesses of major employment lands.
- Undertake a regional leadership role on infrastructure issues.
- City wide streetscape beautification strategy.
- Exploit airport.
- Foster and support innovative practices.
- Establish links between local industry and educational institutions.
- Foreshore investment/expansion of activities.
- Ensure that infrastructure requirements for the airport zone are given priority by government agencies and utilities
- The City to prepare a full costing of the infrastructure needed to meet future development and regional employment targets.
- The City to partner with other South West Councils on representations to government

## Threats

- Increased competition from online services and shopping
- External markets
- Emerging Council amalgamations.
- Land use related conflicts between heavy industries, residential land uses and land of environmental significance.
- Rising housing costs – lack of affordable housing.
- Environmental degradation due increases in population.
- Ageing population.
- Economic downturn in mining sector.
- There appear to be gaps in skills and training.
- Given it is highly likely the region is going to meet the employment self-sufficiency targets outlined in Directions 2031, the focus needs to be on improving the quality of jobs available in the City and the employment self-containment of the sub region.

## Internal economic development related roles

In addition to the external environment, it is also useful to undertake a snapshot of the City's internal functions that have an economic development influence in addition to identifying the typical tasks other Councils regularly are involved in. **Table 14** identifies these roles and highlights the many options to decide on undertaking further investment in. This information is provided so that the context of other Council's and their functions can be understood to assist the City's decision making, however it is important to recognise Council's generally tend to have different characteristics and needs, and therefore undertake a variety of approaches.

One such example is the growth Council of the City of Waneroo which is currently embarking on Economic Development functions that focus on a strong advocacy role given the emerging needs for large amounts of infrastructure and investment as the City of Waneroo heads towards significant population increases towards 2051. This of course will not be a vital function for other Councils who may for example focus on business support and growth in more established local government areas. For the City of Cockburn, the key question here is how much and where do we want to invest?

**Table 14** provides a snapshot of activities identifying economic development roles are in part integrated into existing functions across various City Departments however there are many more roles to investigate. The SWOT analysis demonstrates why some of the roles and functions identified in **Table 14** should be considered as future functions and investment. For examples, the City's exposure to increased competition from online services and shopping, demonstrates a digital leadership role the City may wish to undertake. The need to grow and revitalise activity centres demonstrates the value that could arise from a formalised business development role that assists landowners in preparing business plans, including the physical upgrading and growth of these important service centres. Phoenix Shopping Centre is a primary example.

**Table 14:** Comparison of Local Government Economic Development Functions

Common Local Government economic development function/role	City of Cockburn currently performs?
Land use planning and development (including meeting the 70% employment self-sufficiency set by Directions 2031.	Yes, although should be formalised in an ED function.
Community and business engagement – asking businesses and key sectors what we can do for them.	Limited.
Strategic leadership including an internal advocacy role with an alignment with the strategic planning team and the Strategic Plan	No
Urban space and community infrastructure development	Yes
Activity centre growth and business planning	No
Social and green development activities	Yes
Business development including supporting business growth in the sub regions key growth sectors.	No
Urban service delivery	Yes
Activities and functions to support employment generation	Indirectly
Education and training including workforce skills development	No

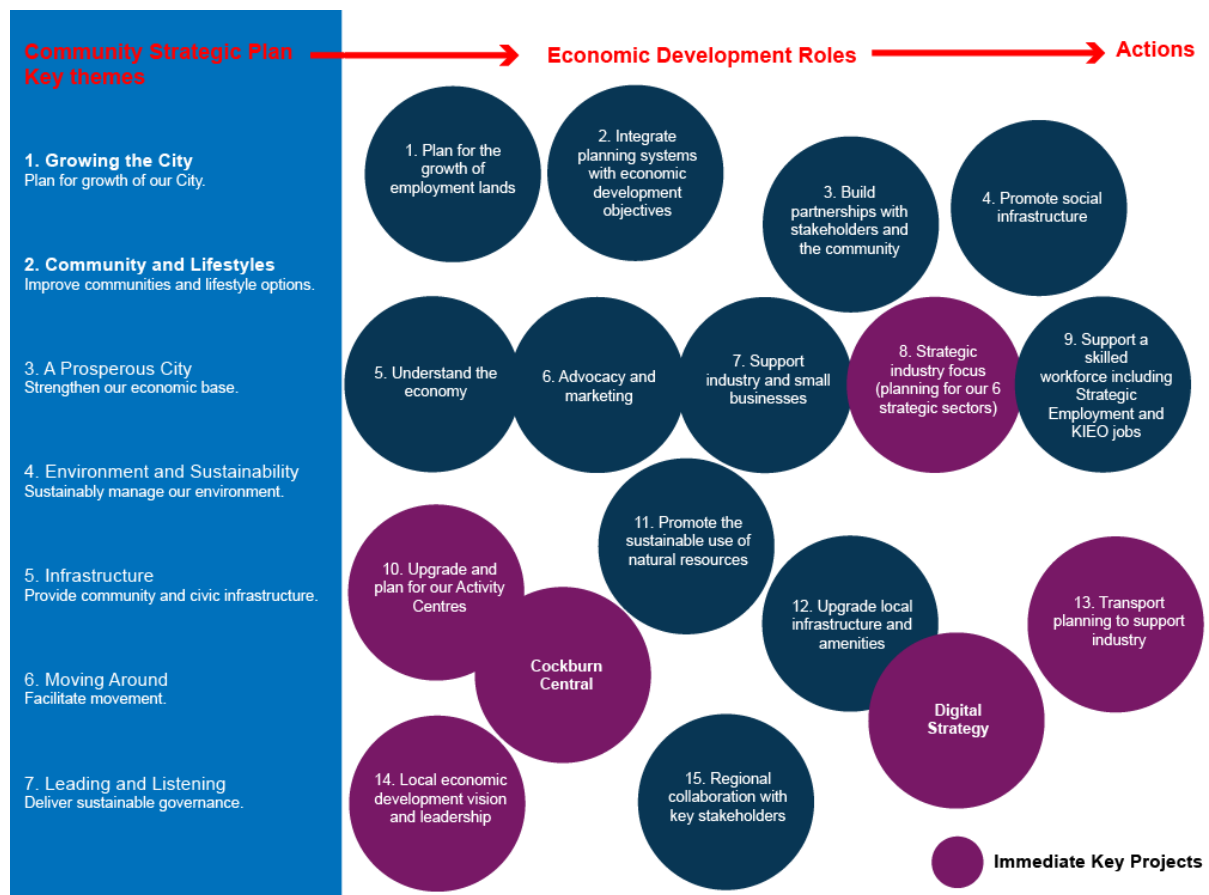
Advocacy role	Some - Integrated into existing roles.
Infrastructure planning prioritised as a result of impact on economic development	Limited
Marketing including: Regional branding and international promotion, Investment attraction, Events and expos, (trade, tourism, sports, etc)	Limited
Promotion of investment opportunities	Some - Integrated into day-to-day functions across Council
Developing funding applications and managing projects	Undertaken in part by the City's grants officer although not focused on ED.
Organisational Capacity Building including fostering entrepreneurs and Small and Medium Enterprise (SMEs) and business clustering. Technical assistance and educational programs	No
Promotion of technology, creativity and innovation	No
Fostering the formation of partnerships and consortiums	No
Business liaison and support (for example a Business Enterprise Centre)	No
Formalised person/unit focusing on relationships with key sectors and industry.	No
Provision of economic data and analysis for local businesses and prospective business attraction purposes	Only via Economy Id.

## Discussion point 2 - Achieving the Vision and Priorities – draft framework

To ensure the economic development strategy contributes to and aligns with the vision for Cockburn, it is suggested an economic development framework be ultimately guided by the already established themes in the Community Strategic Plan. As a result of these themes, clear economic development roles can be established to then guide specific actions to ultimately form the Economic Development Strategy.

Figure 9 illustrates a draft framework of which identifies the Community Strategic Plan key themes and recommends 15 overarching economic development roles. The roles set the framework for clear actions to be identified following stakeholder engagement.

Figure 9: Draft Economic Development Framework



## Cockburn's Integrated Planning Framework

Economic development is not a standalone function therefore it is important to understand where the Economic Development Strategy will sit within Councils existing strategic planning framework so that it may synergise and inform other key documents. Figure 10 presents a draft amendment of an Integrated Planning Framework incorporating the economic development strategy. This framework emphasises importance of an Economic Development by identifying it as an overarching strategy, above Cockburn's informing strategies.

**Figure 10:** Draft Integrated Planning Framework – proposed hierarchy incorporating Economic Development.





## 9.0 Delivery and implementation recommendation

Given the information presented within the 3 discussion points of this report require input from internal and external stakeholders, it is recommended by this Directions Strategy that support be provided for work to begin towards formulating an Economic Development Strategy for the City of Cockburn sub-region.

The outcomes of this initial stage have informed the challenge which an EDS needs to address – understanding the capabilities both of our organisation and the industry environments within Cockburn, and how to leverage the value chain of both to help achieve the broader vision set through the Strategic Community Plan. Therefore following this initial Stage 1 Directions Report, the following is recommended for Stage 2.

### **Stage 2 - Engage an Economic Development specialist on a 12-18 month contract.**

The focus of the role is recommended as follows:

- Engage with the CEO and Directors to review the 3 discussion points. Based on the outcomes of the report, and in addition to the economic development and industry expertise the individual would bring to the role, prepare a discussion paper to form the basis for engaging with external stakeholders;
- Discuss the financial and long-term commitment needs likely to be required, in other words how much is the City prepared to invest and what do we want to get out of this commitment and engagement, and;
- Identify a road map for the City to prepare a Digital Strategy in conjunction with the Strategic Planning, Information Services, and the Communications Departments. This project will include informing key stakeholders on the strategic importance of a digital framework that integrates with the Economic Development Strategy and across the organisation. This road map will need to have a strong correlation and alignment with the Economic Development Strategy and therefore should be identified prior to stakeholder engagement as it is likely a digital strategy will require stakeholder involvement as well.
- Prepare a report to Council providing details of the proposed engagement process, key milestones and digital strategy project plan;
- Undertake stakeholder engagement and prepare an outcomes report;
- Identify and undertake further information gathering as required, and;
- Prepare a scoping and feasibility background report to investigate Cockburn's role in the tourism and events sector;

### **Stage 3 – Establishing the Strategy and investment commitments.**

Prepare an Economic Development Strategy (5 year plan) based on the outcomes of Stage 1 and 2. Again, it is envisaged the Economic Development Manager will report back to, and collaborate with, the CEO, Directors and key industry leaders (particularly our 6 strategic sectors) to establish the Strategy, level of investment, actions and the role requirements of a future workforce structure will also be identified at this stage.

It is envisaged this important stage will seek to confirm Cockburn's commitment and economic development priorities.

## 10.0 Timing and costs

### Local Government Reform Considerations

The emerging Council amalgamations will have an obvious influence on the scope of the recommendations of this report and the finalisation of the Strategy. Nonetheless this paper identifies a clear framework and approach that can be adapted to incorporate a wider area. In fact this process presents a good opportunity to integrate the needs and aspirations of more than one LGA, work off established frameworks, and seek to identify an approach that draws together the various needs of several communities.

### Community Strategic Plan Review Cycle

The Integrated Planning and Reporting Framework identifies the review cycle of every 4 years for Community Strategic Plans. The next review is scheduled for 2016. This cycle, in addition to the impacts arising from Local Government reform should be considered in the timing of the Economic Development Strategy so as to ensure all high levels strategies are integrated and aligned.

### Budget/Financial Implications

#### Stage 2

Engage an Economic Development Manager (12-18 months) \$150,000

Community and stakeholder engagement \$20,000

Prepare a Digital Strategy \$25,000

Prepare a Tourism Feasibility Study \$25,000. Additionally, preliminary costing for the events strategy is in the order of \$25,000.

#### Stage 3

The investment requirements for Stage 3 will only be realised upon finalisation of Stage 2 when the City has identified what level of commitment and investment it wishes to contribute towards economic development planning.

## References

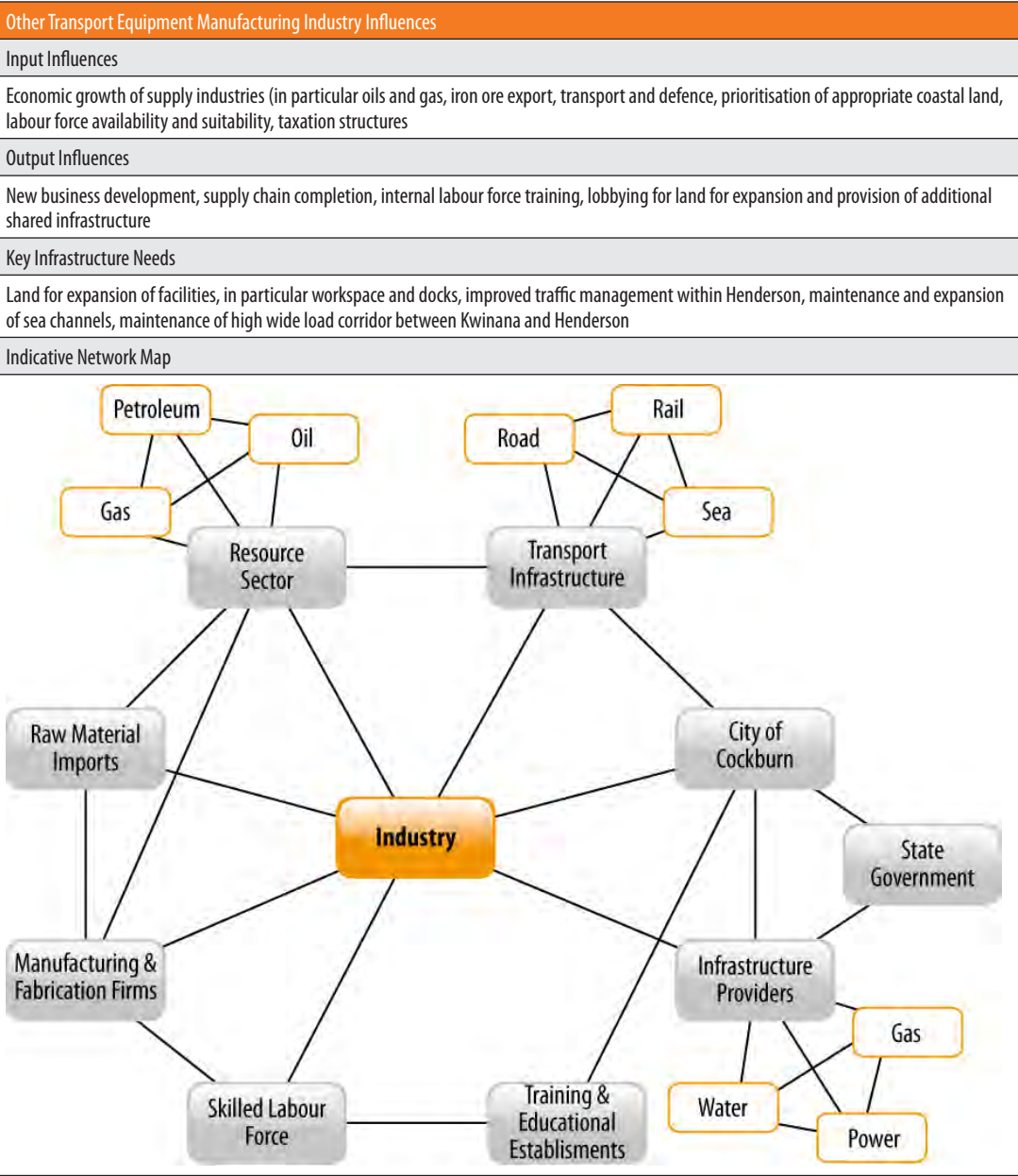
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## Appendix A

### City of Cockburn Strategic Industry summaries - Extract from LCACS

Other Transport Equipment Manufacturing Industry Profile					
Industry Description					
Other transport equipment manufacturing encompasses a range of activities including shipbuilding and repair services and aircraft manufacturing and repair services, both of which have a presence in the City due to infrastructure located within the Henderson ship-building precinct (including the Australian Marine Complex) and Jandakot Airport. Major firms either fully or partially operating within the City include; Austal Image, Austal Ships Pty Ltd, Strategic Marine Pty Ltd, and WA Shipwrighting Pty Ltd.					
Industry Profile Indicators					
Employment Within Cockburn		1,919			
Percentage Full time Employees <sup>12</sup>		89%			
Education Profile					
Bachelor Degree Level, nfd		Advanced Diploma	Diploma	Certificate III	Other or N/A
8%	3%	3%	42%	44%	
Employment Concentration Factors		16.4			
Shift Share Analysis					
State Shift	Industry Shift	Differential Shift	Shift Share	Industry type	Description
2,633	-371	215	2,477	4	Local firms outperforming in a low growth industry
Employment Self Containment		26%			
Output Indicators <sup>13</sup>					
Export <sup>14</sup>		\$67,994,384			
Output <sup>15</sup>		\$974,684,749			
Gross Value Added <sup>16</sup>		\$137,073,237			
Input Indicators					
Knowledge Intensity					
Exports	Consumer Services	Producer Services	KICS	KIPS	
8%	1%	70%	0%	20%	
Average Weekly Income (\$AUD 2006) <sup>17</sup>		\$979			

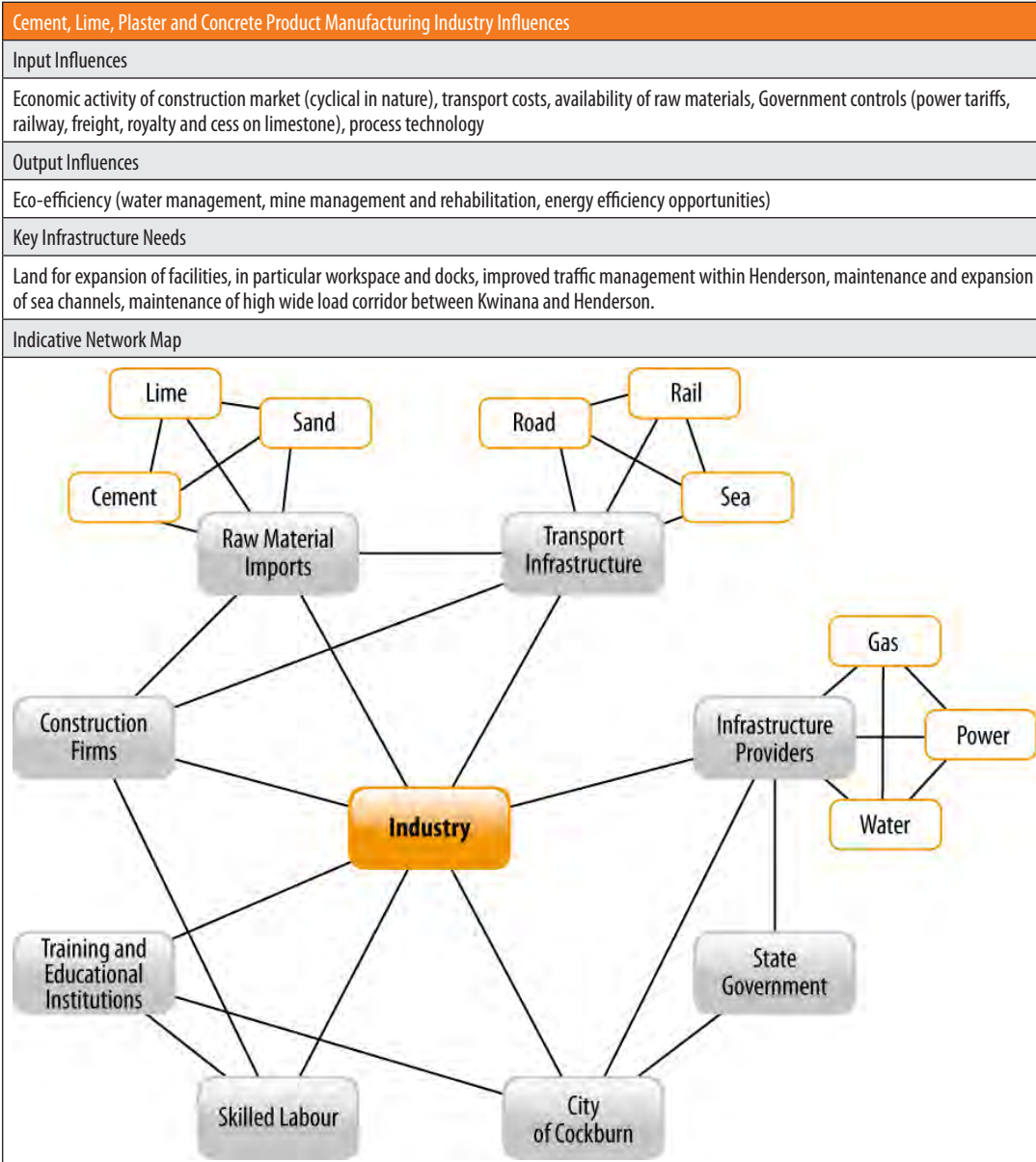
**Source:** Pracsys (2011) after ABS Census of Population and Housing



Cement, Lime, Plaster and Concrete Product Manufacturing Industry Profile					
Industry Description					
Cement, lime, plaster and concrete product manufacturing encompasses the manufacture of all related products. The significant presence of this industry within the City is primarily related to the presence of a single firm, Cockburn Cement. Whilst there is significant community debate as to the desirability of this industry given perceived negative externalities (especially air pollution) the activities and markets that this firm operates in make it a significant strategic activity.					
Industry Profile Indicators					
Employment Within Cockburn		311			
Percentage Full time Employees		89%			
Education Profile					
Bachelor Degree Level, nfd	Advanced Diploma	Diploma	Certificate III	Other or N/A	
7%	2%	3%	22%	66%	
Employment Concentration Factors		5.4			
Shift Share Analysis					
State Shift	Industry Shift	Differential Shift	Shift Share	Industry type	Description
472	-63	15	424	4	Local firms outperforming in a low growth industry
Employment Self Containment		25%			
Output Indicators					
Export		\$519,802			
Output		\$212,782,477			
Gross Value Added		\$65,863,371			
Input Indicators					
Knowledge Intensity					
Exports	Consumer Services	Producer Services	KICS	KIPS	
5%	0%	78%	0%	17%	
Average Weekly Income (\$AUD 2006)		\$1,172			

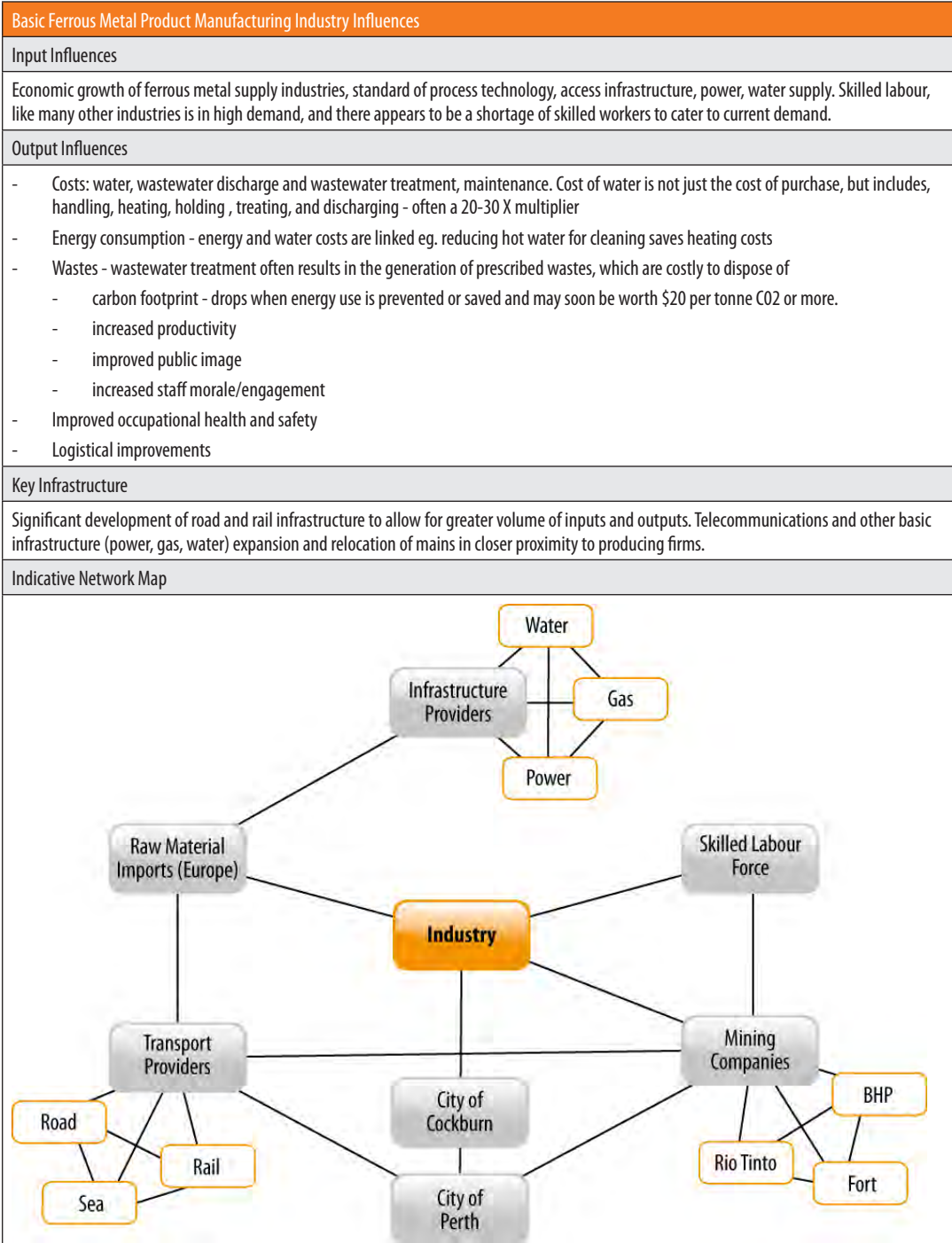
**Source:** Pracsys (2011) after ABS Census of Population and Housing





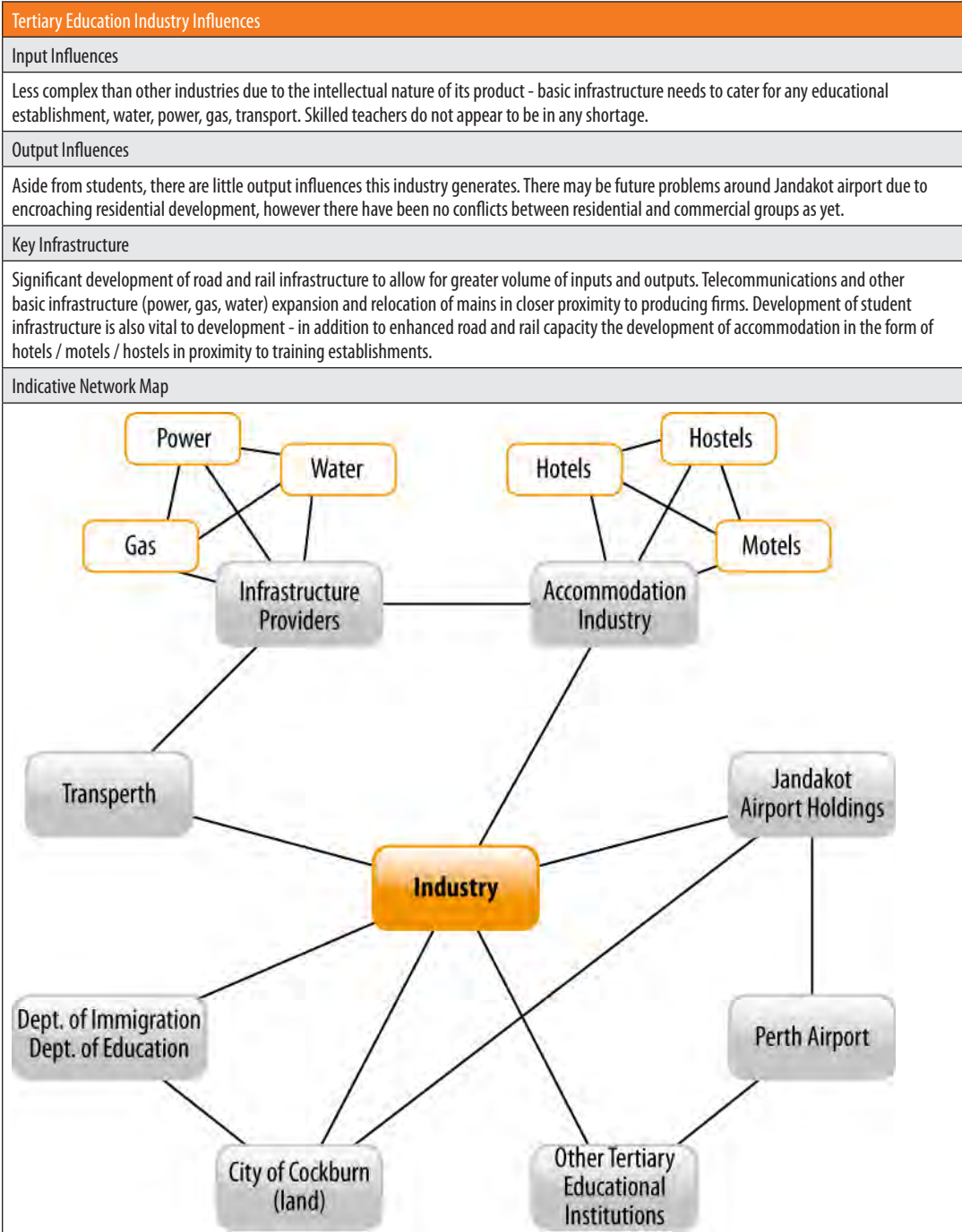
Basic Ferrous Metal Product Manufacturing Industry Profile					
Industry Description					
Basic ferrous metal product manufacturing relates to activities including iron and steel casting, and steel pipe and tube manufacturing. The presence of this industry in the City is significant due to the dominant export component of the overall industry (as shown in the export output indicator). Activities in this industry segment are often included in engineering and fabrication businesses and are predominately found within Henderson and Bibra Lake in the City of Cockburn. Significant firms within this industry include Vassallo's Wrought Iron, Wrought Iron Works, and Jandakot Metal Industries.					
Industry Profile Indicators					
Employment Within Cockburn		183			
Percentage Full time Employees		91%			
Education Profile					
Bachelor Degree Level, nfd		Advanced Diploma	Diploma	Certificate III	Other or N/A
3%	4%	5%	35%	52%	
Employment Concentration Factors		5.1			
Shift Share Analysis					
State Shift	Industry Shift	Differential Shift	Shift Share	Industry type	Description
472	-63	15	424	4	Local firms outperforming in a low growth industry
Employment Self Containment		20%			
Output Indicators					
Export		\$8,942,125			
Output		\$83,307,989			
Gross Value Added		\$17,199,999			
Input Indicators					
Knowledge Intensity					
Exports	Consumer Services	Producer Services	KICS	KIPS	
74%	0%	21%	0%	5%	
Average Weekly Income (\$AUD 2006)		\$1,039			

**Source:** Pracsys (2011) after ABS Census of Population and Housing



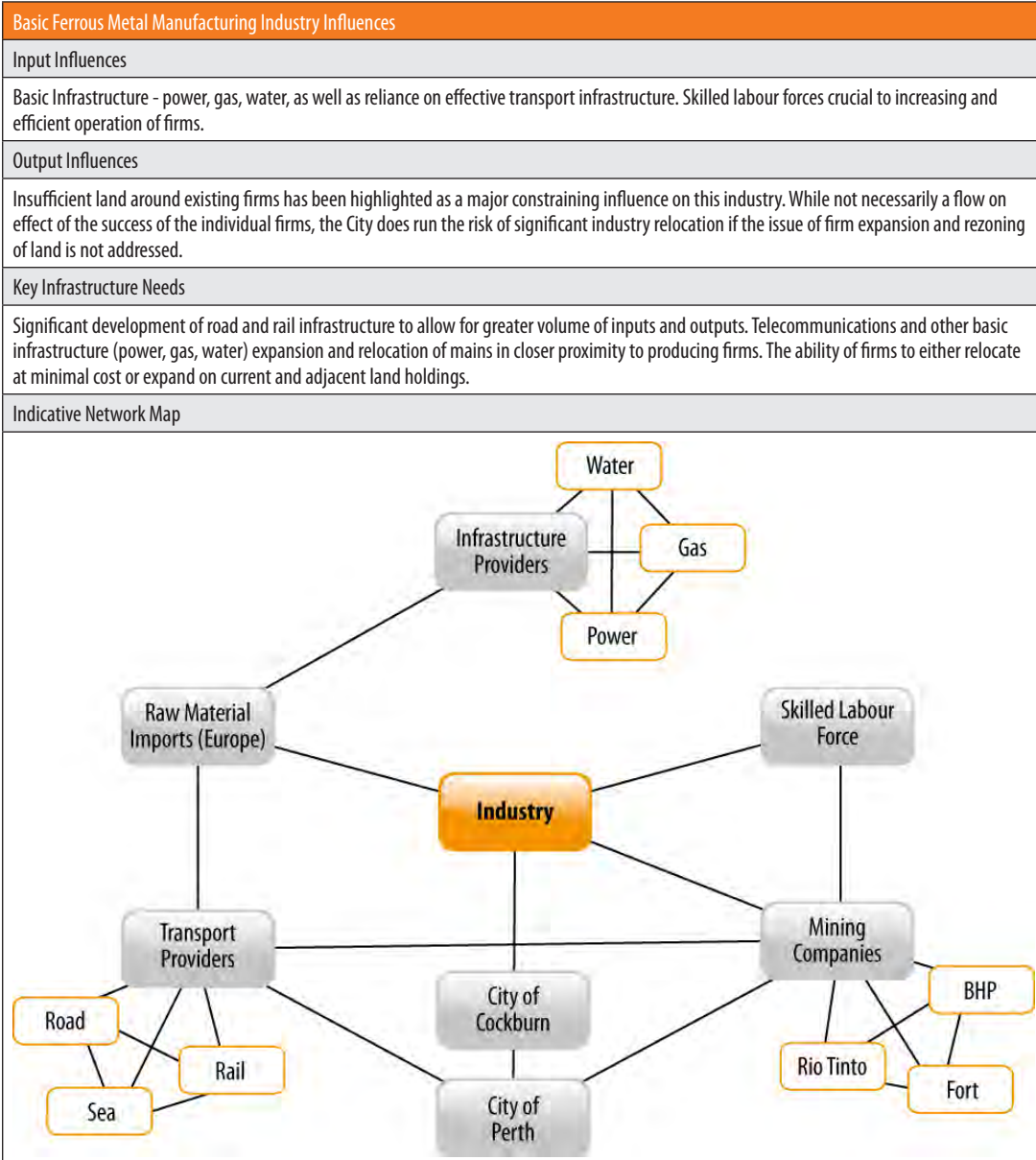
Tertiary Education Industry Profile					
Industry Description					
Tertiary education related to activites both within the higher education and technical and vocational education and training. This sector was included based upon the understanding of a burgeoning workforce training precinct within the Jandakot (including the recently announced \$80M GE Technology and Skills Training Centre, as well as flight training at the airfield itself). The proximity of Murdoch University (and the greater Murdoch Activity Centre) at the border of Cockburn and the City of Melville has meant that activity at this site has also been included in this analysis as it will be integral to the future economic development of the City.					
Industry Profile Indicators					
Employment Within Region		1,706			
Percentage Full time Employees		65%			
Education Profile					
Bachelor Degree Level, nfd		Advanced Diploma	Diploma	Certificate III	Other or N/A
13%	9%	3%	12%	63%	
Employment Concentration Factors		3.2			
Shift Share Analysis					
State Shift	Industry Shift	Differential Shift	Shift Share	Industry type	Description
1,250	39	55	1,344	1	Local firms outperforming in a high growth industry
Employment Self Containment		-			
Output Indicators					
Export		\$648,210			
Output		\$8,565,139			
Gross Value Added		\$6,496,142			
Input Indicators					
Knowledge Intensity					
Exports	Consumer Services	Producer Services	KICS	KIPS	
24%	27%	32%	8%	9%	
Average Weekly Income (\$AUD 2006)		\$882			

**Source:** Pracsys (2011) after ABS Census of Population and Housing



Basic Ferrous Metal Manufacturing Industry Profile					
Industry Description					
Basic ferrous metal manufacturing includes activities such as iron smelting and steel manufacturing. These presence of these activities in the City are significant due to the dominant export component of the overall industry (as shown in the export output indicator). Significant firms located partially or fully within the City, whose activities include this industry segment include: Bradken, Growth Asia Australia Pty Ltd, W.D. Moore & Co.					
Industry Profile Indicators					
Employment Within Cockburn		410			
Percentage Full time Employees		87%			
Education Profile					
Bachelor Degree Level, nfd		Advanced Diploma	Diploma	Certificate III	Other or N/A
4%	2%	2%	33%	59%	
Employment Concentration Factors		4.1			
Shift Share Analysis					
State Shift	Industry Shift	Differential Shift	Shift Share	Industry type	Description
N/A	N/A	N/A	N/A	N/A	N/A
Employment Self Containment		29%			
Output Indicators					
Export		\$20,034,270			
Output		\$186,646,315			
Gross Value Added		\$38,535,516			
Input Indicators					
Knowledge Intensity					
Exports	Consumer Services	Producer Services	KICS	KIPS	
12%	0%	74%	0%	14%	
Average Weekly Income (\$AUD 2006)		\$966			

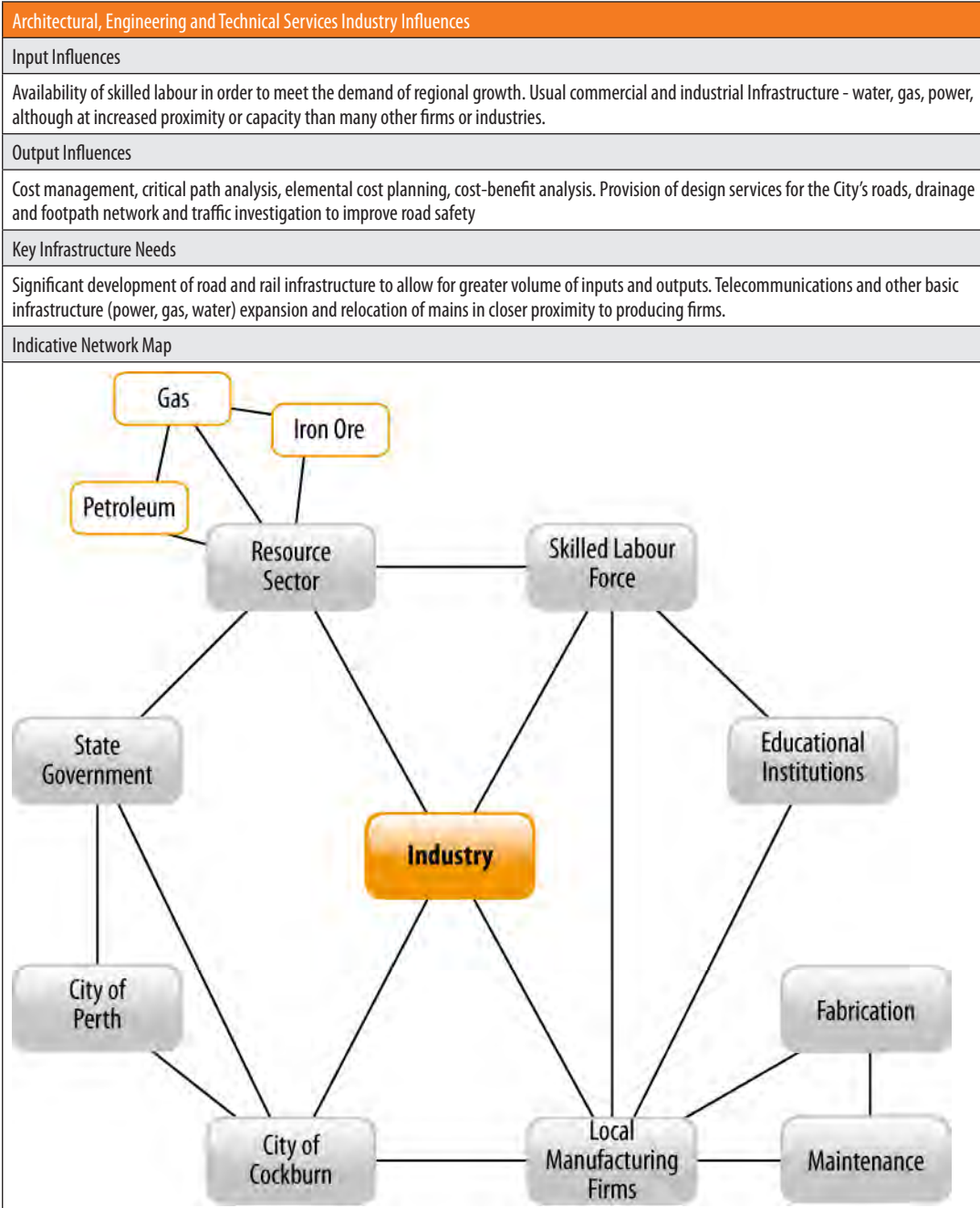
**Source:** Pracsys (2011) after ABS Census of Population and Housing





Architectural, Engineering and Technical Services Industry Profile					
Industry Description					
Architectural, engineering and technical services includes activities such as architectural, surveying and mapping, engineering design and consulting, scientific and testing and analysis services. Only a small proportion of these activities are directly involved in exporting services, however they are critical in assisting client firms in the production of their export products and services. Significant firms located partially or fully in the City, whose activities include this industry segment include: Property Genesis Architects, and McCallum Roland					
Industry Profile Indicators					
Employment Within Cockburn		414			
Percentage Full time Employees		75%			
Education Profile					
Bachelor Degree Level, nfd		Advanced Diploma	Diploma	Certificate III	Other or N/A
22%	8%	8%	16%	46%	
Employment Concentration Factors		0.7			
Shift Share Analysis					
State Shift	Industry Shift	Differential Shift	Shift Share	Industry type	Description
N/A	N/A	N/A	N/A	N/A	N/A
Employment Self Containment					
Output Indicators					
Export		\$4,187,686			
Output		\$96,781,491			
Gross Value Added		\$33,600,855			
Input Indicators					
Knowledge Intensity					
Exports	Consumer Services	Producer Services	KICS	KIPS	
4%	2%	39%	2%	53%	
Average Weekly Income (\$AUD 2006)		\$1,011			

**Source:** Pracsys (2011) after ABS Census of Population and Housing



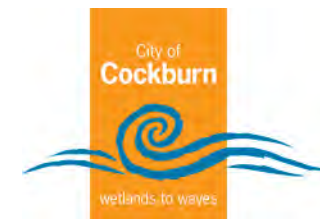


## PORT COOGEE MARINA VILLAGE **BUILT FORM CODES**

LODGED WITH CITY OF COCKBURN APRIL 2014



julie harroldarchitect





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*\* All graphics, diagrams and photographs contained in this document are for illustration purposes only.*

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## INTRODUCTION

This section contains general context information about the Marina Village and the development approval process.



## BACKGROUND

Australand appointed Taylor Burrell Barnett, in association with Julie Harrold Architect and Taylor Robinson Architects to prepare the Built Form Codes for the Marina Village precinct of the Port Coogee development in collaboration with the City of Cockburn.

The Built Form Codes have been developed to assist with the delivery of the Port Coogee Marina Village vision in accordance with community objectives and master planning principles which are articulated in the Revised Port Coogee Local Structure Plan (May 2010).

The Marina Village at Port Coogee will be the centrepiece of the Port Coogee residential community. Located on the waterfront, it is intended that the Marina Village will be a vibrant, safe and welcoming place to live, visit and work within. In the wider context, the Port Coogee Marina Village will be a significant public asset which will play an important role as a regional attractor.

To realise this potential, the Marina Village requires a critical mass of activities. A mixed land use strategy will encourage a diverse and sustainable mix of uses and activities including; residential, retail, commercial, recreational, entertainment, community and specialist marina activities, extending the daily activation of the place. The primary landuse will be residential with the majority of mixed use activities focused on the Marina and associated waterfront public domain and key retail/commercial streets.

The Marina Village will provide retail and business activities which will optimise shopping convenience and services for residents and visitors alike. Having these commercial activities concentrated in the hub of the village will add to the character and sense of 'place' of the Marina Village whilst acting as a draw for the surrounding communities. Associated uses and facilities, such as adequate and accessible parking, a dynamic mix of cafés combined with public assets such as open space and cycle-ways will further increase the Marina Village's attraction as a coastal destination of choice and enhance its status as a lively and engaging activity centre.

These Built Form Codes guide the development of the built form elements of the Marina Village which will greatly contribute to the creation of a remarkable setting – to create a place of distinctive identity, modernity and character.

## ABOUT THESE CODES

These Built Form Codes (the Codes) have been prepared to facilitate the implementation of the vision for the Port Coogee Marina Village. The Codes promote and encourage high quality innovative design solutions within the Marina Village Precinct. The Codes are divided into four main sections:

- **Introduction**  
A general introduction containing context information about the Marina Village, definition of the site area and the development approval process.
- **The Place**  
Provides guidance on the design philosophy for the Marina Village for the purpose of informing the design outcomes of each development.
- **General Provisions**  
Contains the provisions and general design requirements applicable to all development within the Marina Village.
- **Lot Specific Provisions**  
Contains lot specific requirements for individual lots within the Marina Village.

### Location and Site Details

The Built Form Codes apply to the Marina Village component of the Port Coogee development.

Port Coogee is located on the coast of Cockburn Sound, Western Australia, approximately 19 km south-west of the Perth CBD and 4.5 km south of Fremantle. The land is located within the municipal boundaries of the City of Cockburn in the locality of North Coogee. Port Coogee is bounded by the South Fremantle power station site and an existing freight railway line to the north, Cockburn Road to the east and south, and the Indian Ocean to the west.

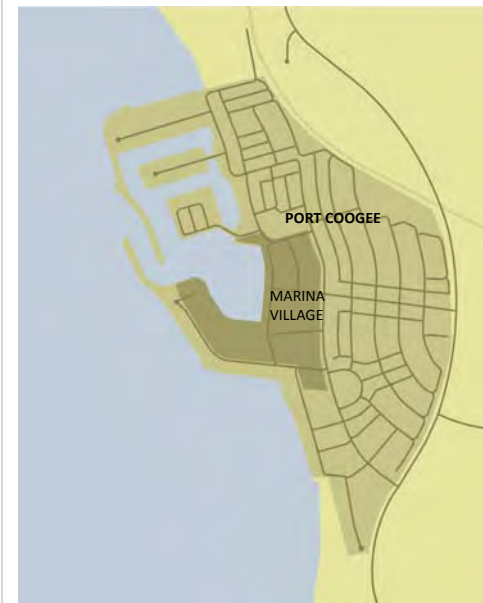
The total area of the Port Coogee development land is approximately 85.99 ha, comprised as follows:

- Dry Land                      45.24 ha
- Water Area                28.75 ha
- Marina Village            12.00 ha
- **Total**                      **85.99 ha**

The Marina Village component of Port Coogee occupies approximately 12 hectares of dry land, immediately adjacent the Marina.



LOCATING PORT COOGEE WITHIN THE REGIONAL CONTEXT



MARINA VILLAGE IN CONTEXT OF PORT COOGEE ESTATE

### **Relationship to the City of Cockburn Town Planning Scheme No. 3 and the Port Coogee Local Structure Plan**

The Port Coogee development, including the Marina Village Precinct, forms a 'Development Zone' and is designated DA22 under the City of Cockburn Town Planning Scheme No. 3 (the Scheme). Schedule 7 of the Scheme includes special provisions relating to DA22. In accordance with the Scheme, the land is also subject to the provisions of the Revised Port Coogee Local Structure Plan (LSP), which has been adopted to guide development of Port Coogee.

The Revised Port Coogee LSP requires the preparation of Built Form Codes for development within the Marina Village precinct to provide a more detailed level of guidance than included within the LSP. The Codes provide greater detail to ensure adequate control over development to achieve quality and desirable built form outcomes.

These Codes have been adopted by the City of Cockburn under the Scheme. In determining any application for Approval to Commence Development, the City of Cockburn will utilise these Codes in conjunction with the Structure Plan, the Scheme and any relevant City Policy.

In the event of there being any inconsistency or conflict between any provision, requirement or standard of any Council Policy and the Built Form Codes, the Built Form Codes shall prevail.

### **Codes Assessment – Performance Based Approach**

The Codes are intended to be predominantly performance based. The Codes provide specific design objectives that must be achieved, but are intended to provide flexibility in the means of achieving the design objectives.

Some mandatory 'Must Haves' criteria are included in the Codes, requiring the inclusion of important design elements to all development within the Marina Village – these must be complied with. However, compliance with the mandatory criteria alone will not necessarily satisfy the total requirements of the objective(s). Every development must still be designed to meet the objective(s) under a performance based approach. This approach is intended to ensure the inclusion of some key design elements whilst limiting the overall prescriptiveness of the Codes in order to encourage innovative design solutions by allowing each development to respond to the objectives.

The City may refuse development applications that do not meet the objectives of the Codes. Each application for development approval will be assessed on an individual basis and the approval of a particular design solution will not set a precedent for other developments.

The applicant is to demonstrate that the design solution meets the design objectives and is consistent with the Codes and the provisions of the Port Coogee LSP.

### **Built Form Codes Review**

To ensure that the Codes remain an effective and useful document throughout the lifecycle of the Port Coogee Marina Village, review and revision of the Codes shall be undertaken by July 2017, with the Codes being amended accordingly.

## **DESIGN APPROVAL PROCESS**

### **Approval Process**

A review and assessment process for Applications for Approval to Commence Development (development applications) by the Port Coogee Marina Village Design Review Panel (Design Review Panel) prior to lodgement with the City is required to ensure development achieves the required high quality architectural and built form outcomes required under these Codes.

The following steps outline the design formulation, submission and approval process required for development within the Port Coogee Marina Village:

#### **Step 1: Meeting with the Port Coogee Marina Village Design Review Panel**

- 1.1 Applicant and designer meets the Design Review Panel for a briefing on the site development intent and requirements and considerations specific to the site.

#### **Step 2: Pre Development Application Submission and Endorsement**

- 2.1 The applicant presents design concepts for review by the Design Review Panel, receiving initial comments.
- 2.2 Applicant presents revised design concepts for review by the Design Review Panel.
- 2.3 When the final design is presented, the Design Review Panel will provide a written response to the applicant either endorsing the development plans for lodgement with the City or seeking additional information or modifications for further consideration by the Design Review Panel (in total, three to four meetings may be necessary).
- 2.4 When steps 2.1 to 2.3 are complete, Application for Approval to Commence Development can be made to the City (accompanied by the Design Review Panel endorsement).

### **Step 3: Development Application Submission**

- 3.1 Once endorsement by the Panel has been received, the applicant lodges the development application with the City of Cockburn.
- 3.2 The development application is assessed by the City of Cockburn in the usual manner.

## THE PLACE



This section provides guidance on the design philosophy for the Marina Village

## THE PLACE

The Marina Village is the centrepiece of the Port Coogee community. Located on the waterfront, the Marina Village will provide a vibrant, diverse and sustainable focal point for its community. To realise this potential, the Marina Village requires a critical mass of activities including residential, retail, commercial, community and recreation. This mixed land use strategy will be contained within a high quality built environment and is intended to encourage activation of the Village throughout the day and evening.

### Vision and Principles

The Built Form Codes have been prepared to assist with the delivery of the Port Coogee Marina Village vision in accordance with community objectives and masterplanning principles, which are articulated in the revised Port Coogee Local Structure Plan.

The vision for the Port Coogee Marina Village is to create a contemporary residential seaside village experience, where pedestrians have priority over vehicular traffic and are provided with a broad range of convenience and retail facilities in a marina environment, focussing on the waterfront and the public realm.

The character of streetscapes will reflect the intended use and activity predominant in the street, creating a sense of place for the Marina Village's resident population. The majority of residential buildings will be 'brought to ground', meaning that they will have clearly identifiable address points and welcoming entrances from the street. The people presence generated by residential use, together with the utilisation of balconies and terraces will contribute to street activation, will engage residents with the Marina Village and contribute to the creation of a secure public realm.

The characters of the key streets within the Marina Village are as follows:

- Chieftain Esplanade and the southern groyne promenade (Calypso Walk) will be developed as the cosmopolitan lifestyle hub of Port Coogee, adjacent to the Marina and water's edge.
- Pantheon Avenue will be developed as the more formal, commercial and community focus of the village.
- Calypso Parade will provide the convenience retail shopping experience, a main street experience.

It is intended the Marina Village will be a genuine coastal 'jewel' for Cockburn – a facility for local people and for visitors from beyond to relax, socialise, wine, dine, shop, browse and enjoy the marina and coastal environment in an engaging village setting.



## KEY ASPIRATIONS

The Codes will facilitate a quality built realm, with an appropriate land use configuration and response to the high quality public domain. The Codes are based on the following key aspirations:

- **Create a vibrant waterfront village** – locating a diverse mixed use village on the waterfront.
- **Build on the location** – embracing and capturing the site’s special waterside characteristics and history to complement and enhance the coastal environment in terms of its visual and public amenity.
- **Create a distinct place** with exceptional quality urban environment.
- **Consideration of environmental comfort in design**, in particular in relation to wind and climatic conditions.
- **Define and punctuate the Marina Village** – identify key landmark sites for architectural elements that announce arrival at key places within the Marina Village.
- **Integrate within the existing open space network** – reinforce linkages and contribute to the open space network of the coast by providing new urban experiences.
- **Allow for a diverse residential population** to add vibrancy, support local businesses and ensure a high level of activity at all times.
- **Provide a focal point** where the Port Coogee community and residents or visitors to the City of Cockburn meet in a refreshing destination.
- **Activation** through density and engaging built outcomes and the creation of shared spaces.
- **Create a pedestrian dominant and walkable place.**
- **Achieve suitable outcomes** through a broad range of accommodation types, local employment, the provision of daily needs services and local recreational opportunities.
- **Contribute to the security** of the public realm through carefully designed building edges, activation of street fronts and passive surveillance opportunities.
- **Set a new benchmark** for Western Australian waterside communities.

## PUBLIC REALM PHILOSOPHY

The design philosophy for the public realm of the Port Coogee Marina Village is to create a vibrant comfortable space for all to celebrate Port Coogee's waterfront location and engage with the water. The intention is to deliver a series of well connected and memorable spaces that contribute to reinforcing Port Coogee's Marina Village as a community destination. These spaces include local parks and foreshore areas, streets and promenades and the areas between buildings that are used by the public (such as the Corsos).

The Built Form Codes will guide building outcomes to heighten the public realm experience in terms of shade, specific areas for solar access, shelter, passive surveillance, activity and accessibility.

Key elements of the Marina Village public realm include:

- Orsino Boulevard;
- Waterfront Park and Calypso Walk;
- Chieftain Esplanade;
- Chieftain Esplanade Square;
- Calypso Parade;
- The Corsos; and
- The Southern Breakwater.



### Orsino Boulevard: the eastern edge of the Village

**Vision:** Orsino Boulevard defines the eastern edge of the Village. It is the main north/south movement corridor through the Port Coogee Estate and the road of arrival at the Marina Village when traveling from the north and south. An 'urban scale' built form, inclusion of gateway buildings on important corners and a potential mix of uses at ground floor will announce arrival at the Marina Village.

Development on Orsino Boulevard will provide a transition between the higher density residential environment at the core of the Marina Village and the primarily single residential development of the Port Coogee community to the east.



### Waterfront Park and Calypso Walk: where the Village meets the Water

**Vision:** Waterfront Park is a north-facing, wind-protected grassed open space that provides a gathering space within the Marina Village on the waterfront. The park has been strategically positioned to form an integral part of the village centre interfacing with a variety of activities. The park could accommodate open-air movies, theatre, children's activities, festivals and other entertainment. The park has northerly views over the Marina and it is envisaged that it will be flanked by cafes and restaurants with alfresco dining along Calypso Walk. Calypso Walk is a predominantly pedestrian space (emergency and potentially some service vehicles excepted) providing a public promenade along the southernmost edge of the Marina.



### Chieftain Esplanade: where the Village addresses the Water

**Vision:** Chieftain Esplanade is a linear promenade along the water edge of the Marina Village and provides a major north-south link through the Village. Chieftain Esplanade forms part of the north-south regional coastal pedestrian and cycle route. Pedestrians and cyclists have priority (slow moving vehicles are permitted). Chieftain Esplanade consists of two levels, with primary movement at street level and a lower boardwalk closer to water level.

Chieftain Esplanade will be designed to enable the closure of the street to traffic at certain times of the day, week or year in order to transform the waterfront into a destination for community gatherings and festivals. It is intended that Chieftain Esplanade will be activated by retail, cafes and restaurants, as well as residential entries at street level and development at upper levels of adjoining buildings.



### Chieftain Esplanade Square: where the Community meets

**Vision:** An informal 'square' is proposed at the intersection of Chieftain Esplanade, Waterfront Park and Calypso Parade. This space provides views over the Marina boats, water and landforms primarily towards the North. It is proposed that a large feature tree or artwork will be placed on the edge of this space, slightly north of the main vistas, to signify a meeting place and enhance the landmark quality of this space.



### Calypso Parade (Main Street): an urban retail street

Vision: 'Calypso Parade' is the main retail street of the Marina Village and links Waterfront Park to Orsino Boulevard. In contrast to the waterside experience, Calypso Parade is intentionally urban with a specialised fine grained street character that provides for glazed shopfronts, awnings, street trees, canopies and possible cantenary lighting. Slow moving traffic and short-term parking will also activate the street.



### The Corsos: linking water to water

Vision: In order to enable physical connection from Ocean side to marina side, a number of access links are intended through the Marina Village peninsula. These extend from the marina edge in the vicinity of Waterfront Park to the Southern Breakwater. The Corsos will be located within private ownership providing public access via easements. The Corsos will have unique and interesting designs that will provide an attractive outlook for residents within dwellings abutting the Corsos and pedestrians utilising these connections. Particular attention will be paid to the impact of wind in the design and development of the Corsos.



### Southern Breakwater: extending the natural coast as a green edge

Vision: Along the Southern Breakwater is an open foreshore landscape. It follows the breakwater and provides a green interface between the Marina Village and the Ocean. Paths for cyclists and pedestrians will provide linkages to Coogee Beach, the outer breakwater, the Marina Village and the surrounding residential area.



## BUILT FORM AND DESIGN PHILOSOPHY (PRIVATE REALM)

The provisions of the Codes have been guided by the coastal nature of the site and contemporary best practice for the delivery of sustainable mixed use communities.

The overarching building design objectives are outlined below:

- Design excellence in all buildings, providing lasting outcomes for future generations.
- Individuality in buildings by only defining key design requirements for a site. This will provide for distinctiveness and interest whilst maintaining consistent design philosophies.
- All lower level building facades will require a high level of fine grain articulation and detail to provide the necessary richness and sense of place for the Marina Village.
- The built form compactness and appearance will vary between the development core and edge sites where the Marina Village meets the Port Coogee primarily residential area. This may result in a more solid appearance to the core and a lower scale response at the edges of the Marina Village.





## PRECINCTS

### The Marina Village Centre Precinct

The extent of the Marina Village Centre Precinct is defined by Pantheon Avenue to the north, Orsino Boulevard to the east, an area of Public Open Space to the south and Chieftain Esplanade to the west.

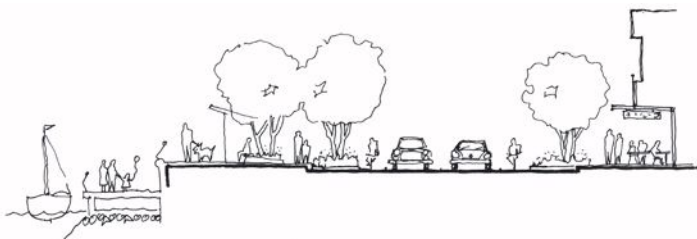
The Marina Village Centre Precinct has a mixed use character with residential use generally located above a ground plane of retail, commercial and community uses (excluding the southernmost land within the Precinct, which is expected to be predominantly residential at the ground floor). This will ensure a diverse streetscape that responds to the village character proposed for the Marina Village.

Calypso Parade is at the heart of the Marina Village Centre and will present as the 'Main Street', lined with retail, mixed or other uses and entries to residential buildings. These diverse activities located at ground will create a high level of activation throughout the day.

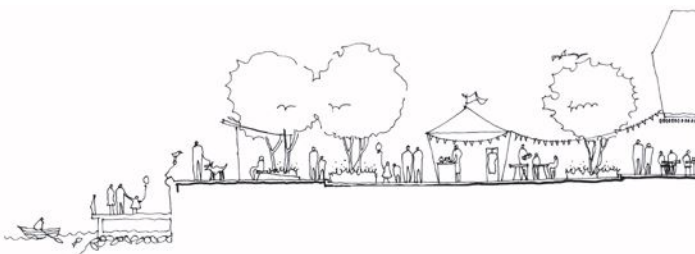
Chieftain Esplanade is designed as a pedestrian and vehicular shared zone with the ability to be closed to vehicles for special events. In particular, it is intended that Chieftain Esplanade between the retail core and the marina waterfront will be designed to enable the transformation of the space from street to events space, as indicatively illustrated below. Access to the main underground car parks will be maintained and traffic management of the centre village area will not be compromised during an event.

In general, a concentration in height is located in and around the Marina Village Centre precinct and towards the waterfront. Tapering away from the waterfront, building heights for the expected predominantly residential buildings on Orsino Boulevard reduce, responding to the residential areas adjacent. Key street intersections with Orsino Boulevard will have reinforced corners to mark the entry to the Marina Village.

There will be a concentration of activity in the Marina Village Centre and adjacent Waterfront Park area ranging from normal daily activities to special events which may include markets, street fairs and concerts. Built form interface must respond to these key public areas.



CHIEFTAIN ESPLANADE – AS A MULTI-USE STREET OPEN TO VEHICLE TRAFFIC



CHIEFTAIN ESPLANADE – AS A MARKET/EVENTS SPACE CLOSED TO VEHICLE TRAFFIC

## The Northern Precinct

The Northern Precinct is located immediately to the north of the Marina Village Centre Precinct. The extent of the Northern Precinct is defined by Coromandel Approach and Maraboo Wharf to the north, Orsino Boulevard to the east, Pantheon Avenue to the south and Chieftain Esplanade to the west.

The Northern Precinct is primarily envisaged as a residential precinct dedicated to a mix of buildings/typologies and residential densities with commercial and retail uses at street level on Pantheon Avenue. Buildings along the waterfront area fronting Chieftain Esplanade may be residential initially however they will be designed robustly to allow for the development of retail and commercial use as and when demand requires.

The building height in the Northern Precinct will step down from the waterfront and adjoining Marina Village Centre to integrate with the residential communities to the east of Orsino Boulevard and north of the adjoining park on the northern boundary of the precinct.

Lot 303, on the northern edge of the Marina Village, will accommodate the Marina Services Building, which is designated as an Icon Building. This building will be up to 13.6m in height and will derive its icon status via design, its location and its response to the water's edge.

The Northern Precinct has the potential for a variety of built form, providing an interesting mix of scales, buildings, design, colour and materials in an urban setting.







### The Peninsula Precinct

The Peninsula Precinct extends westwards from the Marina Village Centre Precinct. The extent of the Peninsula Precinct is defined by Calypso Walk and the Marina to the north, Chieftain Esplanade to the east and Napoleon Parade to the south.

The Peninsula Precinct will provide a distinct residential community within the Marina Village, focused on the marina and significant public domain at Waterfront Park and the southern breakwater foreshore. At Waterfront Park, it is intended that active uses (predominantly) food and beverage, will be provided at ground level. Further west along the peninsula, buildings along the marina waterfront area may be residential at ground floor initially, however they will be designed robustly to allow for the development of retail and commercial use as and when demand requires.

It is envisaged that the southern side of the peninsula will be residential. 'Corsos' will provide public access links at key locations to allow pedestrian movement between the marina side and ocean waterfront (southern breakwater).

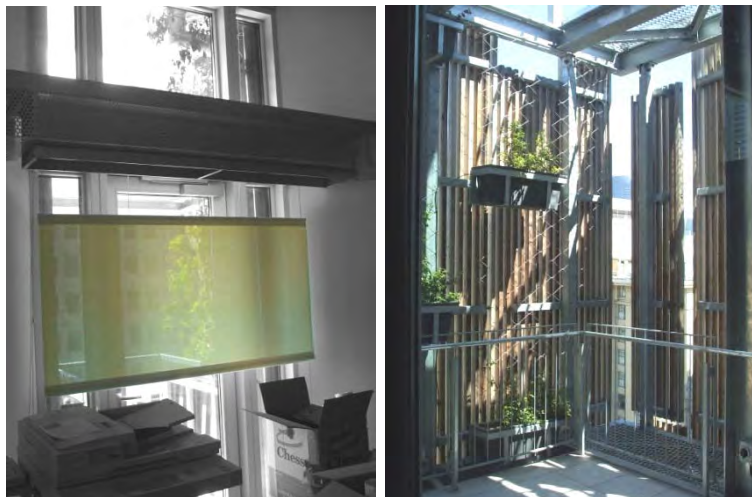
In response to the unique environmental conditions of the site, a maximum building height of 32.0m is extended west on the peninsula adjacent the main area of Waterfront Park. This will provide a potential means to assist amelioration of wind on Waterfront Park and its associated activities.

There are two icon buildings located within this Precinct - bordering Waterfront Park, a building located at the intersection of Chieftain Esplanade and Calypso Walk will identify the centre of the Port Coogee Marina Village. An icon building is also required on Site 9 at the western extremity of the Precinct. It is envisaged this building will be a landmark for the development when viewed from various vantage points.

## GENERAL PROVISIONS



The General Provisions contain design requirements that are applicable to all development within the Marina Village

**SUSTAINABLE DESIGN-BLINDS**

THIS BLIND HAS BEEN SHORTENED AND IS MOVED ACCORDINGLY TO PROVIDE PROTECTION FROM DIRECT LIGHT AND ENSURE AMBIENT LIGHT ENTERS THE OFFICE SPACE, THEREBY REDUCING RELIANCE ON ARTIFICIAL LIGHTING.

**SUSTAINABLE DESIGN-ATRIUM SPACE**

AN EXTERNAL ATRIUM SPACE CAN BE USED TO CIRCULATE AIR, CREATING A VERTICAL CHIMNEY EFFECT TO FACILITATE NATURAL VENTILATION.



TERRACOTTA TILES INTEGRATED WITH SOLAR PANELS

## **BUILDING CONTEXT AND ENVELOPE**

### **SUSTAINABLE DESIGN**

#### **Design Intent**

Good building design makes efficient use of natural resources and energy throughout its full life cycle, including during construction. Sustainability aspects to consider include: recycling of materials, selection of appropriate and sustainable materials, adaptability and reuse of buildings in the future, passive solar design principles, efficient appliances and mechanical services, soil zones for vegetation and reuse of water.

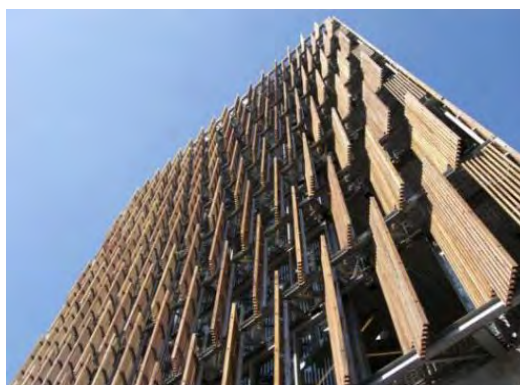
Note: Please refer to other General Provisions for specific sustainable design objectives to be achieved.

#### **Objectives**

- To minimise the consumption of energy from non-renewable resources, to conserve the environment and to reduce greenhouse gas emissions.

#### **Must Haves**

- Applicants are required to present and report the intended environmentally sustainable design approach to their proposed development to the Design Review Panel.



EXAMPLE OF ECOLOGICALLY SUSTAINABLE DESIGN AND FACILITY MANAGEMENT



SUSTAINABLE CONSTRUCTION TECHNIQUES, FORM AND OPERATION



## ICON AND GATEWAY BUILDINGS

### Design Intent

Some sites have been nominated for icon and gateway building design. Icon buildings are generally located to terminate a vista, frame a view, reinforce the public domain and/or define a hierarchy of places. Icon buildings shall be well designed, and in their context should be memorable, inspirational and appealing. Ideally they should serve a useful purpose and create a sense of place by contributing positively to the public realm. The merits of built form that warrant 'iconism' need not be size related nor an overt and extravagant design language, however there should be a uniqueness and authenticity that makes the building stand out to the point where it is different and benefits its location.

Design excellence is required – quality, articulation of the facade, proportion, scale and massing, material selection and detailing will be of heightened importance for Icon Buildings.

Icon buildings may be granted variations to the setbacks designated under the Site Specific Provisions, subject to design merit and wind assessment.

### Objectives

- Nominated icon and gateway buildings exhibit design excellence;
- The design of nominated Icon and Gateway Buildings defines and reinforces the public realm and hierarchy of spaces within the Marina Village.

### Must Haves

- Icon and gateway buildings shall be constructed with materials and detailing of high quality and with scale and proportion appropriate to the location;
- Icon and gateway buildings shall be designed to be unique and memorable, representing a point of difference to other buildings in the Marina Village.



ICONIC ARCHITECTURE



THE USE OF PUBLIC ART PROVIDES A FOCAL POINT AND FEATURE FOR THE DEVELOPMENT.



A UNIQUE, MODERN ICON BUILDING WITH DRAMATIC BALCONIES



--- STRONG WIND EXPOSURE. BUILT FORM REQUIRES SITE SPECIFIC WIND AMELIORATION DESIGN

## WIND

### Intent

Wind levels along Cockburn coast are relatively high – accordingly, wind requires careful consideration in the development of multi level buildings and their potential influence on wind impact on abutting public realm. So that appropriate consideration is given to the relationship between wind and development within the Marina Village, each proposed development is required to undergo a wind assessment by a suitably qualified wind engineer, which is to be provided to the City at the Development Application stage.

**Table 1** opposite sets out and describes the classifications of wind adopted for use (based on average annual maximum wind speeds) within the Codes. **Table 2** sets out the wind classifications that to be achieved at ground level within the Marina Village streets with which development must comply. (The ‘bulk form’ criteria sets the street environment to be achieved via the design of the bulk form of the proposed buildings at street corners and on non retail or commercial frontages. The ‘localised’ criteria sets the level to be achieved away from street corners and on retail and commercial frontages as well as at residential building entries.)

The wind assessment is to assess compliance with the nominated classifications for the relevant site as stated in Table 2. The wind assessment will also consider whether further wind tunnel testing is required to demonstrate compliance (it is considered likely that all development on the waterfront will require wind tunnel testing and a resultant appropriate design response). Where the wind assessment recommends wind tunnel testing and an appropriate design response, these results shall also be submitted at the Development Application stage and shall demonstrate compliance with Table 2.

It is recommended that a suitably qualified engineer is engaged early in the design process. Appropriately designed built form can be used to ameliorate ground level wind conditions, while inappropriate built form design can lead to acceleration of winds in pedestrian areas past acceptable levels. Setbacks above the second level of development are an important tool to deal with ground level wind conditions.



SHELTERED SEMI-PUBLIC COURTYARDS CAN BE LOCATED WITHIN THE LOT.



PERMEABLE ELEMENTS ATTACHED TO THE BUILDING FAÇADE CAN AMELIORATE WIND CONDITIONS.



ALFRESCO SEATING CAN BE SCREENED BY VISUALLY PERMEABLE BARRIERS, NO HIGHER THAN 1.2M.



DOUBLE DOORS TO ENTRIES CAN CREATE WIND LOCKS.

The General and Site Specific provisions relating to setbacks and awnings contained within the Codes may be varied by the City on recommendation in a wind assessment by a suitably qualified wind engineer (on the basis of wind tunnel testing).

### Objectives

- Provide sheltered areas conducive to alfresco entertaining.
- Create useable outdoor areas for apartments.
- Do not create an unacceptable wind impact on adjoining public realm areas.
- Provide shelter to Waterfront Park.

### Must Haves

- Wind assessment of every proposed development by a suitably qualified wind engineer to assess compliance with the wind speed in Table 2.
- Development is to demonstrate that the street and corso environments about the development do not exceed the classifications documented in Table 2.
- Where a wind assessment identifies the need for wind tunnel testing, a wind tunnel test is to be undertaken and must show that design solutions have met criteria for public streets within Table 2.

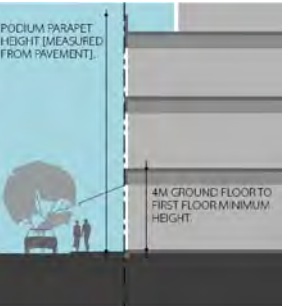
**Table 1**

Classification	Description	Average Annual Maximum Wind Speed
Dangerous	Will knock people down.	23 m/s
Cockburn Coast Waterfront	Limit of acceptable conditions along a waterfront exposure.	21 m/s
Walking	Acceptable for walking comfort without stopping.	16 m/s
Short Term Stationary	Suitable for shop entrances. Suitable for window shopping.	13 m/s
Long Term Stationary	Suitable for outdoor restaurants, seating and tabled areas.	10 /ms
Cappuccino Criteria	Empirically the speed at which shop keepers close alfresco areas.	7-8 m/s

Note: Average Annual Maximum Wind Speed is the wind speed that in any one year has a 67% probability of being exceeded.

**Table 2**

Street	Bulk Form	Localised
Calypso Parade	Short Term Stationary	Long Term Stationary
Calypso Walk (Site 7)	Long Term Stationary	Long Term Stationary
Calypso Walk (Site 8)	Short Term Stationary	Long Term Stationary
Chieftain Esplanade	Walking	Short Term Stationary
Pantheon Avenue	Walking	Short Term Stationary
Corsos	Cockburn Coast Waterfront	Walking
Napoleon and Socrates Parades and Site 9	Cockburn Coast Waterfront	Walking
Waterfront Street Corners	Cockburn Coast Waterfront	Cockburn Coast Waterfront
Other roads in Marina Village	Walking	Short Term Stationary



REQUIRED HEIGHTS FOR PODIUMS WILL RESULT IN A COHESIVE STREETScape.



WHEN ELEMENTS BETWEEN BUILDINGS ALIGN, THE STREETScape HAS CONTINUITY EVEN THOUGH EACH BUILDING IS VARIED.

## BUILDING HEIGHT AND DATUM

### Design Intent

Maximum building heights are nominated within the various street blocks of the Marina Village as shown on the adjacent Building Heights diagram. (Services such as lift overruns and balustrades and non habitable architectural elements are excluded from the height calculation.) It is envisaged that in reality building height will vary (within the maximum) to produce variation in built form, provide visual interest and punctuate street corners. Height and building mass will also assist with manipulating environmental conditions such as solar access and shelter from the wind and rain.

On street frontages which require a non-residential use at ground floor (and including frontages requiring robust building design), basement parking that protrudes above ground level is not permitted and will need to be located internally (or below ground level), screened from view of the street, with commercial and retail tenancies providing frontage to the street at grade.

A two to three level podium shall occur to some site edges, as noted on the Building Heights diagram. The intent of the podium with nominated floor to ceiling heights is to ensure a consistent streetscape and rhythm between buildings on different lots in key locations, ensuring a minimum street wall environment and enclosure.

### Objectives

→ To ensure a harmonious urban form and streetscape.

### Must Haves

- Development shall include a podium with a height minimum of two levels and a maximum of three levels, as shown on the diagram opposite. Datum have been set for the podium to ensure consistency within nominated streetscapes across the Marina Village; where a residential use is located over a protruding basement parking level, careful consideration of the street edge and design at the boundary is required.
- Where available, development proposals shall include adjacent development in the elevation drawings to demonstrate that the proposed development maintains and is consistent with height datums adjacent from ground floor to level two.



## DAYLIGHT ACCESS AND SHADOWING

### Design Intent

The Codes encourage environmentally sustainable development. Natural light within the building contributes to pleasant and comfortable environments in which to live and work. Access to natural light reduces reliance on artificial light, improving energy efficiency and amenity. Passive and active design principles are encouraged to minimise the need for artificial summer cooling and winter warming. North-facing living spaces should be optimised.

### Objectives

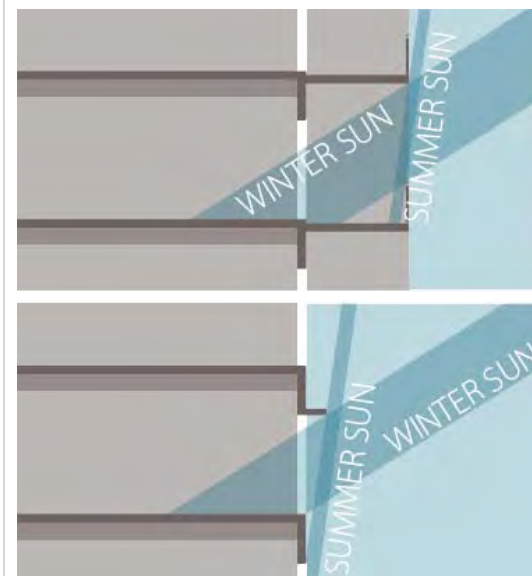
- To provide daylight access to all habitable rooms and encourage daylight access elsewhere within a residential development;
- To provide as much natural ambient light to commercial and retail tenancies as possible with the ability to manipulate the amount of daylight according to need.

### Must Haves

- Daylight access is to be provided to all habitable rooms.



PASSIVE SOLAR DESIGN PRINCIPLES ARE ENCOURAGED SUCH AS WINDOW SIZING, PLACEMENT AND SHADING.



MIDDAY SUN ANGLES IN SUMMER AND WINTER. CANOPIES AND AWNINGS CAN MANIPULATE SOLAR ACCESS AS DESIRED WITHIN A ROOM AND PROVIDE A VARIED AND INTERESTING FAÇADE DESIGN.

FEATURE ROOF DESIGN CAN ENHANCE THE BUILDINGS PRESENTATION AND CREATE VARIETY WITHIN THE PUBLIC REALM



THE ROOF DESIGN SHOULD BE CONSIDERED AS PART OF THE PORT COOGEE MARINA VILLAGE SKYLINE AND HOW THE ROOF WILL BE SEEN FROM HIGH POINTS



SUSTAINABLE ELEMENTS  
WIND TURBINES ARE VISIBLE FEATURE  
ELEMENTS WITHIN THE ROOF DESIGN.



A VARIETY OF ROOF FORMS WITHIN A  
DEVELOPMENT CREATES AN  
INTERESTING SKYLINE

## ROOF

### Design Intent

In an urban environment the roof design can often be viewed from afar as part of a skyline. For this reason, the design of the roof should be considered as part of the overall building composition. Service elements should be screened by integrating them into the roof design.

The roofline can be used to reduce large building masses, assist with articulating the building facade and provide an area for passive recreation.

The design of the roof should facilitate the use, or future use, of sustainable elements such as green roofs, wind generation, natural ventilation, photovoltaic applications, and other future innovative design solutions.

Sustainable solutions may be permitted within the roof area as more visible elements, subject to design merit.

### Objectives

- To integrate the roof design with the overall building composition;
- To consider the roof design as viewed from afar as part of a skyline.

### Must Haves

- Service elements shall be integrated into the roof design or be located discretely to be screened from view at ground level and from a distance. These elements include lift over-runs, service plants, chimneys, vent stacks, telecommunication infrastructures, gutters and downpipes, air conditioning hardware/ installations;
- Signage is not permitted as part of the roof design.

## STAGED DEVELOPMENT

### Design Intent

Built form within a large site may occur over a period of time. It is important to consider how blank walls in staged developments are presented and viewed from the public realm and neighbouring development. Careful consideration of setbacks, articulation and appearance of facades in the early stages is required. The use of landscaping and public art can assist with the presentation of incomplete development.

### Objectives

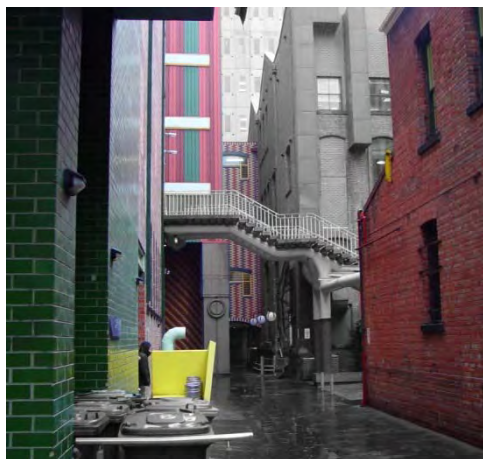
- To ensure that incomplete and staged development presents well to the public realm;
- To ensure the amenity of adjoining properties is protected from unsightly and incomplete built form.

### Must Haves

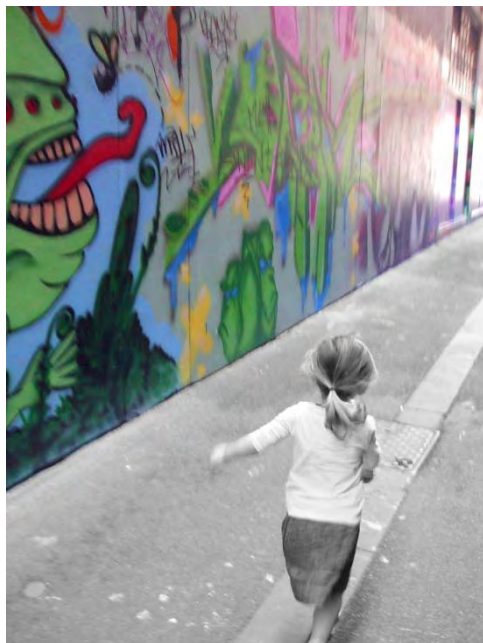
- Blank walls to be further developed as part of a later stage of development shall be considered as a designed elevation. Measures to ensure an acceptable 'interim' appearance shall be utilised;
- Any staged development shall provide an overall masterplan to demonstrate an appreciation of, and commitment to, completing the built form. Subsequent development shall demonstrate compliance with, or justify appropriate changes to, the overall masterplan;
- Any nil setback to a side boundary, where adjoining development has not begun, shall be finished to match the main building or to provide visual interest (via public art for example). Material changes, landscape and detail elements may be required where the overall height of the wall is considered excessive and detrimental to the overall development and/or the adjacent public realm.
- Prior to further subdivision of any site, a Detailed Area Plan assessed by the Design Review Panel and approved by the City of Cockburn will be required for each proposed lot. Detailed Area Plans are to be consistent with the principles of the Built Form Codes.



BLANK WALLS WITHIN A STAGED DEVELOPMENT CAN BE DEVELOPED WITH PUBLIC ART TO ENHANCE THE BUILT FORM ENVIRONMENT.



VARIED AND INTERESTING COLOURS AND MATERIALS USED WITHIN A SERVICE LANEWAY.



ARTWORK CAN PROVIDE INTEREST WITHIN THE LANEWAY.

## LANEWAYS

### Design Intent

Laneways in an urban environment function primarily to provide vehicular access to public and private parking areas, service and loading areas. Being a mixed use Marina Village there will be a mix of commercial, visitor and residential vehicles that use the laneways. Pedestrian use of laneways is also expected.

To provide a safe environment, development abutting laneways should provide an opportunity for passive surveillance of the laneways through design. Development abutting laneways should be designed with windows and openings from habitable spaces overlooking the laneway. The use of design to create an interesting experience (e.g. graphic/art walls and the like) is encouraged.

Where the laneway is within private ownership, development over the laneway is desirable, ensuring adequate clearance heights are provided for delivery vehicles.

### Objectives

- To provide for an interesting and engaging environment allowing for passive surveillance from surrounding development;
- To ensure the laneway functions foremost as a vehicle and service access zone.

### Must Haves

- Development adjacent and over laneways shall have windows to commercial floorspace and habitable spaces to encourage passive surveillance and engagement with the laneway.



## CORSOS

### Design Intent

In order to enable physical connection for pedestrians, linking the Marina Edge with the Southern Breakwater, a number of access links (corsos) are intended between or through the buildings on the Marina Village peninsula. The access links will provide public pedestrian access via land in private ownership. It is anticipated that this will provide scope for unique and interesting designs, which will result in attractive outlooks for residents within dwellings nearby and for pedestrians using these connections. The corsos are required to be inviting and easily and clearly interpreted as being for use by the public.

The corsos will be designed to ameliorate wind conditions and as such may not be in a straight line; they may kink and bend. This may present opportunities to create courtyards and plazas adjacent to, or incorporated within, the corsos as semi-public spaces. As the corsos will be within private ownership, development of these spaces in a three dimensional way is encouraged - utilising link buildings over the corsos, stairs and ramps and the use of soft and hard landscaping to create interesting spaces.

Any development abutting or incorporating a corso should provide for visual surveillance, perceived and real, from apartment windows and balconies, pedestrian entries and courtyards to apartments.

### Objectives

- To create an attractive and interesting pedestrian thoroughfare through the peninsula;
- To ensure corsos are inviting and easily and clearly interpreted as being for use by the public;
- To provide suitable wind conditions within the Corsos in accordance with the Wind General Provisions.

### Must Haves

- Wind assessment by a suitably qualified wind engineer to demonstrate compliance with the wind speed in Table 2 under the Wind General Provisions.



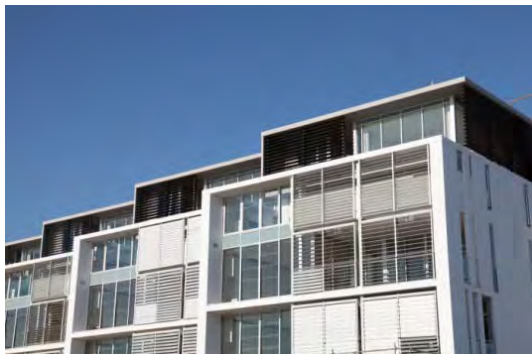
EXAMPLES SHOWING LINK ELEMENTS ABOVE THE CORSOS AND CHANGES IN LEVELS.



CORSO-DWELLING FRONTAGES  
DWELLINGS ADDRESS THE CORSO WITH ENTRY  
DOORS, PORCHES AND LETTERBOXES.



ELEVATED CORSO WITH COMMUNAL OPEN SPACE



LOUVRED BALCONIES PROVIDE FOR A SHELTERED OUTDOOR SPACE IN WEST FACING BUILDINGS. USERS MANIPULATE THE LOUVERS THEREBY CREATING A CHANGING FAÇADE.



THE USE OF RECESSED AND PROJECTING FORMS COUPLED WITH A VARIETY OF COLOURS AND TEXTURES CREATES AN INTERESTING BUILT FORM AT THE UPPER LEVELS.

## **BUILDING LAYOUT AND DESIGN**

### **ARCHITECTURAL EXPRESSION**

#### **Design Intent**

Architectural quality and execution contributes to, and helps to define, the character of the public domain. Buildings shall reflect design excellence – employing composition, proportion and balance in the design. Visual interest results from well considered use of a variety of materials and textures, and the articulation of the building form and mass. The use of textures, materials and colour should be used to articulate the facade, internal layout and reflect the structure rather than applied as decoration.

As part of the marina village, the design of the buildings shall reflect the Coogee coastal location both in design response and through the appropriate choice of materials and finishes for longevity and maintenance. Additionally, the use of colour, texture and palette derived from the natural coastal environment should inform the aesthetic response.

#### **Objective**

- To achieve design excellence that reflects and responds to the coastal environment and the creation of a unique urban coastal Marina Village.

#### **Must Haves**

- Design excellence and execution via well considered composition, proportion, material selection and detailing;
- Building design shall respond to orientation, climate and the coastal location;
- Innovative and contemporary design is encouraged. Direct historical reproductions and pastiche designs are not permitted;
- Respond to adjacent buildings, streetscape design and precinct identity when developing a design solution.

## ROBUST BUILDING DESIGN

### Design Intent

Robust and flexible building design allows for a change in use of a building over time, ensuring the building is sustainable via its longevity and adaptability. Within the Marina Village, robust building design is required on the Marina Frontage as shown on the Robust Building Design diagram opposite. Whilst residential use is allowed, the buildings must be designed to allow the ground floor to be adapted for a non-residential use.

In designing a robust residential building, consideration is to be given to future access to tenancies. Consideration should also be given to how internal layouts may be adapted for commercial/retail tenancies – for example, raised floors, aligning core services between floors, minimising internal structural walls, columns and services to allow for internal layout renovation will be necessary. As a guide, a building cross section of 18-20m allows for better solar access within the building footprint and cross-ventilation. The external appearance of the building should be designed as a commercial/retail tenancy rather than being domestic in appearance. This relates to the scale of windows and openings, materials selected and finish. High ceilings for commercial tenancies may allow for raised lightweight floors and raised courtyards for residential dwellings. Any ramping should fit within the front setback area.

### Objectives

- To provide flexible building design that enables the ground floor to be used for non-residential use at some stage in the future (if used for residential in the first instance);
- To encourage and allow adaptive re-use of buildings;
- To encourage longevity in the design of buildings.

### Must Haves

- Where residential use is to occur at the ground floor, development drawings shall demonstrate how the design will enable conversion from residential to commercial or retail use in the future. This includes the street elevations, which shall be designed in the first place as commercial/retail type frontages rather than domestic in scale and design aesthetic;
- The minimum ground floor to first floor height shall be 4 m (excludes lightweight flooring systems);
- Design separate entries for the ground floor level and upper level areas;
- Consider and allow for adequate pedestrian mobility for future development as commercial/retail uses. This includes designing for universal access to commercial/retail tenancies from the street;
- Allow for at least 25% of the boundary and building frontage to be converted to future food and beverage use. Careful consideration will be required for future servicing of this use, such as power, grease traps, ventilation, etc. The 25% of frontage for future food and beverage uses is to be shown at the Design Review Panel and Development Application stages.



➤➤➤➤➤ ROBUST BUILDING DESIGN REQUIRED



RESIDENTIAL FRONTAGE WITH RAISED LIGHT WEIGHT FLOORING TO REDUCE CEILING HEIGHT INTERNALLY AND PROVIDE FOR A PRIVATE COURTYARD.

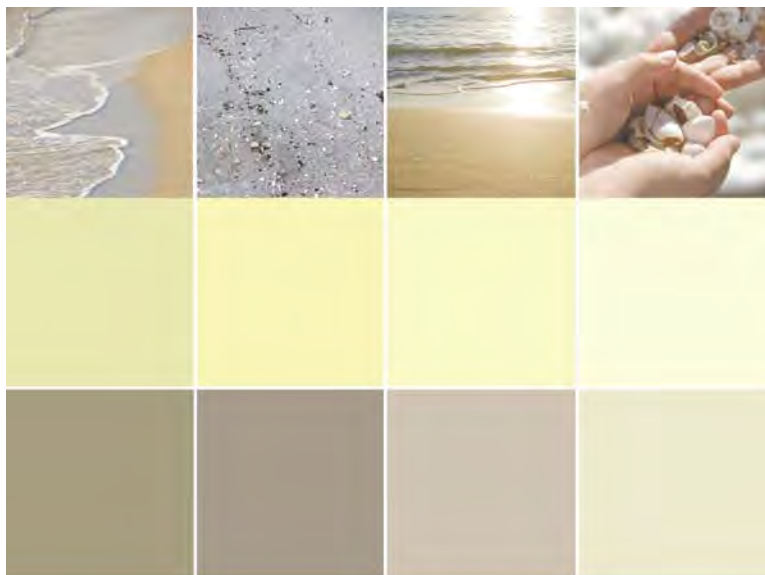


COMMERCIAL TENANCY CONVERSION WITH FLOOR FINISH AT GRADE.



COMMERCIAL TENANCY CONVERSION WITH NIL SETBACK TO THE BOUNDARY EXCEPT FOR THE RECESSED ENTRY ALLOWING FOR WINDOW DISPLAY.





## MATERIALS AND COLOUR

### Design Intent

Material and colour selection shall respond to the coastal location and the 'urban village' character of the Marina Village. This includes the use of natural materials and light and neutral colours with accents, highlights and feature colours derived from the local natural palette. When selecting building materials, claddings and finishes, material longevity and maintenance should be considered within the coastal context. Material and colour variation can reduce the perceived length and scale of large building elevations where the palette responds to the facade articulation. Where applied finishes and materials are used, carefully consider joint placement and edge details to ensure the overall appearance and finish is realistic and well executed during construction.

### Objectives

- To create a coastal built form character specific to the Marina Village via a consistent palette;
- To ensure long life and ease of maintenance for the development;
- To use material and colour application to articulate the building façade and overall design.

### Must Haves

- Each building shall comprise more than one facade material (excluding glazing), with material variation corresponding to surface changes, internal layout, relative street address and feature elements;
- Select materials and finishes that are robust, easy to maintain and that have an urban character rather than being domestic or suburban in nature.



ACCENT AND HIGHLIGHT COLOURS CAN BE DERIVED FROM NATURAL ENVIRONMENT ALSO.

EXAMPLE COLOURS THAT HAVE BEEN DERIVED FROM THE NATURAL, COASTAL PALETTE.  
COLOURS DEPICTED ARE NOT AN EXCLUSIVE LIST BUT AN EXAMPLE OF HOW TO DERIVE COLOUR FROM THE  
NATURAL COASTAL PALETTE.

## OVERLOOKING AND PRIVACY

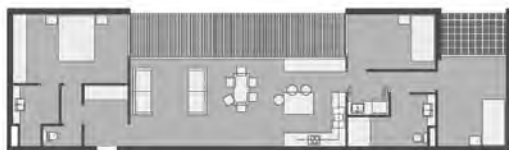
### Design Intent

In any urban environment, it is likely and should be generally accepted that some overlooking will occur. Suburban conditions should not be planned for nor expected. However, apartments should be designed to deliver a reasonable level of visual privacy externally and internally. A balance between maximising outlook and views from principal rooms and private open space without unnecessarily compromising visual privacy can make an apartment more liveable. Internal layouts should consider the activities of each of the areas where overlooking may occur, the times and frequency these spaces are being used and the occupants' expectations of privacy and their ability to control a loss of privacy with screening devices.

The elevation and facade composition should not be compromised in achieving privacy between residential units, which should be achieved via well considered building configuration and/or integrated screening devices.

### Objectives

- To achieve a balance between visual privacy between apartments without compromising outlook and views;
- To provide appropriate building separation between and within sites to allow for adequate visual privacy to internal spaces.

STUDIO APARTMENT – 30 M<sup>2</sup>1-BED APARTMENT – 55 M<sup>2</sup>2-BED APARTMENT – 68 M<sup>2</sup>3-BED APARTMENT – 100 M<sup>2</sup>4-BED APARTMENT – 240 M<sup>2</sup>

A DIVERSE RANGE OF FLOOR PLANS WILL PROVIDE FOR A RANGE OF HOUSEHOLD TYPES

NOTE: IMAGES PROVIDED ARE FOR EXAMPLE PURPOSES ONLY AND DO NOT INFER REQUIREMENT IN RELATION TO SIZE OR LAYOUT.

## DWELLING DIVERSITY

### Design Intent

A densified and diverse residential population will help to bring vibrancy and activity to the Marina Village. A mix of dwelling types will cater for a variety of households and a range of built form outcomes. Apartment design is to consider a variety of household types including families and the elderly. A variety of apartment types and floor plans can contribute to a varied and interesting building facade. Diversity in dwelling size and design, to accommodate different household types will include:

- More affordable accommodation for single persons, young professionals and retirees:
  - Single bedroom dwellings
  - Dwellings of 2 or more bedrooms of up to 80m<sup>2</sup>.
- Family friendly apartment living:
  - 2-4 bedroom dwellings between 80m<sup>2</sup> and 140 m<sup>2</sup>.
- High end luxury apartments:
  - Dwellings of 2 or more bedrooms 125 m<sup>2</sup> and above.

### Objectives

- To provide housing for a range of family types and household requirements within a mixed use, walkable marina village environment;
- To encourage a diverse residential population in the Marina Village, in terms of household size, composition and age groups, through the provision of a range of living options.

### Must Haves

- Developments comprising more than 25 dwellings shall contain a mix of at least three different dwelling types. A development shall not be comprised of more than 60% of any particular dwelling type:
  - Single bedroom dwellings;
  - Dwellings of 2 or more bedrooms of up to 80 m<sup>2</sup>;
  - 2-4 bedroom dwellings between 80 m<sup>2</sup> and 140 m<sup>2</sup>; and
  - Dwellings of 2 or more bedrooms 125 m<sup>2</sup> and above.
 Alternative means to achieve the objectives may be considered at the discretion of the City.
- Site 9 and Lot 303 are exempted from the Dwelling Diversity Objectives and Must Haves.

## ACOUSTIC PRIVACY

### Design Intent

It is likely and should be generally accepted that some noise will be experienced in association with the active mixed use Marina Village. However, it is important to ensure a reasonable level of acoustic privacy between apartments and external and internal spaces to provide a high level of amenity within a development. Designing for acoustic privacy is driven by the location and separation of buildings within a site and how the internal spaces are arranged within apartments.

### Objectives

- To provide a high level of amenity for residential dwellings by protecting the acoustic privacy of dwellings from noise-generating non-residential uses. It is acknowledged that given the mixed use nature of the Village centre, some noise from after-hours activities may be anticipated;
- Noise generating uses should be in tenancies suitably designed and built, with the use managed to limit noise and disturbance to residential occupants in the same, or an adjoining, development.

### Must Haves

- An acoustic report (including a noise management plan) for any noise generating use shall be submitted with development plans at the Development Application stage to demonstrate noise will comply with accepted/relevant standards.



WINDOW LOUVERS PROVIDE NATURAL VENTILATION AND DAYLIGHT ENTRY



HORIZONTAL LOUVERS OFFER PROTECTION TO WINDOWS

## NATURAL VENTILATION

### Design Intent

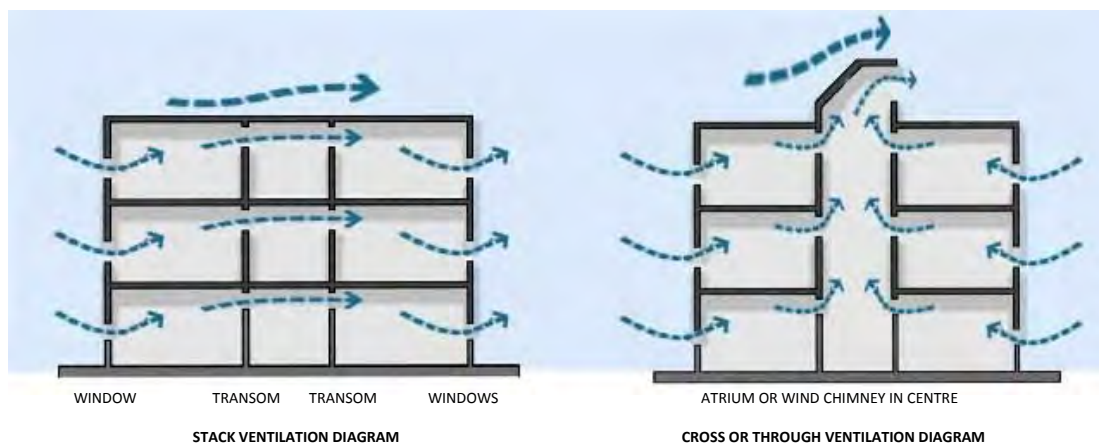
Natural ventilation through a building facilitates a comfortable indoor environment and the provision of fresh air to habitable spaces. Designing for natural ventilation exercises sustainable practice by responding to the local climate and by reducing or eliminating the need for mechanical ventilation (reducing energy consumption and costs associated with such). To achieve natural ventilation the design must provide for a correctly orientated building, including the spaces within. As a guide, buildings which support natural ventilation typically range from 10 to 18 metres deep.

### Objective

→ To provide natural ventilation to all habitable spaces thereby reducing the need for mechanical ventilation.

### Must Haves

→ All proposed building designs are to provide ventilation diagrams at Design Review Panel and Development Application stages to clearly demonstrate how dwellings and spaces within achieve natural ventilation to all habitable spaces.





## **STREET EDGE INTEGRATION**

### **CORNERS**

#### **Design Intent**

Corner buildings provide a transition between streets and define the public realm at intersections. The design of a building at the corners should be considered carefully to ensure there is continuity or harmony of materials and detailing to both elevations. The corner may be emphasised by height, form or feature elements such as wrapping balconies.

#### **Objectives**

- To reinforce the street edge at corners;
- To ensure building design considers the site truncation by way of design and detail;
- To ensure appropriate design of corners to ameliorate wind conditions at ground level.

#### **Must Haves**

- Every street elevation, excluding laneways, shall be considered as primary frontage and designed as such;
- Blank walls to corner frontages will not be permitted.



SUCCESSFUL TRANSITION BETWEEN STREETS



A BALCONY AND VERTICAL FEATURE ELEMENT PROVIDE AN ADDRESS TO THE STREET CORNER.



IN THIS EXAMPLE, THERE IS INSUFFICIENT ADDRESS TO THE STREET VIA THE FLAT PARAPET WALL AND SMALL WINDOWS.

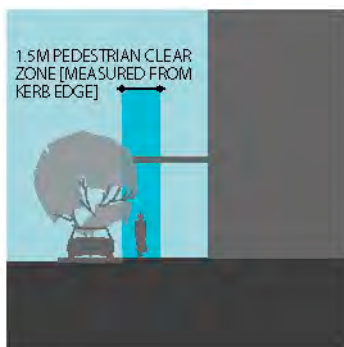




AT GROUND LEVEL, THE BUILDING FRONTAGE IS DESIGNED FOR MAXIMUM EXPOSURE TO THE STREET VIA WINDOWS AND VENDOR DISPLAYS WITHIN THE STREET.



BUILT FORM TO THE BOUNDARY EDGE OVER A NUMBER OF LEVELS PROVIDES GOOD DEFINITION TO THE PUBLIC REALM.



## FRONTAGE AND ARTICULATION

### Design Intent

Design and articulation at street level helps to provide for a vibrant and stimulating pedestrian experience. At street level, the building frontage of commercial and retail tenancies should be designed to address the street via entries, windows and displays. The structural grid of the building should be designed to allow for a range of retail and commercial floor plate sizes. Fine-grained, street-based retail and commercial tenancies are preferred within the Village Centre addressing the streets, in particular Calypso Parade.

On frontages where a non-residential use is not mandatory, variations to the nominated setback may be considered where the proposed development meets the design intent and objectives stated under the General Provisions and the development intent of the Site Specific Provisions. For example, by demonstrating that the building has been designed to reduce the appearance of the proposed setback through the use of architectural or landscape elements.

Vendor activity may extend beyond the site boundary to encourage alfresco seating and the display of goods. This will contribute to a vibrant and active environment where people, seating, umbrellas and canopy colours populate the street. The vendor zone is to maintain a minimum thoroughfare of 1.5m to maintain pedestrian access along the footpath. Where vendor activity is proposed to extend beyond the site boundary, the applicant or alfresco vendor is to consult with the City regarding the leasing and management of the public space.

Where a residential use fronts the street, living spaces should provide an address via generous windows, openings, balconies and courtyards to encourage active use within this zone and passive surveillance over the street.

### Objectives

- To create a vibrant and stimulating pedestrian experience;
- To create opportunity for passive surveillance of the public realm contributing to the sense of safety;
- To ensure retail and commercial tenancies contain active window frontages that are transparent (partially revealing the tenancy behind) and address the street;
- To encourage alfresco dining spaces that are well designed and contribute positively to the public realm.

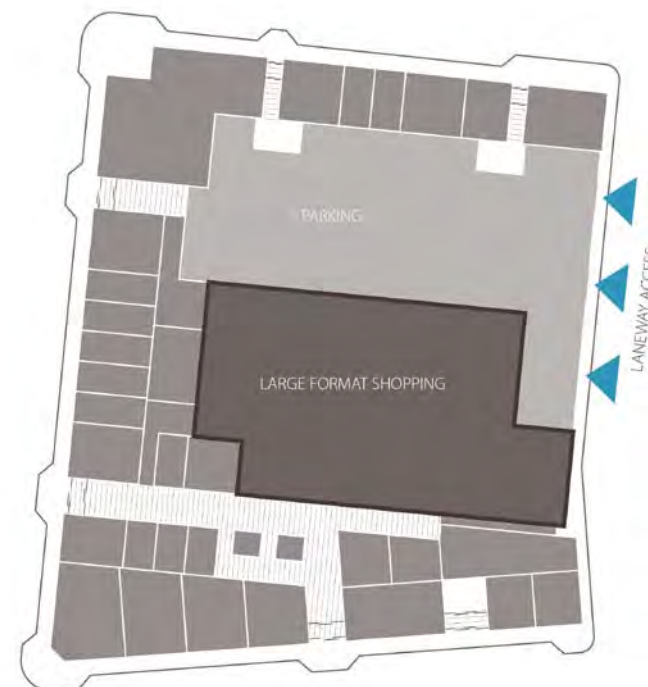
### Must Haves

- Residential units facing the street shall contain a living space to this address.

For mandatory non-residential frontages:

- Provide building frontage to the majority of the lot boundary facing the street. Some setbacks within shop

- Retail shopfronts shall typically be in the 6m-10m range for the majority, and are not to exceed these widths except where noted below:
- On any street block over 60m in length, a limit of one shopfront may be 10m-20m wide;
  - Shopfronts may exceed the above dimensional requirements if they are expressed as a series of shopfronts with multiple entry points and window displays that allow visual transparency to the shop beyond;
  - Large format shops shall comply with the above dimensions (this applies to each façade). Multiple entry points are permitted where each entry is sleeved by small format shopfronts.



LARGE FORMAT RETAIL/COMMERCIAL AND GROUND LEVEL PARKING SHALL BE SLEEVED BY FINE GRAIN DEVELOPMENT TO THE STREET. NOTE THE SEPARATE ACCESS FOR UPPER LEVEL TENANCIES.



THE ENTRIES TO THESE BUILDINGS ARE CLEARLY DEFINED BY MATERIAL, SCALE AND DESIGN.

## ENTRY

### Design Intent

Building entries provide an interface within the public domain and generate 'people presence', thereby contributing to the activation of the street. The entry point directs and orientates the visitor and can create a desirable identity for a development; the entry is also the front door for many residential dwellings and therein the residents 'sense' or 'place' of address in the street. Entries may lead into a common entry foyer or directly into communal open space from the street.

### Objectives

- To contribute to variation, orientation and articulation within the streetscape;
- To provide clearly a defined address at street level for every dwelling or group of dwellings.

### Must Haves

- The building entry shall be a clearly identifiable element within the facade design;
- The primary entry to a building's upper floors shall be accessed and addressed from the street;
- Provide sheltered, well-lit and highly visible spaces to enter the building, meet and collect mail;
- Provide clear sight lines between the street and the entry foyer space to provide for a safe environment;
- Provide separate entry points for vehicles and pedestrians and for different uses within the building, for example between residential and commercial uses;
- Design for any service and emergency equipment that may need to be located within the lobby space;
- The building shall have a clearly identified street number.



MATERIALS, SCALE AND DESIGN DEFINE ENTRIES.

## OPENINGS

### Design Intent

The number, placement, proportion and detail of windows and openings can assist in articulating the facade and are important elements within the design. In large scale developments, where repetition within the facade occurs, window design and placement should be well considered to avoid the appearance of blank facades. The use of shading devices such as eaves, awnings and external louvers can provide protection from the natural elements and provide definition to the building.

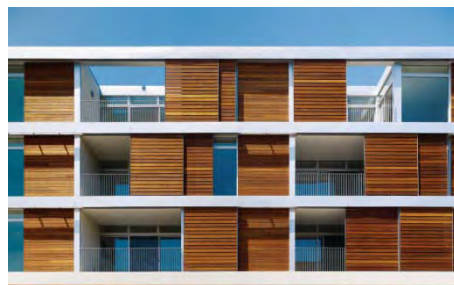
### Objectives

- To ensure well considered placement and design of windows and openings within the building facade;
- To ensure window detailing and opening placement is detailed to avoid the appearance of blank facades lacking in depth and design detail;
- To encourage passive surveillance over the public realm;
- To provide protection to west-facing openings from summer sun where possible.

### Must Haves

- Service and wet area openings shall be integrated into the building facade design and shall not be visually obvious from the public realm. Elevations which consist entirely of service and wet area openings are not permitted;
- Glazing to openings is to be transparent. The use of highly tinted or reflective glass is not permitted;
- Roller shutters over windows are not permitted to address the primary street frontages at any level;
- Integrated sun protection in the form of louvers is permitted;
- Interesting, well considered punctuation of building elevations with openings that respect and contribute to building design is required.

MANOEUVRABLE TIMBER SHUTTERS PROVIDE PROTECTION WHILST MAINTAINING SURVEILLANCE OPPORTUNITIES.



THIS EXAMPLE USES VERTICAL SHADING DEVICES AS A FEATURE WITHIN THE FAÇADE DESIGN. THE USE OF COLOUR BACKED GLAZING PROVIDES FOR SOME DETAIL AND INTEREST WHERE THE MAJORITY OF THE GLAZING IS CLEAR ALLOWING GOOD VISIBILITY TO THE STREET.



SUN SHADING, SCREENS TO SERVICE AREAS AND COLOUR BACKED GLASS CREATE INTEREST WITHIN THE OVERALL FAÇADE DESIGN WHILST ALSO DEALING WITH UNSIGHTLY SERVICE AREAS AND PASSIVE SHADING TO WINDOWS.



VARIOUS WINDOW TREATMENTS AND THE USE OF MESH TO COVER UNSIGHTLY SERVICE AREAS RESULTS IN A DETAILED FAÇADE.



THE DESIGN PROVIDES AN INTERESTING FAÇADE AND EMPHASISES 'EYES ON STREETS' SURVEILLANCE THROUGH ITS FAÇADE DESIGN.





LIGHTING-SCULPTURAL  
LIGHTING WITHIN THE PUBLIC REALM AND TO THE BUILDING ELEVATION  
CREATES A SAFE AND ENJOYABLE PLACE.



LIGHTING-UNDER AWNINGS  
THIS INDIAN RESTAURANT CREATES ATMOSPHERE UNDER THE STREET  
AWNINGS WITH UNIQUE LIGHTING.



## LIGHTING

### Design Intent

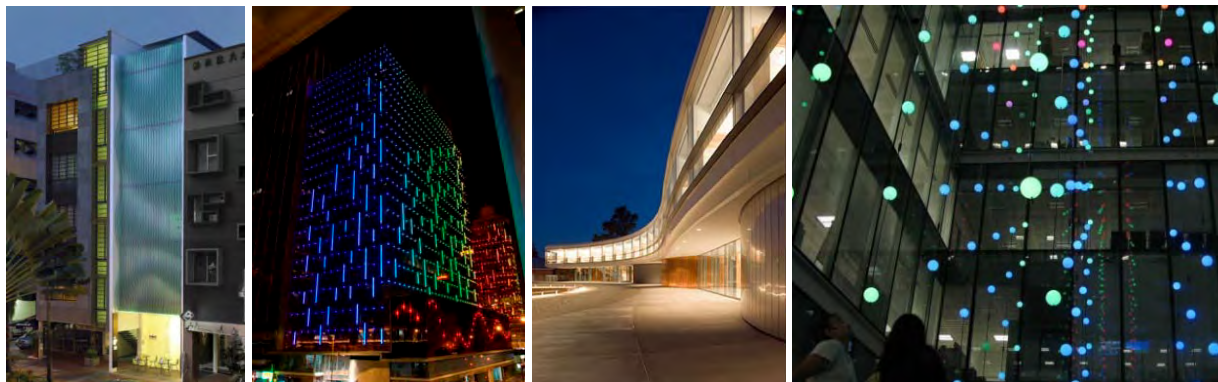
Lighting of a building facade can enhance legibility and safety within the public realm. It can also create a mood and a sense of place. Lighting should be incorporated into the building design and consideration given to the building appearance at night.

### Objectives

- To provide a safe and welcoming environment at night within the Marina Village;
- Consider lighting design as part of the overall building design and how the building is perceived at night;
- To create night time interest within the Marina Village.

### Must Haves

- Incorporate lighting under awning and colonnade structures;
- Design lighting to enhance and highlight residential entries for safe and convenient night time use.



## AWNINGS AND CANOPIES

### Design Intent

Awnings and canopies provide protection from sun, rain and wind, encourage pedestrian activity and create opportunities for extending retail activities to footpaths such as dining and vendor activities. They also create an intimacy of space. The design of the awning and canopy can provide identity and detail to a building. Awnings and canopies can be used to emphasise corners and define entry foyers to upper levels via accentuated height or a variation in design. High level awnings such as shading over windows are encouraged to add interest and expression to the building's architecture and improve its energy efficiency. Nominated streets within the Marina Village are required to provide pedestrian cover – see Site Specific Provisions for further detail.

### Objectives

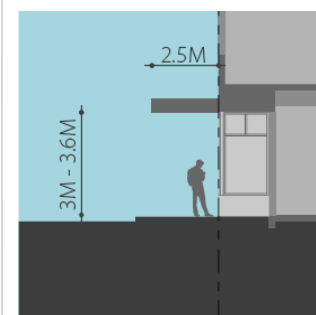
- To provide continuous shelter along the street edge on nominated streets (refer to Site Specific Provisions);
- To encourage pedestrian activity as part of an activated built form environment;
- To define entry points to upper level development.

### Must Haves

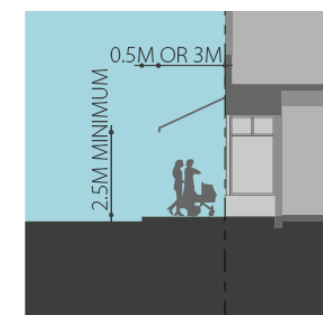
- Continuous pedestrian cover shall be provided to Pantheon Avenue, Calypso Parade and Chieftain Esplanade as indicated on the diagram under the Site Specific Provisions;
- Provide shelter over building entries to define the entry;
- Interesting design, integral to the design and finish of the building/development, is required;
- Monotonous canopy design is not permitted to the building frontage;
- The canopy or awning shall be a maximum of 3 m wide measured from the setback line, or 0.5 m from the kerb edge. It shall be a consistent design within development over a single site;
- The canopy shall have a minimum clearance height of 2.5 m from the footpath;
- The awning shall be within a minimum of 3 m and a maximum of 3.6 m in height, measured from the pavement.



SHELTERED BENCH SEATING AND NOVELTY TABLE ARRANGEMENTS MAKE FOR AN INTERESTING PEDESTRIAN EXPERIENCE.



AWNINGS



CANOPIES





## SIGNAGE

### Design Intent

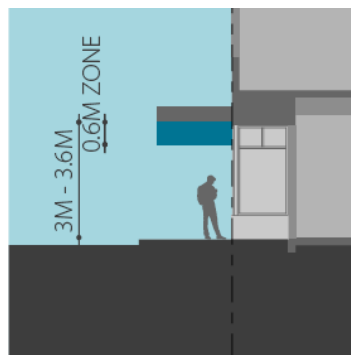
Signage is important for way-finding and for business identification, its design should be considered early in the design process to ensure it is compatible with the building design and streetscape character. Signage design should consider scale and proportion of the development and information hierarchy within the street context without obscuring or dominating important views.

### Objective

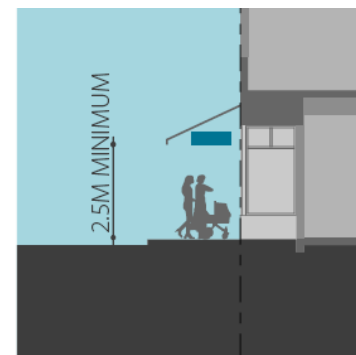
- To ensure signage is in keeping with desired streetscape character and with the development in scale, detail and overall design.

### Must Haves

- Signage is to be located within the designated Marina Village Signage zone (shown in the illustrations below) in a style that is sympathetic and complementary to the overall building design.
- Alternative signage, such as building naming, may be considered subject to design merit and endorsement by the Design Review Panel and must be located within the commercial use component of the building.



UNDER CANOPY SIGNAGE  
SIGNAGE MAY BE LOCATED UNDER THE CANOPY OR AWNING OR FIXED TO THE WALL UNDER THE CANOPY AND MAY EXTEND NO LOWER THAN 2.4M ABOVE PAVEMENT LEVEL.



CANOPY EDGE SIGNAGE  
END CANOPY SIGNAGE SHALL BE CONTAINED WITHIN THE CANOPY OR AWNING EDGE.

## FAST FOOD OUTLETS AND BRANDED FRANCHISES

### Design Intent

Any fast-food outlet or franchise located within the Marina Village shall be designed and integrated with the built form and respect the context of the Marina Village. Signage shall be limited to the defined Marina Village signage zone. The use of colour shall be consistent with the coastal aesthetic and services and exhaust carefully managed. No drive-throughs are permitted.

### Objectives

- To ensure a unique experience is provided within the Marina Village;
- To ensure tenancy fit out at the street-edge is consistent with the overall building design and streetscape;
- To ensure fast food outlets and branded franchises appear consistent with general retail/commercial use/tenancies.

### Must Haves

- Tenancy facade design shall be consistent with the building where it is located, utilising colours and materials which respond to the Marina Village and its coastal context. This includes any furniture, awnings, umbrellas and the like which may be located within the road reserve;
- Odours shall be managed and exhausted away from the public realm. Any venting shall not exit via the ground level frontage.



THIS FRANCHISE EXHIBITS ITS OWN BRANDING WITHIN A SIGNAGE ZONE; SEATING PROVIDES COLOUR AND INTEREST TO THE STREETScape.

## FENCING

### Design Intent

Fences and walls include all built vertical landscape elements designed to define boundaries between one space and the next or to rationalise a change in level. The design of fences and walls has an impact on the real and perceived safety and security of residents as well as on the amenity of the public domain and the identity of the development. Fencing shall be designed using materials to complement the built form within the site.

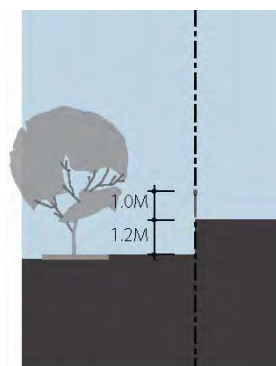
### Objectives

- To ensure fencing design and materials/finish complements and is consistent with the building design;
- To ensure fencing is not dominant within the public realm.

### Must Haves

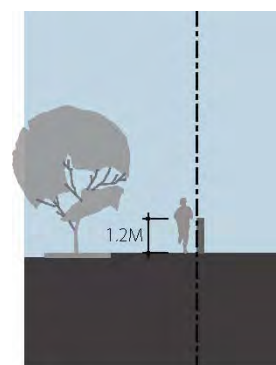
- Fencing to Pantheon Avenue, Calypso Parade and Chieftain Esplanade (between Pantheon Avenue and Calypso Parade) is not permitted as these streets shall be defined by the built form;
- Where utilised, fencing shall be consistent with the materials and design of the main building;
- Fencing to laneways shall be no greater than 1.8m high and shall be 50% visually permeable;
- Solid fencing to street boundaries shall be no higher than 1.2m.
- Fencing is mandatory to the street frontage for residential development;
- The combined height of fencing above a protruding basement level shall be no more from 2.2m (with the basement protrusion generally being no more than 1.2m).
- Fencing to side boundaries shall be Type 3 of masonry construction.

**OPEN FENCE DESIGN**  
WHERE FENCING IS LOCATED ON LOT LEVEL ABOVE PAVEMENT LEVEL, THE FENCING SHALL BE 1.0M AND PREDOMINANTLY OF AN OPEN AND TRANSPARENT DESIGN.



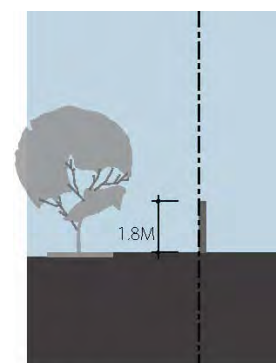
TYPE 1

**LOW WALL A**  
WHERE THE SITE IS DEVELOPED AT GRADE AND FENCING IS PERMITTED TO THE STREET BOUNDARY, A LOW 1.2M HIGH WALL IS PERMITTED.



TYPE 2

**SERVICE AREA FENCING**  
SOLID FENCING IS PERMITTED TO SCREEN SERVICE AREAS ONLY.



TYPE 3



TYPE 4

**LANEWAY FENCING**  
FENCING TO LANEWAYS, OTHER THAN TO SERVICE ZONES, SHALL BE 50% VISUALLY PERMEABLE AND TO A MAXIMUM HEIGHT OF 1.8M.

## **CIRCULATION AND SERVICES**

### **VEHICULAR ACCESS**

#### **Design Intent**

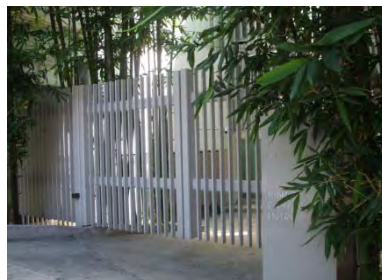
The location, type and design of vehicle access points in a development will have significant impact on the streetscape, the site layout and the building facade design. It is important that vehicle access is considered early in the design process to manage potential conflicts with streetscape requirements and traffic patterns and to minimise potential conflicts with pedestrians.

#### **Objectives**

- To integrate vehicular access into a site without compromising the street character, building design, landscape or pedestrian amenity and safety;
- To encourage active street frontages.

#### **Must Haves**

- Driveway widths (and openings) at the street boundary shall be no greater than 7m. Consideration may be given to alternative design solutions which satisfy the objectives above;
- Locate vehicle entries away from main pedestrian entries. Vehicular access is preferable from a laneway where possible (see Site Specific Provisions);
- Parking entries shall be located so as to not compromise the street character, residential entries, landscape or pedestrian safety along a street;
- Access to parking areas within a lot shall be collective, limiting the need for multiple crossovers along the street where possible;
- At-grade parking on the primary street frontage is not permitted.



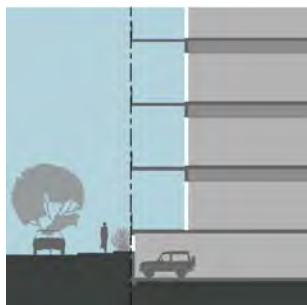
THE GATE AND BASEMENT DRIVEWAY ARE FINISHED IN MATERIALS WHICH COMPLEMENT THE BUILDING AND PLANTING IS USED TO SOFTEN THE VISUAL IMPACT.



HIGH QUALITY, INTEGRATED VEHICULAR ACCESS DOES NOT COMPROMISE THE STREET CHARACTER.







**BASEMENT WITH NIL SETBACK TO STREET BOUNDARY (RESIDENTIAL DEVELOPMENT ONLY)**

PROJECTING BASEMENTS ABOVE GROUND LEVEL ARE ONLY PERMITTED WHERE PLANTING IS PROVIDED FOR SCREENING OR SUITABLY DESIGNED.



**MULTI-STOREY CAR PARKS**

CAR PARKING AT GRADE WITHIN THE LOT SHALL BE SCREENED BY DEVELOPMENT FROM THE STREET.



**ABOVE GRADE CAR PARKS AT THE BUILDING EDGE**

WHERE PARKING IS LOCATED ABOVE GROUND LEVEL AND TO THE BOUNDARY EDGE, THE FAÇADE TREATMENT OF THE BUILDING SHALL BE DESIGNED TO SCREEN CARS AND PARKING AREAS.



**ABOVE GRADE CAR PARKS**

PARKING AREAS ABOVE GROUND LEVEL SHOULD PREFERABLY BE SCREENED BY DEVELOPMENT. ROOF PARKING AREAS SHOULD BE SHADED.

## PARKING

### Design Intent

To preserve the streetscape for built form and activated frontages and limit the impact of mass parking areas within the public realm, basement or 'sleeved' at-grade vehicular parking shall be provided on non-residential frontages (including on mandatory robust building frontages). At-grade parking should be designed to incorporate shade structures and landscaping along with well defined pedestrian access to and from the parking area.

Basement parking for residential buildings only may be to a maximum height of 1.2m above ground level (and may be increased to 1.5m to accommodate slope across a site at the boundary with a street) and for the purposes of calculating height does not constitute a storey (in such cases, the building height must still comply with the relevant designated height maximum in 'metres'). Where a residential use is located over a protruding basement parking level, careful consideration of the street edge and design at the boundary is required.

### Objectives

- To provide parking within a site that is not visible from the public realm;
- To ensure a well shaded and landscaped parking area is provided;
- To use environmentally sustainable design principles in the design of parking areas.

### Must Haves

- On frontages which require a non-residential use or robust building design at ground floor, basement parking that protrudes above ground level shall be sleeved by commercial or retail development and shall not be visible from the street;
- Where parking is provided above ground level, the façade treatment of the building shall be designed to screen cars and parking areas, ensure that the design and composition of this element fits with the overall façade design and datum heights are maintained;
- Basement parking may project a maximum of 1.2m (maximum 1.5m to accommodate slope across a site at the boundary with a street) above natural ground level on residential frontages where it is screened by vegetation and not highly visible from the street or suitably designed to appear integral to the building;
- Residential dwellings located adjacent to parking entries shall be designed to minimise visual, noise and amenity impacts;
- At least two bicycle parking spaces shall be provided to each commercial development over 300m<sup>2</sup> gross lettable area, with an additional space for every ten employees. Bicycle parking facilities shall be lockable or otherwise allow for the secure storage of bikes;
- Commercial development in excess of 500m<sup>2</sup> gross lettable area shall provide for end of trip facilities, including showering and changing areas.

## PARKING RATIOS

### Residential Parking

The following residential parking ratios are minimum requirements, there is no upper limit to the number of private parking bays a development may provide.

#### *Single Houses*

- Two bays which may be in tandem.

#### *Grouped dwellings*

- Two bays per dwelling, which may be in tandem, plus visitor bays at a rate of one bay per four dwellings, or part thereof;
- In the case of single bedroom dwellings of not more than 80 m<sup>2</sup>, one bay per dwelling.

#### *Multiple dwellings*

- 0.3 bays per dwelling plus 0.012 bay per sqm of net internal living area;
- 0.035 visitor bays per dwelling plus 0.0015 bays per sqm of net internal living area;
- In the case of single bedroom dwellings, one bay per dwelling plus 0.1 visitor bay per dwelling;
- At least one bay per dwelling provided for the exclusive use of each dwelling. Where two or more bays are provided, they may be in tandem;
- The maximum requirement per dwelling is 2 bays plus 0.25 bays towards the visitor parking requirement.

### Retail

- 1 bay per 18.75 m<sup>2</sup> NLA.

### Commercial

- 1 bay per 30 m<sup>2</sup> NLA.

### Food and Beverage

- 1 bay per 8.5 m<sup>2</sup> seating area.



**Hotel (Accommodation)**

- 1 bay per room.

**Notes**

- The modelling used in developing the parking provisions has identified a total 350 parking bays within the public realm, which are available for credit towards Marina Village uses to lessen the requirement to accommodate all of a development's parking requirement on site. A total of 90 residential visitor spaces and 260 retail/commercial spaces (includes 25 for later conversion of residential use to retail/commercial use in marina front locations) are available within public streets to be credited towards parking requirements on individual development sites. The allocation of these bays to particular development sites is detailed in the Site Specific Provisions.
- The actual take up of credits for street parking by individual sites will depend upon development densities achieved on site. Where individual sites have not been developed to densities assumed in modelling, and accordingly, have not claimed off site visitor parking credits as allocated in the Site Specific Provisions, the City will reassess parking demand after 2016 and make recommendations in respect of future redistribution of unused street parking allocations.
- It is not intended that street parking will be 'marked' as allocated to a particular use or development, rather there will be a total pool of parking available for general use.
- To qualify for the on-street parking credit assigned in the Site Specific Provisions, at least 90% of the retail/commercial visitor parking provided on the relevant development site must be available for general public parking during peak festive use periods (from 6 pm Friday evenings to 10 pm Sunday evenings and similarly on public holidays) and at least 80% must be available for general public parking at all other times.
- Where a proposed development does not provide its entire parking requirement on site, the Application for Approval to Commence Development is to be accompanied by a Parking Plan based on the Port Coogee Transport Report showing the location of off-site parking for the development (either temporary or permanent).

## BUILDING SERVICES

### Design Intent

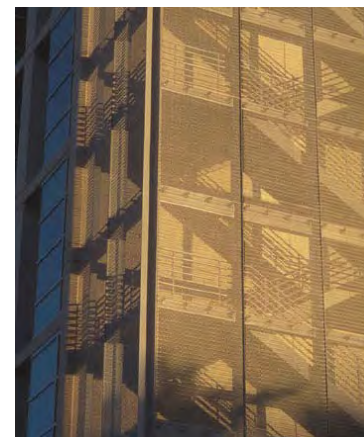
Service elements should be considered during the design phase and sensitively housed and catered for within the design. Pipes, wired services, clothes drying areas, hot water storage tanks and air conditioning units are to be concealed within the development.

### Objectives

- To consider building services during the design phase so that they are housed within the building design and screened from view.

### Must Haves

- Loading docks and service areas within development sites shall be screened visually and acoustically from residential units;
- Odour producing servicing elements (for example, waste compactus and storage) shall be suitably located or designed and treated in a manner that does not impose unacceptably on residential amenity in a mixed use building;
- TV antennae, satellite dishes and radio masts shall be located discretely and set back from the building edge to reduce visibility from ground level;
- Roof and wall mounted air conditioning units are not permitted unless fully concealed from view. Where air conditioning units are located within balconies, they shall be screened from view in a manner that has regard for the overall design of the building. Noise impact to adjacent dwellings shall also be considered and managed.



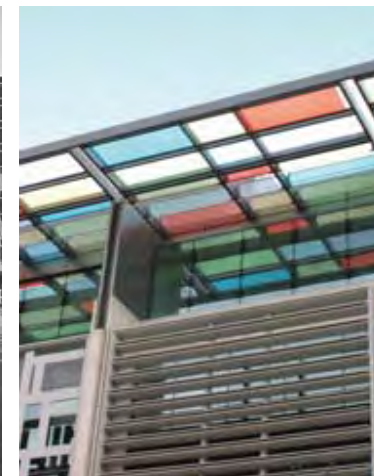
EXTERNAL STAIR TOWER ENCLOSED AND INCORPORATED INTO BUILDING DESIGN.



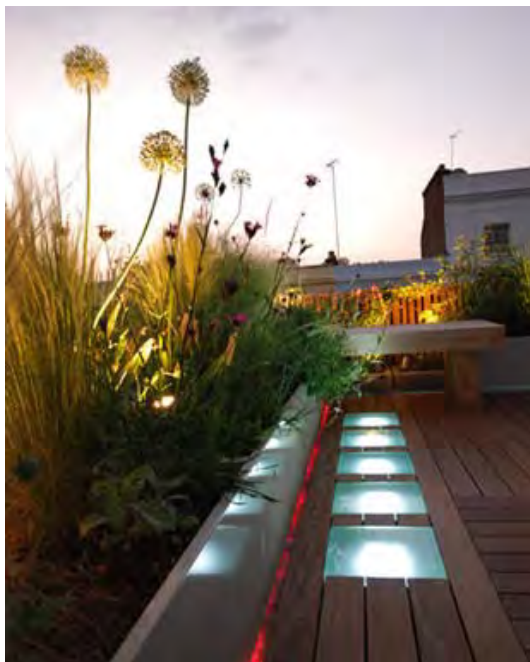
PLANT LOUVRE SCREENING AND VENTILATION.



SERVICE ELEMENTS HOUSED IN A SCULPTURAL ELEMENT WITHIN THE LANDSCAPE.



EQUIPMENT FAÇADE SCREENING.



ROOF TERRACE



LANDSCAPE INCREASES AMENITY AND OUTLOOK WHILST PROVIDING SPACES FOR MEETING AND INTERACTION

## **OPEN SPACE AND LANDSCAPE**

### **COMMUNAL OPEN SPACE**

#### **Design Intent**

Communal open space within a residential development can provide for both passive and active recreational opportunities. These areas within the lot should be consolidated to ensure the space is useable and attractive and can incorporate hard and soft landscaping. The use of roof gardens and terraces is encouraged.

#### **Objectives**

- To provide residents a place for passive and active recreation;
- To allow for soft landscaping including the planting of shade trees;
- To create visual amenity for residents and provide a pleasant outlook that is consolidated and attractive communal open space;
- To design communal open space that is easy and cost effective to maintain on an ongoing basis for the benefit of owners/occupants of a development.



BALCONIES HAVE VIEWS OVER EXTENSIVELY LANDSCAPED LARGE CENTRAL COMMUNAL OPEN SPACE



## BALCONIES, TERRACES, COURTYARDS, VERANDAHS AND ROOF GARDENS

### Design Intent

Balconies, terraces, courtyards, verandahs and roof gardens provide for private open space, assist to articulate the building facade and are to be a strong feature within Port Coogee in promoting the coastal, outdoor lifestyle. Private outdoor spaces oriented toward the public realm can also provide a people presence, contributing to the liveliness of the place, the opportunity for passive surveillance and the sense of safety of the village. Service areas and clothes drying are not to be visible from the public realm.

### Objectives

- To ensure balconies and the like (private open space) are commensurate in size to the size and composition of a dwelling;
- To provide private open space of useable dimensions;
- To ensure that balconies, terraces, verandahs and roof gardens are integrated into the architectural form;
- To contribute to the sense of safety and liveliness of the street by designing for passive surveillance and visual engagement between the public and private realms;
- To ensure service areas, service equipment and clothes drying areas are not visible from the public realm.

### Must Haves

- Every dwelling of 80m<sup>2</sup> gross floor area or more shall have private open space of a minimum of 10m<sup>2</sup> and a minimum dimension of 2.5m, which may be in the form of a balcony, terrace, courtyard, verandah or roof garden accessible from a primary internal living space;
- A balcony that is fully enclosed by operable louvers, sliding panels or bi-fold doors and has a hard floor surface continuous with the internal area can be included as private open space.



**EXTERNAL BALCONY**  
EXTERNAL BALCONIES SHALL BE DESIGNED AS AN INTEGRAL PART OF THE ELEVATION AND SHALL NOT APPEAR AS AN 'ADD-ON' STRUCTURE. WHERE SERVICING IS LOCATED WITHIN THE BALCONY, THIS IS TO BE SCREENED FROM VIEW VIA THE BALUSTRADE AND/OR SOLID ELEMENTS WITHIN THE BALCONY DESIGN.



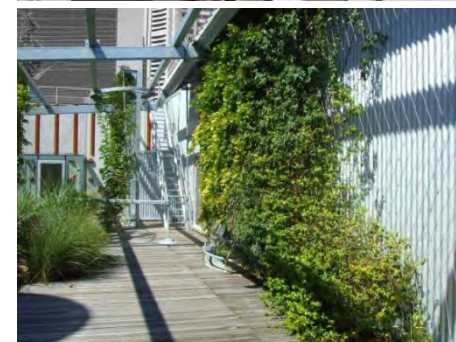
**RECESSED BALCONY**  
RECESSED BALCONIES CAN PROVIDE A GREATER AMOUNT OF WEATHER PROTECTION AND SCREENING FOR SERVICE AREAS. BY STEPPING THE PLAN, PARTITIONED AREAS CAN BE CREATED WITHIN THE BALCONY.



**JULIETTE BALCONY**  
A JULIETTE BALCONY THAT HAS OPERABLE OPENINGS CAN EXTEND THE INTERNAL AREA TO THE OUTSIDE.



SERVICE AREAS WITHIN THE BALCONY SHOULD BE SCREENED AND CONSIDERED DURING THE DESIGN PHASE.



THE ROOF SPACE OF THIS COMMERCIAL BUILDING HAS BEEN DESIGNED AS A STAFF BREAK-OUT SPACE.



BALCONIES-ABUTTING OPEN SPACE SLIGHTLY RAISED ABOVE GROUND LEVEL PROVIDE FOR GOOD PASSIVE SURVEILLANCE OVER THE PUBLIC REALM.



CONTEMPORARY ROOF GARDEN IN A MODERN URBAN ENVIRONMENT.



## SITE SPECIFIC PROVISIONS



**The Site Specific Provisions contain requirements for individual sites within the Marina Village**





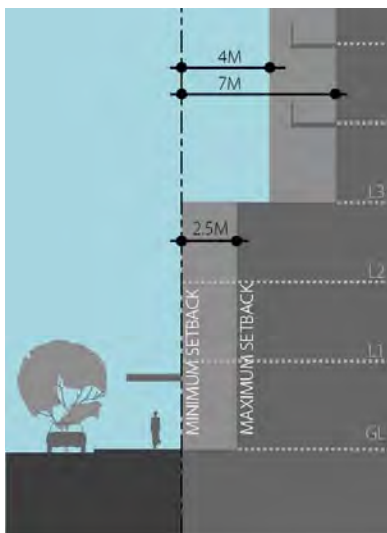
## SITE 1

### Development Intent

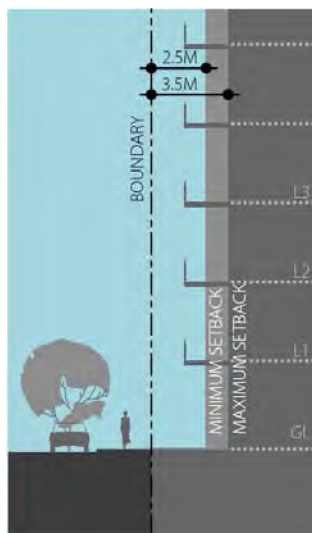
Located to the northern edge of the Marina, this mixed use site forms an important edge to Chieftain Esplanade, framing the Marina's edge with built form. Of similar status, the Pantheon Avenue frontage will define the entry road into the Marina Village and contribute to first impressions of the Village.

Upper level development should frame and overlook the street, providing definition to the public realm and street. Non-residential (commercial and/or retail) development is mandatory at ground level addressing Pantheon Avenue with residential uses permitted elsewhere. The Chieftain Esplanade frontage shall present a robust built form that may be residential with the ability to change its use to commercial and retail as demand requires. As such, a specific design solution is required.

The built form shall be well detailed and designed in response to the location at the edge of the Marina Village offering a mix of uses and built form responses. Residential apartments will present large openings to living spaces addressing the street and commercial development shall provide for as much passive surveillance as possible to the public realm.



**TYPE A**  
CHIEFTAIN ESPLANADE – ROBUST BUILDING DESIGN  
NOTE: A 4M MINIMUM SETBACK IS PERMITTED TO THE UPPER LEVELS SUBJECT TO WIND ANALYSIS



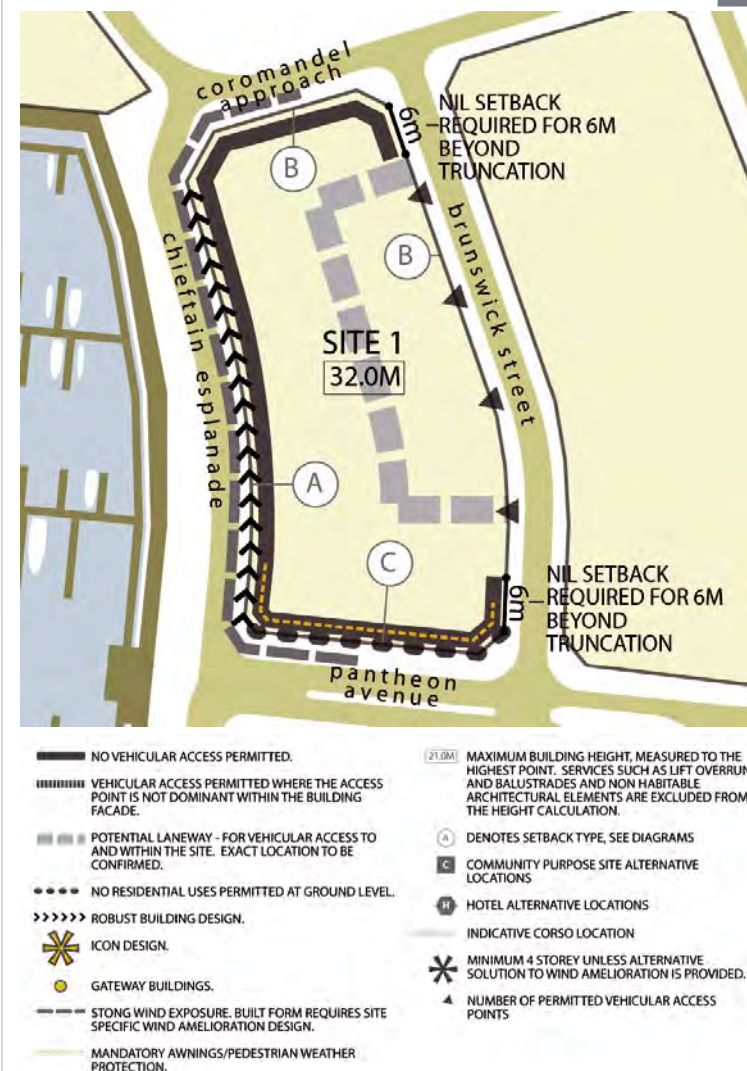
**TYPE B**  
TYPICAL RESIDENTIAL STREET



**TYPE C**  
TYPICAL EAST-WEST STREET – SOUTH FACING FAÇADE

## Site Specific Building Requirements

Land Uses			
Ground Floor:	Pantheon Avenue:	Commercial/Retail A non residential use is mandatory at ground level.	
	Chieftain Esplanade:	Commercial/Retail/Robust Residential Where Residential is developed at ground level, Robust Building Design is mandatory.	
	Coromandel Approach/Brunswick Street:	Commercial/Residential	
Level 1:		Commercial/Residential	
Level 2 and above::		Residential	
Robust Building Design	Chieftain Esplanade	Where residential uses are located at ground level, the building shall be designed to accommodate future commercial uses in accordance with the Robust Building Design General Provisions – see diagram on opposite page for required extent of robust building design.	
Setbacks		Type	
Basement:	All boundaries:	-	Nil permitted
Ground Floor/Level 1/ Level 2:	Pantheon Avenue:	C	Nil required
	Chieftain Esplanade:	A	Nil minimum / 2.5m maximum
	Coromandel Approach/Brunswick Street:	B	2.5m minimum / 3.5m maximum
Level 3 and above:	Pantheon Avenue:	C	Nil minimum / 3.0m maximum
	Chieftain Esplanade:	A	4.0m minimum / 7.0m maximum
	Coromandel Approach/Brunswick Street:	B	2.5m minimum / no maximum prescribed
Projections:	Balconies and architectural elements may extend to the lot boundary. On commercial and retail frontages, awnings and canopies at ground level may extend beyond the boundary by a maximum of 3.0m or to within 0.5m from the back of adjacent kerb.		
Height			
Overall:	32.0m maximum height		
Minimum floor level height to Chieftain Esplanade:	Ground to first floor:	4.0m minimum	
	Top of Podium Parapet (Level 1):	7.5m-9.0m [measured from finished pavement level].	
	Top of Podium Parapet (Level 2):	11.0m-12.5m [measured from finished pavement level].	
Minimum floor level height to Pantheon Avenue, Brunswick Street & Coromandel Approach:	Ground to first floor:	4.0m minimum	
	Top of Podium Parapet (Level 1):	8.0m-10.0m [measured from finished pavement level].	
	Top of Podium Parapet (Level 2):	11.5m-13.5m [measured from finished pavement level].	
Wind	All designs are subject to wind assessment in accordance with the Wind General Provisions.		
Vehicular Access:	A maximum of four vehicular access points are permitted from Brunswick Street. Where additional access is required, a laneway or internal access road shall be provided. No vehicular access is permitted from Coromandel Approach, Chieftain Esplanade or Pantheon Avenue.		
Parking	No residential visitor parking concessions are provided to Site 1. No commercial/retail parking bay concessions are available on the initial build unless the Chieftain Esplanade frontage is developed for non-residential use. Where the Chieftain Esplanade frontage is developed for non-residential use, 16 on-street bays are available for inclusion in the parking calculation for the retail/ commercial component of Site 1.		
Fencing	Chieftain Esplanade:	Type 1	
	Coromandel Approach/Type 1:	Type 1/Type 2/Type 3 to service areas only.	
	Pantheon Avenue:	No fencing permitted other than a Type 3 to screen service areas only.	
	Laneways/Access Roads:	Type 4	



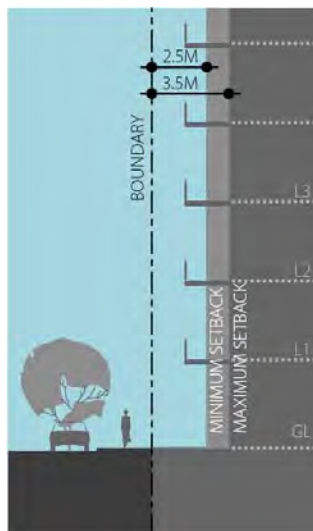


## SITE 2

### Development Intent

It is envisaged Site 2 will present a mix of built form scales in response to its location at the edge of the Marina Village and adjacent to the primarily single residential community to the east of Orsino Boulevard. It is envisaged the Pantheon Avenue address will be predominantly commercial with some retail uses at ground level and residential uses above. A possible hotel and/or a Community purpose site may be located within this site, addressing Pantheon Avenue. The south-eastern corner is nominated as a Gateway element to mark the entry into the Marina Village, which requires particular attention when addressing and defining the street via the architectural response.

Development shall present active uses to the street as much as possible to provide a people presence and passive surveillance of the public realm. Residential apartments will locate living spaces with generous windows and openings to face the streets and commercial and retail development shall be designed to provide for passive surveillance of the street.



**TYPE B**  
TYPICAL RESIDENTIAL STREET

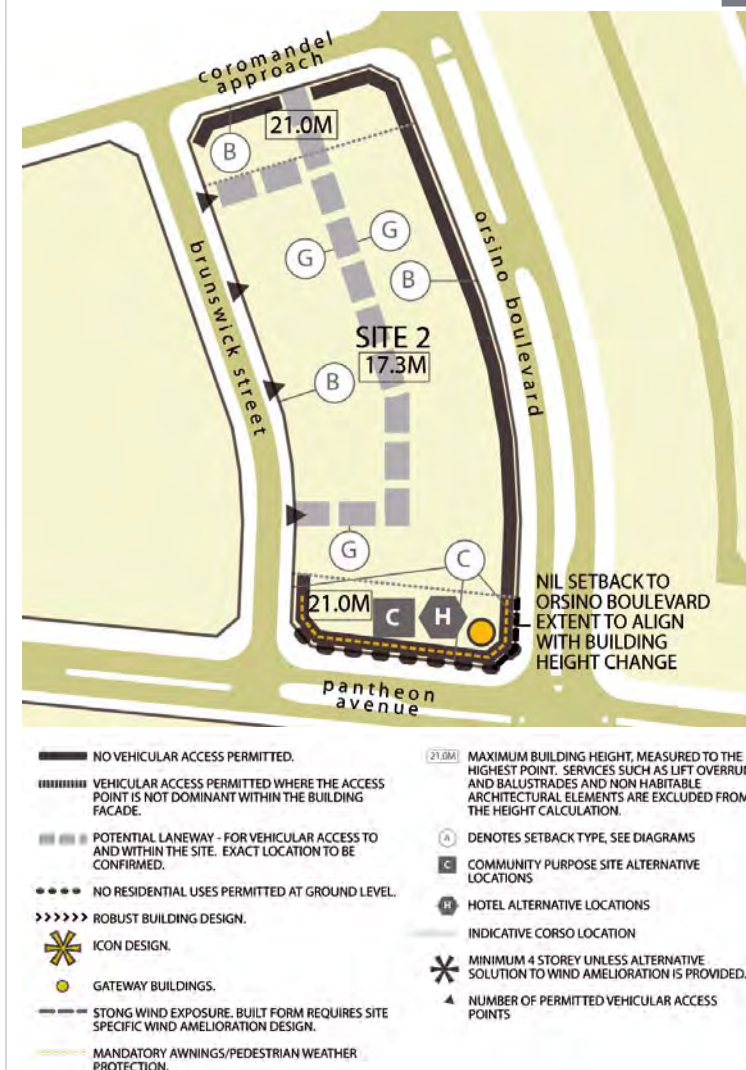


**TYPE C**  
TYPICAL EAST-WEST STREET – SOUTH FACING  
FAÇADE



## Site Specific Building Requirements

Land Uses			
Ground Floor:	Pantheon Avenue:	Commercial/Retail. A non residential use is mandatory at ground level	
	Orsino Boulevard:	Commercial/Retail/Residential	
	Coromandel Approach/Brunswick Street:	Commercial/Residential	
Level 1:		Commercial/Residential	
Level 2 and above:		Residential	
Setbacks		Type	
Basement:	All boundaries:	-	Nil permitted
Ground Floor/Level 1/ Level 2:	Pantheon Avenue:	C	Nil required.
	Orsino Boulevard/Coromandel Approach/Brunswick Street:	B	2.5m minimum / 3.5m maximum. Note: nil permitted to wrap the corner from Pantheon Avenue for an extent along Orsino Boulevard that aligns with the change in building height.
	Internal Laneway/Access Road	G	Nil permitted
Level 3 and above:	Pantheon Avenue	C	Nil minimum / 3.0m maximum
	Orsino Boulevard/Coromandel Approach/Brunswick Street	B	2.5m minimum / 3.5m maximum
	Internal Laneway/Access Road	G	Nil permitted
Projections:	Balconies and architectural elements may extend to the lot boundary. On commercial and retail frontages, awnings and canopies at ground level may extend beyond the boundary by a maximum of 3.0m or to within 0.5m from the back of adjacent kerb.		
Height			
Overall:	21.0m/17.3m maximum height – see diagram for location and extent. Residential and mixed use development fronting Orsino Boulevard is required to be a minimum of 10 metres high. Commercial and retail development is required to meet the development intent to provide a transition from the primarily residential community to the east of Orsino Boulevard to the Marina Village Core.		
Minimum floor level height to Pantheon Avenue:	Ground to first floor:	4.0m minimum	
	Top of Podium Parapet (Level 1):	8.0m-10.0m [measured from finished pavement level]	
	Top of Podium Parapet (Level 2):	11.5m-13.5m [measured from finished pavement level]	
Wind	All designs are subject to wind assessment in accordance with the Wind General Provision.		
Gateway Buildings	Built form to corners noted as 'gateway buildings' shall be designed with consideration to framing the street via setback, height, mass and detail elements, in accordance with the Icon and Gateway Building General Provisions.		
Hotel Site	This site has been allocated as a possible location for the required hotel under the Port Coogee Local Structure Plan.		
Community Purpose Site	This site has been allocated as a possible location for the community purpose use required by the Port Coogee Local Structure Plan.		
Vehicular Access	A maximum of four vehicular access points are permitted from Brunswick Street. Where additional access is required, a laneway or internal access road shall be provided. No vehicular access is permitted from Orsino Boulevard or Pantheon Avenue.		
Parking	50% of the visitor parking requirement for multiple dwellings shall be allowed to be located on-street. A maximum of 18 on-street parking bays are available for inclusion within the calculation of visitor parking for multiple dwellings on Site 2. No commercial / retail parking concessions apply.		
Fencing	Orsino Boulevard/Coromandel Approach/Brunswick Street:	Type 1/Type 2	
	Pantheon Avenue:	No fencing permitted other than Type 3 to service areas only.	
	Laneways/Internal Access Roads:	Type 3 to service areas only/Type 4	





### SITE 3

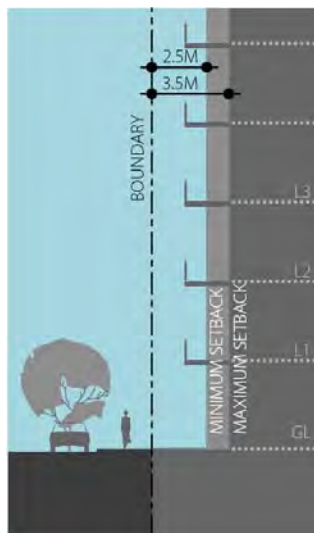
#### Development Intent

This site will be highly visible from within the existing subdivision of Port Coogee and from the high point of Pantheon Avenue. It is envisaged this site will provide a transition from the primarily single residential community to the east of Orsino Boulevard and the Marina Village core, via built form response and a mix of built form scales.

Calypso Parade is the Main Street of the Marina Village – tenancies at ground level addressing Calypso Parade shall be small, fine grained and predominantly retail, potentially including some food and beverage uses. It is envisaged that vendor activity may spill into the street and cafe seating, umbrellas, awnings and canopies will provide colour and interest within the streetscape.

This site contains two gateway building elements, located at the corners of Orsino Boulevard and Pantheon Avenue and Orsino Boulevard and Calypso Parade. Gateway buildings function to reinforce entry points into the Marina Village and will require particular attention when addressing and defining the street via the architectural response.

Non-residential development is mandatory on the Pantheon Avenue and Calypso Parade frontages at ground level with residential, commercial, retail or mixed use development located mid block on Orsino Boulevard. A possible hotel and/or community purpose site may be located within this site, addressing Pantheon Avenue.



**TYPE B**  
TYPICAL RESIDENTIAL STREET



**TYPE C**  
TYPICAL EAST-WEST STREET – SOUTH FACING  
FAÇADE

# Site Specific Building Requirements

Land Uses			
Ground Floor:	Pantheon Avenue:	Commercial/Retail A non residential use is mandatory at ground level	
	Calypso Parade:	Retail A non residential use is mandatory at ground level	
	Orsino Boulevard:	Commercial/Retail/Residential	
Level 1:		Commercial/Residential	
Level 2 and above:		Residential	
Setbacks		Type	
Basement:	All boundaries	-	Nil permitted
Ground Floor/Level 1/ Level 2:	Pantheon Avenue/ Calypso Parade	C	Nil required.
	Orsino Boulevard	B	2.5m minimum / 3.5m maximum Nil permitted for non-residential uses. Note: Variations to the nominated setback may be considered where the proposed development meets the design intent and objectives stated under the General Provisions and the development intent of the Site Specific Provisions.
	Internal Laneway/Access Road	G	Nil permitted
	Level 3 and above:	Pantheon Avenue/ Calypso Parade	C
	Orsino Boulevard	B	2.5m minimum / 3.5m maximum
	Internal Laneway/Access Road	G	Nil permitted
Projections:	Balconies and architectural elements may extend to the lot boundary. On commercial and retail frontages, awnings and canopies at ground level may extend beyond the boundary by a maximum of 3.0m or to within 0.5m from the back of adjacent kerb.		
Height			
Overall:	17.3m/24.6m maximum height - see diagram for location and extent. Residential and mixed use development fronting Orsino Boulevard is required to be a minimum of 10 metres high. Commercial and retail development is required to meet the development intent to provide a transition from the primarily residential community to the east of Orsino Boulevard to the Marina Village Core.		
Minimum floor level heights to Pantheon Avenue and Calypso Parade:	Ground to first floor:	4.0m minimum	
	Top of Podium Parapet (Level 1):	8.0m-10.0m (measured from finished pavement level)	
	Top of Podium Parapet (Level 2):	11.5m-13.5m (measured from finished pavement level)	
Wind	All designs are subject to wind assessment in accordance with the Wind General Provision.		
Gateway Buildings	Built form to corners noted for 'Gateways Buildings' shall be designed with consideration to framing the street via setback, height, mass and detail elements, in accordance with the Icon and Gateway Buildings General Provisions.		
Community Purpose Site	This site has been allocated as a possible location for the community purpose use required by the Port Coogee Local Structure Plan.		
Hotel	This site has been allocated as a possible location for the required hotel under the Port Coogee LSP.		
Vehicular Access	No vehicular access permitted from Orsino Boulevard. Where access is required a laneway or internal access road shall be provided.		
Parking	50% of the residential visitor parking requirement for multiple dwellings shall be allowed to be located on-street. A maximum of 6 on-street parking bays are available for inclusion within the calculation of visitor parking provisions for multiple dwellings on Site 3. A maximum of 102 on-street parking bays (to a maximum of 25% of the total parking requirement) are available for inclusion within the parking calculation for retail/commercial uses on Sites 3 and 4 combined.		
Fencing	Pantheon Avenue/Calypso Parade:	No fencing permitted other than Type 3 to service areas only.	
	Orsino Boulevard:	Type 1/Type 2	
	Laneways/Internal Access Roads:	Type 3 to service areas only/Type 4	







## SITE 4

### Development Intent

Being at the centre of the Marina Village, the built form within this site will shape the overall feel and character of the Village. The site is bounded by Chieftain Esplanade to the west, Pantheon Avenue to the north and Calypso Parade to the south. Each street requires an individual design response to reinforce the street character. Calypso Parade is the Main Street of the Marina Village – tenancies at ground level addressing Calypso Parade shall be small, fine grained and predominantly retail, potentially including some food and beverage uses. It is envisaged that vendor activity may spill into the street, and cafe seating, umbrellas, awnings and canopies will provide colour and interest within the streetscape. It is expected that the Chieftain Esplanade frontage will be predominantly food and beverage tenancies in response to the marina frontage which will be landscaped with boardwalks, lookouts and pedestrian based street design. The built form along this frontage will provide a bold and strong edge to the Marina.

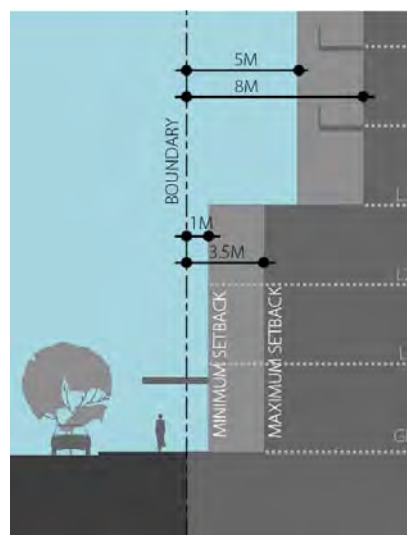
A community purpose site may be located within this site, addressing Chieftain Esplanade and/or Calypso Parade. Long views and short vistas should be considered in building facade design. Elevation composition and design detail should be considered at both the lower and upper levels, ensuring the overall design provides interest and presents architectural excellence.



**TYPE C**  
TYPICAL EAST-WEST STREET – SOUTH FACING  
FAÇADE



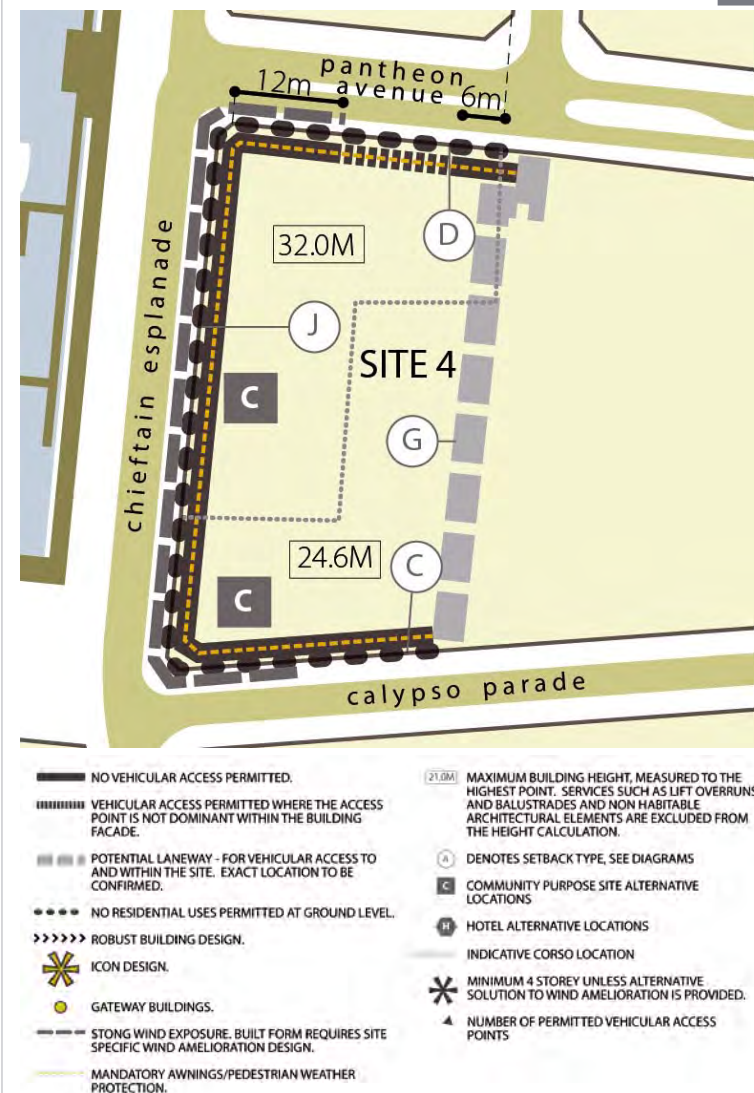
**TYPE D**  
TYPICAL EAST-WEST STREET – NORTH FACING  
FAÇADE



**TYPE J**  
CHIEFTAIN ESPLANADE  
NOTE: A 5M MINIMUM SETBACK IS PERMITTED TO UPPER  
LEVELS SUBJECT TO WIND ANALYSIS

## Site Specific Building Requirements

Land Uses			
Ground Floor:	Pantheon Avenue:	Commercial/Retail A non residential use is mandatory at ground level	
	Calypso Parade:	Retail Only A non residential use is mandatory at ground level	
	Chieftain Esplanade:	Commercial/Retail A non residential use is mandatory at ground level	
Level 1:		Commercial/Retail	
Level 2 and above:		Residential	
Setbacks		Type	
Basement:	All boundaries:	-	Nil permitted
Ground Floor/Level 1/ Level 2:	Pantheon Avenue:	D	1.0m required.
	Calypso Parade:	C	Nil required.
	Chieftain Esplanade:	J	1.0m minimum / 3.5m maximum
	Internal Laneway/Access Road:	G	Nil permitted
Level 3 and above:	Pantheon Avenue	D	1.0m minimum / 4.0m maximum
	Calypso Parade	C	Nil minimum / 3.0m maximum
	Chieftain Esplanade	J	5.0m minimum / 8.0m maximum (subject to wind analysis)
	Internal Laneway/Access Road	G	Nil permitted
Projections:	Balconies and architectural elements may extend to the lot boundary. On commercial and retail frontages, awnings and canopies at ground level may extend beyond the boundary by a maximum of 3.0m or to within 0.5m from the back of the adjacent kerb.		
Height			
Overall:	32.0m/24.6m maximum height – see diagram for location and extent.		
Podium Floor Levels to Chieftain Esplanade, Pantheon Avenue and Calypso Parade:	Ground to first floor:	4.0m minimum	
	Top of Podium Parapet (Level 1):	8.0m-10.0m [measured from pavement level].	
	Top of Podium Parapet (Level 2):	11.5m-13.5m [measured from pavement level].	
Wind	All designs are subject to wind assessment in accordance with the wind General Provision.		
Community Purpose Site	This site has been allocated as a possible location for the community purpose use required by the Port Coogee Local Structure Plan.		
Vehicular Access	One vehicular access point is permitted from Pantheon Avenue as indicated on the diagram. Where additional access is required, a laneway or internal access road shall be provided. No vehicular access is permitted from Chieftain Esplanade or Calypso Parade.		
Parking	50% of the visitor parking requirement for multiple dwellings shall be allowed to be located on-street. A maximum of 10 on-street bays are available for inclusion within the calculation of visitor parking for multiple dwellings on Site 4. A maximum of 102 on-street parking bays (to a maximum of 25% of the total parking requirement) are available for inclusion within the parking calculation for retail/commercial uses on Sites 3 and 4 combined.		
Fencing	Pantheon Avenue/Chieftain Esplanade/ Calypso Parade:	No fencing permitted other than Type 3 to service areas only.	
	Laneways/Internal Access Roads:	Type 3 to service areas only/Type 4	





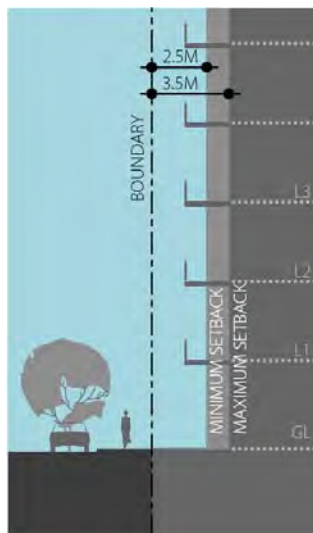
## SITE 5

### Development Intent

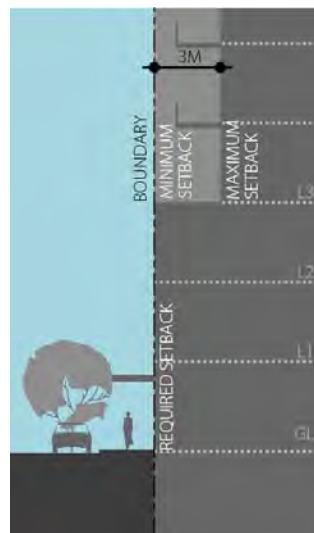
This is a prominent mixed use site when arriving from the south along Orsino Boulevard. Development along the southern and eastern edges of the site will form the first visible edges of the Marina Village and the design of the built form will set the tone for the visitors' sense of arrival and experience of the Village.

The built form within this site will be a mix of development providing a transition from the single residential community east of Orsino Boulevard and the Marina Village mixed use core. The built form within the Marina Village should have a different scale and architectural response to the adjoining residential development.

The corner of Calypso Parade and Orsino Boulevard is nominated for a gateway building to reinforce a sense of entry to the Marina Village. Calypso Parade is the Main Street of the Village and will contain a mix of fine grained retail tenancies. It is envisaged that vendor activity may spill into the street, including cafe seating, umbrellas and canopies, contributing to a vibrant main street experience.



**TYPE B**  
TYPICAL RESIDENTIAL STREET



**TYPE C**  
TYPICAL EAST-WEST STREET – SOUTH FACING  
FACADE

# Site Specific Building Requirements

Land Uses			
Ground Floor:	Calypso Parade:	Retail A non residential use is required at ground level	
	Napoleon Parade:	Commercial/Retail/Residential	
	Orsino Boulevard:	Commercial/Residential	
Level 1:		Commercial/Residential	
Level 2 and above:		Residential	
Setbacks		Type	
Basement:	All boundaries	-	Nil permitted
Ground Floor/Level 1/ Level 2:	Calypso Parade	C	Nil required.
	Orsino Boulevard / Napoleon Parade	B	2.5m minimum / 3.5m maximum
	Internal Laneway/Access Road	G	Nil permitted
Level 3 and above:	Calypso Parade	C	Nil minimum / 3.0m maximum
	Orsino Boulevard /Napoleon Parade	B	2.5m minimum / 3.5m maximum
	Internal Laneway/Access Road	G	Nil permitted
Projections:	Balconies and architectural elements may extend to the lot boundary. For commercial and retail frontages, awnings and canopies at ground level may extend beyond the boundary by a maximum of 3.0m or to within 0.5m from the back of adjacent kerb.		
Height			
Overall:	17.3m/21.0m maximum height – see diagram for location and extent. Residential and mixed use development fronting Orsino Boulevard is required to be a minimum of 10 metres high. Commercial and retail development is required to meet the development intent to provide a transition from the primarily residential community to the east of Orsino Boulevard to the Marina Village Core.		
Minimum floor level heights to Calypso Parade:	Ground to first floor:	4.0m minimum	
	Top of Podium Parapet (Level 1):	8.0m-10.0m (measured from finished pavement level)	
	Top of Podium Parapet (Level 2):	11.5m-13.5m (measured from finished pavement level)	
Wind	All designs are subject to wind assessment in accordance with the Wind General Provision.		
Gateway Buildings	Built form to corners noted as 'gateway buildings' shall be designed with consideration to framing the street via setback, height, mass and detail elements, in accordance with the Icon and Gateway Building General Provisions.		
Vehicular Access	No vehicular access permitted from Orsino Boulevard. Where access is required, a laneway or internal access road shall be provided.		
Parking	50% of the visitor parking requirement for multiple dwellings shall be allowed to be located on-street. A maximum of 6 on-street parking bays are available for inclusion within the calculation of visitor parking for multiple dwellings on Site 5. A maximum of 1 on-street parking bay each (2 bays in total) is available for inclusion within the parking calculation for retail / commercial uses on Calypso Parade and Napoleon Parade.		
Fencing	Calypso Parade:	No fencing permitted other than Type 3 to service areas only.	
	Napoleon Parade/Orsino Boulevard:	Type 1/Type 2	
	Laneway/Internal Access Road:	Type 3 to service areas only/Type 4	







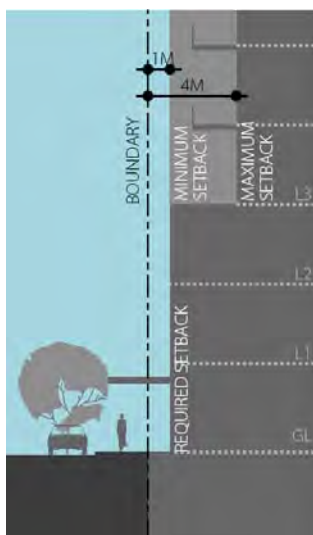
## SITE 6

### Development Intent

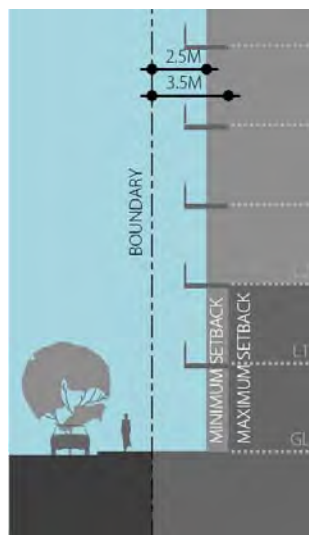
This site forms the southern edge of the Marina Village, a highly visible and exposed facade. As such, the built form should respond to the environmental conditions whilst providing an interesting frontage.

The Calypso Parade frontage has a main street feel and shall contain small, fine grained and predominantly retail tenancies with potentially some food and beverage uses. It is envisaged that vendor activity may spill into the street, including cafe seating, umbrellas, awnings and canopies providing colour and interest within the streetscape. A possible community purpose site has been allocated within this site, addressing Calypso Parade.

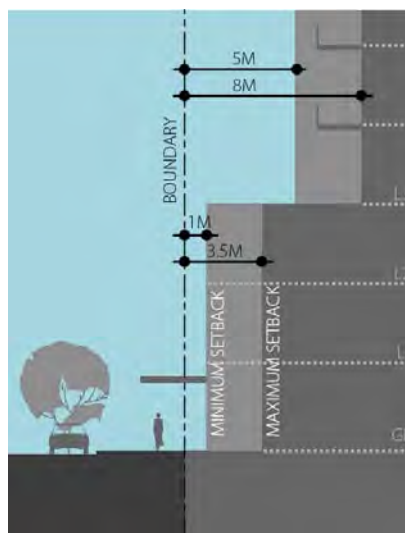
The western face of the development, addressing Chieftain Esplanade will require a specific response to wind conditions, particularly to corners, whilst also defining the public realm and streetscape. A possible hotel site has been allocated within this site, addressing Chieftain Esplanade.



**TYPE D**  
TYPICAL EAST-WEST STREET – NORTH FACING  
FAÇADE



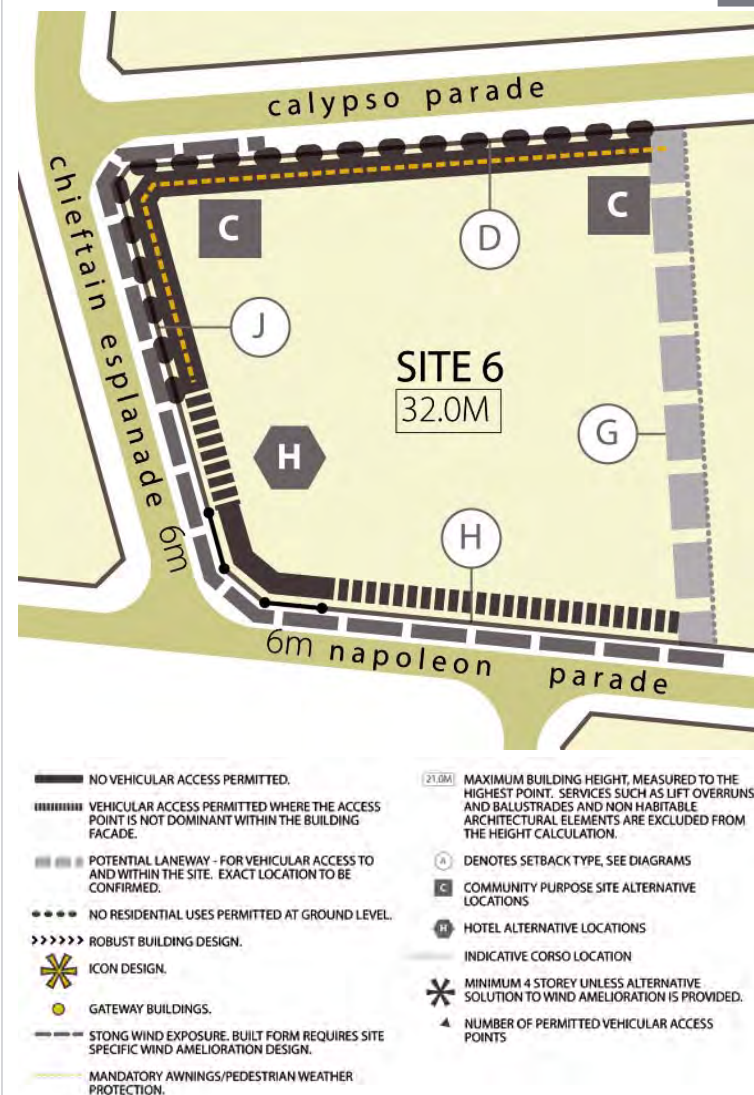
**TYPE H**  
NAPOLEON PARADE RESIDENTIAL



**TYPE J**  
CHIEFTAIN ESPLANADE  
NOTE: A 5M MINIMUM SETBACK IS PERMITTED TO UPPER  
LEVELS SUBJECT TO WIND ANALYSIS

## Site Specific Building Requirements

Land Uses			
Ground Floor:	Calypso Parade:	Retail A non residential use is mandatory at ground level	
	Napoleon Parade:	Commercial/Retail/Residential	
	Chieftain Esplanade:	Commercial/Retail/Residential A non residential use is mandatory at ground level to the northern portion of the frontage – see diagram for extent	
Level 1:		Commercial/Retail	
Level 2 and above:		Residential	
Setbacks		Type	
Basement:	All boundaries	-	Nil permitted
Ground Floor/Level 1/	Calypso Parade	D	1.0m required.
Level 2:	Chieftain Esplanade	J	1.0m minimum / 3.5m maximum
	Napoleon Parade	H	2.5m minimum / 3.5m maximum
	Internal Laneway/Access Road	G	Nil permitted.
Level 3 and above:	Calypso Parade	D	1.0m minimum / 4.0m maximum
	Chieftain Esplanade	J	5.0m minimum / 8.0 m maximum (subject to wind analysis)
	Napoleon Parade	H	2.5m minimum / no maximum
	Internal Laneway/Access Road	G	Nil permitted.
Projections:	Balconies and architectural elements may extend to the lot boundary. On commercial and retail frontages, awnings and canopies at ground level may extend beyond the boundary by a maximum of 3.0m or to within 0.5m from the back of adjacent kerb.		
Height			
Overall:	32.0m maximum height		
Minimum Floor Level heights to Calypso Parade and Chieftain Esplanade:	Ground to first floor:	4.0m minimum	
	Top of Podium Parapet (Level 1):	8.0m-10.0m [measured from finished pavement level].	
	Top of Podium Parapet (Level 2):	11.5m-13.5m [measured from finished pavement level].	
Wind	All designs are subject to wind assessment in accordance with the Wind General Provision.		
Hotel Site	This site has been allocated as a possible location for the required hotel under the Port Coogee Local Structure Plan.		
Community Purpose Site	This site has been allocated as a possible location for the community purpose use required by the Port Coogee Local Structure Plan.		
Vehicular Access	One vehicular access point is permitted from Chieftain Esplanade and two accesses are permitted from Napoleon Parade as indicated on the diagram. Where additional access is required, a laneway or internal access road shall be provided. No vehicular access is permitted from Calypso Parade.		
Parking	50% of the visitor parking requirement for multiple dwellings shall be allowed to be located on-street. A maximum of 12 on-street parking bays are available for inclusion within the calculation of visitor parking for multiple dwellings on Site 6. A maximum of 40 on-street parking bays (to a maximum of 25% of the total parking requirement) are available for inclusion within the parking calculation for retail / commercial uses on Site 6.		
Fencing	Calypso Parade/Chieftain Esplanade:	No fencing permitted other than Type 3 to service areas.	
	Napoleon Parade:	Type 1/Type 2	
	Laneway/Internal Access Roads:	Type 3 to service areas only/Type 4	







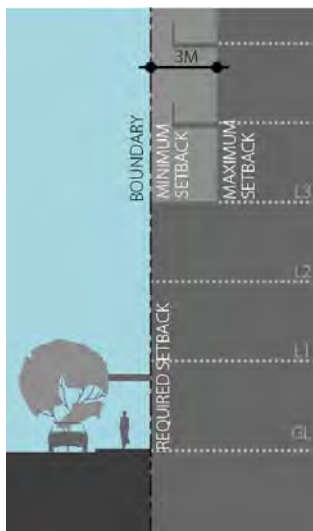
## SITE 7

### Development Intent

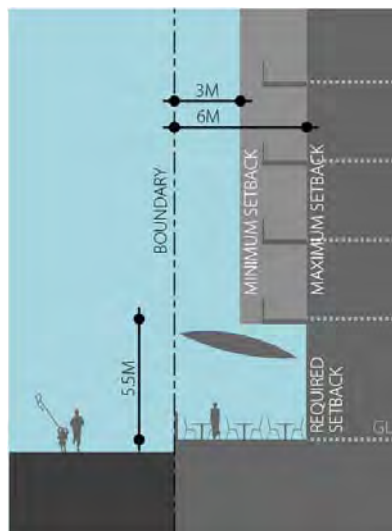
This site forms part of the southern edge of the Marina Village. The south-westerly facade, addressing Napoleon Parade, will require a well considered design response to the environmental conditions, in particular to varied wind conditions. As such, outdoor areas will require a design response that allows for flexibility. It is envisaged the use of louvers and bi-fold doors to these spaces could create a suitable design response.

In contrast, the northern facade addressing Calypso Walk is fairly well protected from south-westerly winds and will have good northern solar access. Non-residential use is mandatory fronting Calypso Walk (adjacent the main area of Waterfront Park) with preferred uses being food and beverage. It is envisaged that outdoor alfresco spaces will make the most of the northerly aspect and the pedestrian based streetscape overlooking the Marina.

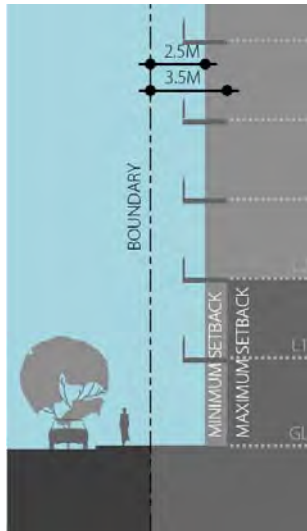
The north-eastern corner of Site 7 requires icon building design. This corner is highly visible from within the Village along Calypso Walk and Chieftain Esplanade; it also terminates the vista from Calypso Parade, the main street of the development. A possible hotel site has been allocated within this site, addressing Chieftain Esplanade.



**TYPE C**  
TYPICAL EAST-WEST STREET – SOUTH FACING  
FAÇADE



**TYPE E**  
CALYPSO WALK – FOOD AND BEVERAGE



**TYPE H**  
NAPOLEON PARADE RESIDENTIAL

## Site Specific Building Requirements

Land Uses			
Ground Floor:	Chieftain Esplanade:	Retail/Commercial/Residential. A non-residential use is mandatory at ground level to the northern portion – see diagram for extent.	
	Calypso Walk:	Retail. A non-residential use is mandatory at ground level. Food and beverage uses are mandatory fronting Calypso Walk between Chieftain Esplanade and Corso 1.	
	Napoleon Parade:	Commercial/Residential	
	Western Boundary:	Commercial/Residential	
Level 1:		Commercial/Residential	
Level 2 and above:		Residential	
Setbacks		Type	
Basement:	All boundaries	-	Nil permitted.
Ground Floor:	Calypso Walk	E	6.0m required.
Level 1 to Level 2:	Calypso Walk	E	3.0m minimum / 6.0m maximum
Ground to Level 2:	Internal Laneway/Access Road	G	Nil permitted.
	Chieftain Esplanade	C	Nil required.
	Napoleon Parade	H	2.5m minimum / 3.5m maximum
	Calypso Walk	E	3.0m minimum / 6.0m maximum.
Level 3 and above:	Chieftain Esplanade	C	Nil minimum / 3.0m maximum.
	Napoleon Parade	H	2.5m minimum / no maximum.
Projections:	Balconies and architectural elements may extend to the Napoleon Parade lot boundary and to the Chieftain Esplanade lot boundary. No projections are permitted beyond the minimum setback to the Calypso Walk boundary.		
Height			
Overall:	32.0m maximum height with a minimum 4 storey height (situated along the southern boundary of the site) unless an alternative solution for wind amelioration is provided		
Minimum Floor Level height to Calypso Walk:	A clear height of 5.5m measured from the raised alfresco finished ground level shall be provided.		
Minimum Floor Level height to Chieftain Esplanade:	Ground to first floor:	4.0m minimum	
	Top of Podium Parapet (Level 1):	8.0m-10.0m [measured from finished pavement level].	
	Top of Podium Parapet (Level 2):	11.5m-13.5m [measured from finished pavement level].	
Wind	All designs are subject to wind assessment in accordance with the Wind General Provision.		
Icon Buildings	An icon building is required on the north-eastern corner of the site, in accordance with the Icon and Gateway Building General Provisions. Consideration may be given to setback variations based on design merit in achieving iconic design.		
Hotel Site	This site has been allocated as a possible location for the required hotel under the Port Coogee LSP.		
Vehicular Access	Primary vehicular access shall be from Napoleon Parade. One vehicular access point is permitted from Chieftain Esplanade as indicated. No vehicular access is permitted from Calypso Walk.		
Parking	50% of the visitor parking requirement for multiple dwellings shall be allowed to be located on-street. A maximum of 20 on-street parking bays are available for inclusion within the calculation of visitor parking for multiple dwellings on Site 7. A maximum of 4 on-street parking bays (to a maximum of 25% of the total parking requirement) are available for inclusion within the parking calculation for retail / commercial uses on Site 7.		
Fencing	Napoleon Parade/Calypso Walk:	Type 1	
	Chieftain Esplanade:	No fencing is permitted other than Type 3 to screen service areas only.	





## SITE 8

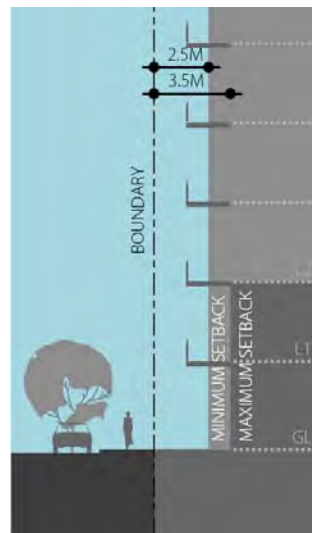
### Development Intent

This site forms the western arm of the peninsula and will be highly visible from within the Marina Village and from the south. It presents a strong built form edge to the southern boundary of the Marina Village and given its exposed location will require a well considered design response to the environmental conditions, in particular wind conditions. As such, outdoor areas will require a design response that allows for flexibility. It is envisaged the use of elements such as louvers and bi-fold doors to these spaces could create a suitable design response.

In contrast, the northern facade addressing Calypso Walk is fairly well protected from south-westerly winds, and will have good opportunity for northern light and views over the Marina. The Calypso Walk frontage shall present a robust building form that may be residential with the ability to change its use to retail/commercial as demand requires. As such, a specific building design is required.



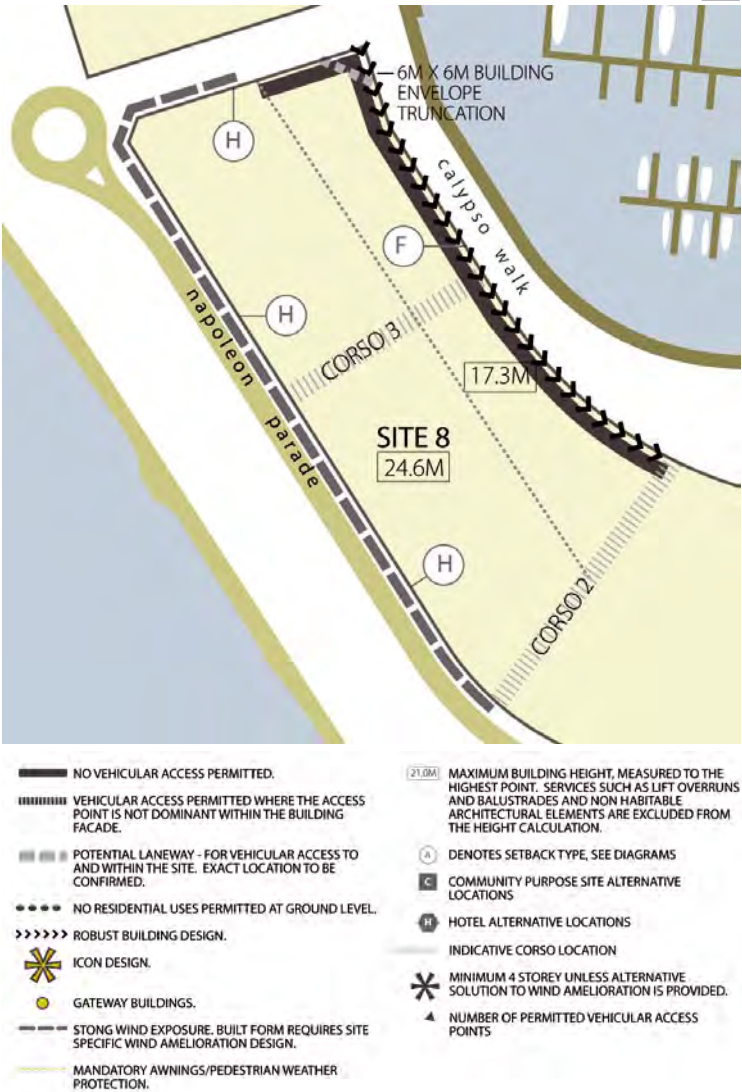
**TYPE F**  
CALYPSO WALK – ROBUST BUILDING DESIGN



**TYPE H**  
NAPOLEON PARADE RESIDENTIAL

Site Specific Building Requirements

Land Uses			
Ground Floor	Calypso Walk	Commercial/Retail/Robust Residential Where Residential is developed at ground level, Robust Building Design is mandatory.	
	Napoleon Parade	Commercial/Residential	
	Western Boundary	Commercial/Residential	
Level 1	All boundaries	Commercial/Residential	
Level 2 and above:	All boundaries	Residential	
Setbacks		Type	
Basement:	All boundaries	-	Nil permitted
All Levels:	Calypso Walk	F	3.0m minimum / 4.5m maximum
Ground to Level 2:	Napoleon Parade / Eastern Boundary	H	2.5m minimum / 3.5m maximum
Level 3 and above:	Napoleon Parade / Eastern Boundary	H	2.5m minimum / no maximum
	Internal Laneway/Access Road	G	Nil permitted.
Projections:	Balconies and architectural elements may extend to the Napoleon Parade lot boundary and to the western lot boundary. No projections are permitted beyond the minimum setback to the Calypso Walk boundary.		
Height			
Overall:	17.3m/24.6m maximum height – see diagram for location and extent		
Minimum Floor Level Heights to Calypso Walk:	Ground to first floor:	4.0m minimum.	
Wind	All designs are subject to wind assessment in accordance with the Wind General Provision.		
Robust Building Design	Where residential uses are located at ground level, the building shall be designed to accommodate future retail/ commercial uses in accordance with the Robust Building Design General Provisions (see diagram on opposite page for required extent of robust building design).		
Vehicular Access	Primary vehicular access shall be from Napoleon Parade. No vehicular access is permitted from Calypso Walk.		
Parking	No commercial or retail parking concessions are available at the initial construction stage unless the Calypso Walk frontage is developed with retail and/or commercial uses. Where the Calypso Walk frontage is developed for retail and/or commercial use at the initial construction stage, six on-street bays are available for inclusion within the parking calculation for the retail/commercial component of Site 8. 50% of the visitor parking requirement for multiple dwellings shall be allowed to be located on-street. A maximum of 10 on-street bays are available for inclusion within the calculation of visitor parking for multiple dwellings on Site 8.		
Fencing	Calypso Walk/Western Boundary/Napoleon Parade	Type 1	
	Corsos/Internal Laneway/Access Way	Type 3 to service areas/ Type 4 elsewhere.	







## SITE 9

### Development Intent

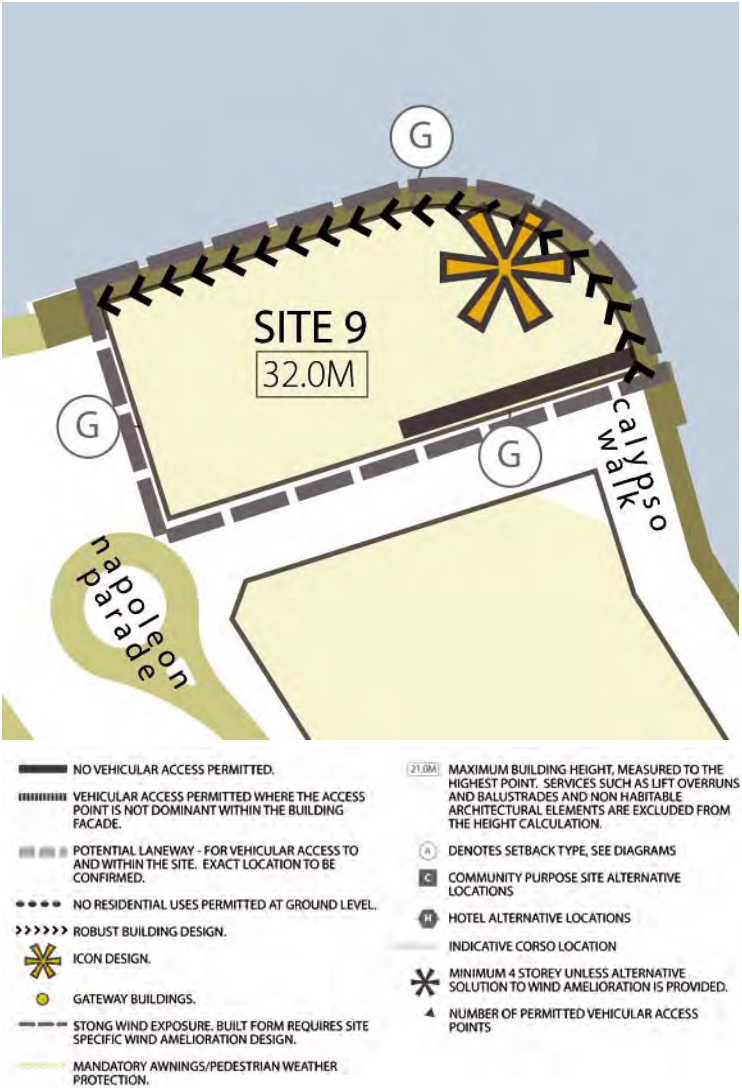
Located at the westernmost point of the Marina Village, this mixed use site is strategically located and highly prominent as it can be seen from most places within the Marina Village, from sea and from the south. It terminates the view upon arrival in Pantheon Avenue, from the Calypso Walk boardwalk and the arc of development facing north to the marina. Site 9 requires icon building design. All facades of built form will be visible and the elevational composition and design detail should be considered at both the lower and upper levels. The building design is to provide interest and present design excellence to the public domain.

Careful consideration of wind, building height and environmental conditions whilst creating a unique design as an icon building is required. The lot is shaped with a curve and whilst a curved building is not required, a built form that responds to the curve may achieve better wind conditions at ground level.

Robust residential development is required at ground level facing the marina. Any residential development at ground level in this location shall be designed to accommodate future commercial and retail uses in accordance with the Robust Building Design General Provisions, and as such a specific design solution is required.

Site Specific Building Requirements

Land Uses		
Ground Floor:	Boardwalk (northern and eastern boundaries):	Retail (food and beverage)/Robust residential Where Residential is developed at ground level, Robust Building Design is mandatory.
	Western Boundary/Southern Boundary:	Commercial/Residential
Level 1:		Commercial/Residential
Level 2 and above:		Residential
Setbacks		
Basement:	All boundaries:	Type G Nil permitted
All Levels:	Calypso Walk/Western Boundary/Southern Boundary:	G Nil permitted
Height		
Overall:	32.0m maximum height	
Minimum:	30.0m minimum height	
Wind	All designs are subject to wind assessment in accordance with the Wind General Provision.	
Icon Buildings	An icon building is required for this site, in accordance with the Icon and Gateway Buildings General Provisions. The building shall exhibit design excellence; it shall terminate the view from the Promenade and Boardwalk to the east and form a signature, gateway development from the ocean approach.	
Robust Building Design	Where residential uses are located at ground level, the building shall be designed to accommodate future commercial uses in accordance with the Robust Building Design General Provisions – see diagram on opposite page for required extent of robust building design.	
Parking	50% of the visitor parking requirement for multiple dwellings shall be allowed to be located on-street. A maximum of 5 on-street parking bays are available for inclusion within the calculation of visitor parking for multiple dwellings on Site 9.	
Fencing	Boardwalk (northern and eastern boundaries):	Type 1
	Western Boundary:	Type 1/Type 3 to service areas only
	Southern Boundary:	Type 1/Type 3 to service areas only/Type 4 to road address and extent only.







## LOT 786

### Development Intent

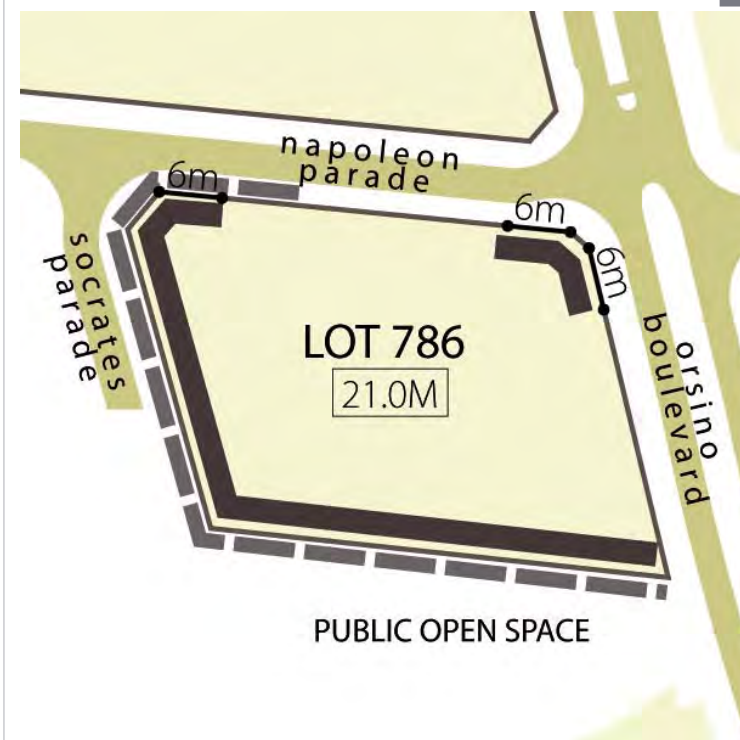
Site 786 is very prominent and is to address all boundaries. The western boundary faces the ocean and Socrates Parade and will require careful design in response to the wind and environmental conditions whilst ensuring that internal living spaces have generous windows and openings to provide passive surveillance over the public realm. Due to orientation, balconies across the western frontage may be designed as flexible outdoor spaces where screens, louvers and bi-fold doors allow for the space to respond to the environment at various times of the day.

The southern boundary addresses a park which links westwards to the beach and to the east continues as a park connection within the broader residential subdivision. This parkway will be a well used pedestrian connection to the beach. Development along this boundary shall provide for good passive surveillance of the park and shall address the public realm via well presented elevational treatments, large openings to living spaces and balconies and outdoor spaces. Ground floor entrances to lower level courtyards will also be required along this edge.

The Orsino Boulevard frontage defines the edge and commencement of the Marina Village and should respond to both the residential development adjacent and the built form scale within the Village.

### Site Specific Building Requirements:

Land Uses		
Ground Floor:	Napoleon Parade/Orsino Boulevard:	Retail/Commercial/Residential
Level 1:		Commercial/Residential
Level 2 and above:		Residential
Setbacks		
Basement:	All boundaries	Nil permitted.
All levels:	Orsino Boulevard/Napoleon Parade/Socrates Parade	Minimum nil, average 1m [minimum]
Ground to level 3:	Public Open Space [Southern Boundary]	Minimum nil, average 1m [minimum]
Level 4 and above:	Public Open Space [Southern Boundary]	Minimum 4m
Projections:	Balconies and non habitable architectural elements may extend to the lot boundary.	
Height		
Overall:	21.0m maximum height	
Wind		
All designs are subject to wind assessment in accordance with the Wind General Provision.		
Parking		
50% of the visitor parking requirement for multiple dwellings shall be allowed to be located on-street. A maximum of 10 on-street parking bays are available for inclusion within the calculation of visitor parking for multiple dwellings on Site 786.		
Fencing		
	All boundaries:	Type 1/Type 2/Type 3 to service areas only.



- NO VEHICULAR ACCESS PERMITTED.
- VEHICULAR ACCESS PERMITTED WHERE THE ACCESS POINT IS NOT DOMINANT WITHIN THE BUILDING FACADE.
- POTENTIAL LANEWAY - FOR VEHICULAR ACCESS TO AND WITHIN THE SITE. EXACT LOCATION TO BE CONFIRMED.
- NO RESIDENTIAL USES PERMITTED AT GROUND LEVEL.
- ROBUST BUILDING DESIGN.
- ICON DESIGN.
- GATEWAY BUILDINGS.
- STRONG WIND EXPOSURE. BUILT FORM REQUIRES SITE SPECIFIC WIND AMELIORATION DESIGN.
- MANDATORY AWNINGS/PEDESTRIAN WEATHER PROTECTION.
- MAXIMUM BUILDING HEIGHT, MEASURED TO THE HIGHEST POINT. SERVICES SUCH AS LIFT OVERRUNS AND BALUSTRADES AND NON HABITABLE ARCHITECTURAL ELEMENTS ARE EXCLUDED FROM THE HEIGHT CALCULATION.
- DENOTES SETBACK TYPE, SEE DIAGRAMS
- COMMUNITY PURPOSE SITE ALTERNATIVE LOCATIONS
- HOTEL ALTERNATIVE LOCATIONS
- INDICATIVE CORSO LOCATION
- MINIMUM 4 STOREY UNLESS ALTERNATIVE SOLUTION TO WIND AMELIORATION IS PROVIDED.
- NUMBER OF PERMITTED VEHICULAR ACCESS POINTS



## LOT 303

### Development Intent

Located to the northern edge of the Marina Village, this relatively small but strategic site will house the marina services building. Lot 303 requires icon building design. The site holds an important location, marking a gateway into the Marina Village and framing and edging the Marina from the approach by sea. Any development within this site will be highly visible as it is nestled between the water, the northern beach, the termination of an open space link through the residential subdivision and the Marina boardwalk. Built form in this location will be unique in scale and location; being set apart from the main village by the space around it. The built form should address these open spaces by addressing frontages with detail, windows and openings and architectural elements to provide surveillance over the public realm and to enhance the pedestrian experience.

The location of vehicular access and parking areas will require careful design consideration to reduce the visual dominance of vehicular movement in the predominantly pedestrian surrounding location. Screening and landscape design will play an important role in creating an address to the public realm where built form may be absent.

Site Specific Building Requirements

Land Uses			
Ground Floor:	Commercial/Retail/Marine Services		
Level 1:	Commercial/Residential		
Level 2 and above:	Residential		
Setbacks		Type	
Basement:	All boundaries:	G	Nil permitted
Ground Floor:	Coromandel Approach/Maraboo Wharf/Boardwalk [southern boundary]:	G	Nil permitted
Level 1 and above:	Coromandel Approach/Maraboo Wharf/Boardwalk [southern boundary]:	G	Nil permitted
Height			
Overall:	13.6m maximum height		
Wind	All designs are subject to wind assessment in accordance with the Wind General Provision.		
Icon Buildings	An icon building is required for this site in accordance with the Icon and Gateway Building General Provisions. The design shall exhibit design excellence with particular consideration for the site's location and setting. As the marine services building, the built form shall be designed to reflect its use and as such will have a different character to the rest of the Marina Village.		
Parking	On-site parking in accordance with the General Provisions, with an additional four (4) parking bays for boat mooring pen users.		
Fencing	No fencing is permitted to the street other than to screen service areas [Type 3].		



- NO VEHICULAR ACCESS PERMITTED.
- VEHICULAR ACCESS PERMITTED WHERE THE ACCESS POINT IS NOT DOMINANT WITHIN THE BUILDING FACADE.
- POTENTIAL LANEWAY - FOR VEHICULAR ACCESS TO AND WITHIN THE SITE. EXACT LOCATION TO BE CONFIRMED.
- NO RESIDENTIAL USES PERMITTED AT GROUND LEVEL.
- ROBUST BUILDING DESIGN.
- ICON DESIGN.
- GATEWAY BUILDINGS.
- STRONG WIND EXPOSURE. BUILT FORM REQUIRES SITE SPECIFIC WIND AMELIORATION DESIGN.
- MANDATORY AWNINGS/PEDESTRIAN WEATHER PROTECTION.
- 21.0M MAXIMUM BUILDING HEIGHT, MEASURED TO THE HIGHEST POINT. SERVICES SUCH AS LIFT OVERRUNS AND BALUSTRADES AND NON HABITABLE ARCHITECTURAL ELEMENTS ARE EXCLUDED FROM THE HEIGHT CALCULATION.
- DENOTES SETBACK TYPE, SEE DIAGRAMS
- COMMUNITY PURPOSE SITE ALTERNATIVE LOCATIONS
- HOTEL ALTERNATIVE LOCATIONS
- INDICATIVE CORSO LOCATION
- MINIMUM 4 STOREY UNLESS ALTERNATIVE SOLUTION TO WIND AMELIORATION IS PROVIDED.
- NUMBER OF PERMITTED VEHICULAR ACCESS POINTS



## INTERPRETATIONS AND DEFINITIONS



## INTERPRETATIONS

### Land Use (as described in the Site Specific Provisions)

Land uses included within the Site Specific Provisions stated as 'Mandatory' must be provided. All other land uses are 'preferred', meaning they are those considered most suitable to the location. An alternative to a preferred land use may be considered by the City, subject to merit and the provisions of the Port Coogee Local Structure Plan. Development may include one or more preferred land use. There is no requirement to include each, or a combination of, the preferred land uses.

## DEFINITIONS

### Active Habitable Space

Any internal, communal habitable room including living spaces, dining and kitchen areas, theatre rooms and hobby spaces. Any balcony, verandah, terrace or other outdoor living area greater than 3m<sup>2</sup> in area.

### Adjoining Property

Any lot which shares a boundary or portion of a boundary with a lot on which there is a proposed development including where separation occurs from that lot by a right-of-way, vehicle access way, pedestrian access way, access leg of a battleaxe lot or the equivalent not more than 6m in width.

### Articulation

Where the elevation of the building is detailed with a variety of materials and finishes and form and shape is varied by recesses and protections.

### Balcony

A balustrade platform on the outside of a dwelling with access from an upper internal room.

### Building

Any structure, fixed or moveable, temporary or permanent placed or erected on land.

### Communal Open Space

Open space set aside for the recreational use of the occupants of dwellings within a development, excluding driveways or car parking areas.

**Dwelling**

A building or portion of a building being used, adapted, or designed or intended to be used for the purpose of human habitation on a permanent basis by a single person, a single family, or no more than six persons who do not comprise a single family.

**Grouped Dwelling**

A dwelling that is one of a group of two or more dwellings on the same lot such that no dwelling is placed wholly or partly vertically above another, except where special conditions of landscape or topography dictate otherwise, and includes a dwelling on a survey strata with common property.

**Habitable Space**

Any room or space used for normal domestic activities excluding wet areas, storage, passageways, outdoor living areas including verandahs and porches, stairwells and landings.

**Height**

The vertical distance at any point post subdivision ground level to the uppermost part of the building excluding minor projections above that point.

**Landscape**

Land developed with garden beds, shrubs and trees, or by the planting of lawns and includes such features as rockeries, ornamental ponds, swimming pools, barbecue areas and playgrounds.

**Level**

The structural floor levels of the building.

**Major opening**

A window, door or other opening in the exterior wall of a habitable room that provides external means of light or view from the room or space that is greater than 1m<sup>2</sup>. Obscure material and glazed portions not able to be opened or have a sill height not less than 1.6m above the floor level are excluded.

**Mixed Use Development**

Buildings that contain commercial and other non-residential uses in conjunction with residential dwellings in a multiple dwelling configuration.

**Multiple Dwelling**

A dwelling in a group of more than one dwelling on a lot where any part of a dwelling is vertically above part of any other, excluding group dwellings and includes any dwellings above the ground floor in a mixed use development.

**Net Lettable Area [NLA]**

The net lettable area of a building is the sum of its whole floor lettable areas. This includes the measurement from internal finished surfaces of permanent internal walls and the internal finished surfaces of dominant portions of the permanent outer building walls. Window mullions, frames, structural columns, engaged perimeter columns or piers, fire hose reels attached to walls and additional facilities constructed for or by individual tenants are included as lettable area. Net lettable area excludes stairs, access ways, toilets, recessed doorways, cupboards, fire hose reel cupboards, lift shafts, escalators, smoke lobbies, plant/motor rooms, tea rooms and other services areas, public spaces such as thoroughfares, foyers, atria and access ways in lift and building service areas.

**Net Internal Living Area**

The net floorspace of the dwelling measured from the inside face of permanent external walls defining the extent of the dwelling – measured over internal walls and partitions within the dwelling, excluding any areas housing common service areas and/or ducts.

**Outdoor Living Area**

An external area attached to the dwelling.

**Performance Criteria**

Criteria to be used in the preparation, submission and assessment of development proposals for the purpose of determining their acceptability.

**Primary Street**

The sole or principal public road that provides access to the major entry [front door] to the development. In a large development there may be a number of primary street frontages.

**Private Open Space**

Open space set aside on a lot for the exclusive use of the occupants of the dwelling to which it abuts and excludes car parking spaces and accessways.

**Projection**

In relation to a wall, constitutes rainwater pipe, vent pipe, eaves overhang, sun screening, architectural feature elements that are non habitable.

**Residential Dwelling**

A building or portion of a building for the purpose of human habitation, either temporary or permanent.

**Setback**

The horizontal distance between a wall at any point and an adjacent lot boundary, measured at right angles to the boundary.

**Single Bedroom Dwelling**

A dwelling that contains a living room and no more than one other habitable room that is capable of use as a bedroom.

**Single House**

A dwelling standing wholly on its own green title or survey strata lot.

**Storey**

That part of a building between floor levels. If there is no floor above, it is the part between the floor and the ceiling.

**Tandem Parking**

Two parking spaces arranged one behind the other where parking in one bay precludes vehicular entry or exit to or from the other bay.

**Visually Permeable**

In reference to a wall, gate, door or fence that the vertical surface has continuous vertical or horizontal gaps of at least 50mm width or a surface offering equal or lesser obstruction to view.

## PHOTOGRAPH CREDITS

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PAGE	TITLE	AUTHOR/ARCHITECT/PHOTOGRAPHER
Cover	Harbour Steps	HEWITT/ <a href="http://www.hewittseattle.com">http://www.hewittseattle.com</a>
7	Public Realm images	Hassell
11	Public Realm images	Hassell
14	Road cross sections	Hassell
17	Ironbank, Auckland, New Zealand	RTA Studio
18	Tegolasolare	<a href="http://www.areaindustrie.it/web/ari/tegolasolare">http://www.areaindustrie.it/web/ari/tegolasolare</a>
	Melbourne CH2	DesignInc Melbourne / Photographer - Dianna Snape
	Surry Hills Library and Community Centre, NSW	Francis-Jones Morehen Thorp (fjmt) / <a href="http://www.smh.com.au/entertainment/art-and-design">http://www.smh.com.au/entertainment/art-and-design</a>
19	Ironbank, Auckland, New Zealand	RTA Studio
	VM Husene Building – Copenhagen, Denmark	JDS Architects/ <a href="http://www.contemporist.com">http://www.contemporist.com</a>
21	Harbor Steps	HEWITT/ <a href="http://www.hewittseattle.com">http://www.hewittseattle.com</a>
	The High Line	Steven Holl Architects/ <a href="http://www.thehighline.org">http://www.thehighline.org</a>
34	Alto Villa, Mt Buller, Victoria	Salter Architects/ <a href="http://www.colt-tollfab.com.au">http://www.colt-tollfab.com.au</a>
	Nordic Embasies, Berlin, Germany	Alfred Berger and Tiina Parkkinen/ <a href="http://www.betterbricks.com">http://www.betterbricks.com</a>
35	The Hawke Building at the University of South Australia.	John Wardle Architects/ <a href="http://www.johnwardle.com">http://www.johnwardle.com</a>
38	Kwantlen University – Trades and Technology Centre	Bunting Coady Architects/ <a href="http://www.trippedonlight.com">http://www.trippedonlight.com</a>
	Bishop See building Perth	Tubelok/ <a href="http://www.tubelok.com.au">http://www.tubelok.com.au</a>
	Ria showroom – Malaysia	Teo A. Khing/ <a href="http://www.arnewde.com">http://www.arnewde.com</a>
39	Hancock Lofts, West Hollywood, California, USA	Koning Eizenberg Architecture/ <a href="http://www.architectmagazine.com">http://www.architectmagazine.com</a>

PAGE	TITLE	AUTHOR/ARCHITECT/PHOTOGRAPHER
39	Office Building in Hamburg, Germany - Ander Alster 1	J. Mayer H. Architects/ Photographer: fotografieschaulin
40	First National Bank - Metro Crossing – Council Bluffs, Ia	RDG Architects
	Nexus Building Hong Kong	Aedas Architects/ <a href="http://www.laservision.com.au">http://www.laservision.com.au</a>
	Center of Science at Bard College	Rafael Vinoly Architects/ <a href="http://www.feinknopf.com">http://www.feinknopf.com</a>
	Allen & Overy's office, Bishops Square London	Jason Bruges Studio in London/ <a href="http://www.mediaarchitecture.org">http://www.mediaarchitecture.org</a>
45	NoHo New York Apartment	Architect - Andres Escobar/ <a href="http://www.condo-living-west.com">http://www.condo-living-west.com</a>
	Parking Garage Entrance – Downtown LA	<a href="http://www.flickr.com">http://www.flickr.com</a>
49	Arizona State University Parking Structure	Dick & Fristsche Design Group-Phoenix, AZ/ <a href="http://www.cambridgearchitectural.com">http://www.cambridgearchitectural.com</a>
	Ventilation/plant louvre screening	<a href="http://www.archiexpo.com">http://www.archiexpo.com</a>
	Equipment & Facade Screening	<a href="http://www.screeningpanels.com">http://www.screeningpanels.com</a>
50	Roof Terrace	<a href="http://homedesign.homedd4u.com">http://homedesign.homedd4u.com</a>
	Public Space for Events Forum de Negocios	Francisco J. del Corral & Federico Wulff/ <a href="http://plusmood.com">http://plusmood.com</a>
	The Centennial Apartments	Jackson Teece Architects/ Jackson Teece Architects
51	Modular Garden Roof Terrace	<a href="http://www.flickr.com">http://www.flickr.com</a>



Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF077381	11867	<b>KEVIN JOHN ALLEN</b> MONTHLY COUNCILLOR ALLOWANCE	4/04/2014	2,500.00
EF077382	12740	<b>MAYOR LOGAN HOWLETT</b> MONTHLY COUNCILLOR ALLOWANCE	4/04/2014	10,833.33
EF077383	19059	<b>CAROL REEVE-FOWKES</b> MONTHLY COUNCILLOR ALLOWANCE	4/04/2014	4,270.83
EF077384	20634	<b>LEE-ANNE SMITH</b> MONTHLY COUNCILLOR ALLOWANCE	4/04/2014	2,500.00
EF077385	21185	<b>BART HOUWEN</b> MONTHLY COUNCILLOR ALLOWANCE	4/04/2014	2,500.00
EF077386	23338	<b>STEVE PORTELLI</b> MONTHLY COUNCILLOR ALLOWANCE	4/04/2014	2,500.00
EF077387	23339	<b>STEPHEN PRATT</b> MONTHLY COUNCILLOR ALLOWANCE	4/04/2014	2,500.00
EF077388	23340	<b>SHAHYAZ MUBARAKAI</b> MONTHLY COUNCILLOR ALLOWANCE	4/04/2014	2,500.00
EF077389	25352	<b>LYNDSEY WETTON</b> MONTHLY COUNCILLOR ALLOWANCE	4/04/2014	2,500.00
EF077390	25353	<b>PHILIP EVA</b> MONTHLY COUNCILLOR ALLOWANCE	4/04/2014	2,500.00
EF077391	10154	<b>AUST TAXATION DEPT</b> PAYROLL DEDUCTIONS	7/04/2014	41,874.00
EF077392	10788	<b>JANDAKOT VOLUNTEER BUSH FIRE BRIGADE</b> EXPENSE REIMBURSEMENTS	7/04/2014	2,449.26
EF077393	11867	<b>KEVIN JOHN ALLEN</b> COUNCILLOR EXPENSE REIMBURSEMENT	7/04/2014	139.90
EF077394	12540	<b>COCKBURN CRICKET CLUB</b> SPORTING EQUIPMENT GRANT	7/04/2014	1,500.00
EF077395	14632	<b>UHY HAINES NORTON</b> ACCOUNTANCY SERVICES/PRODUCTS	7/04/2014	770.00
EF077396	15363	<b>JONES LANG LASALLE (WA) PTY LTD</b> SHOP RENT - GATEWAY SHOPPING CENTRE	7/04/2014	24,203.03
EF077397	17297	<b>AITPM WA</b> SEMINAR	7/04/2014	722.85
EF077398	20500	<b>PAUL HOGAN</b> EXPENSE REIMBURSEMENT	7/04/2014	1,230.00
EF077399	21403	<b>ROBERTA BUNCE</b> COMMUNITY CARE VOLUNTEER REIMBURSEMENTS	7/04/2014	58.35
EF077400	22408	<b>HOMESWEST</b> RATES REFUND	7/04/2014	1,275.00
EF077401	23250	<b>DEPARTMENT OF PLANNING</b> DAP APPLICATIONS & DAP FEES	7/04/2014	5,885.00
EF077402	23808	<b>QUIK CORP PTY LTD</b> CONTROLLER BOOM KITS	7/04/2014	328.90
EF077403	24950	<b>BERKELIUM CONSULTING</b> CONSULTANCY SERVICES	7/04/2014	8,046.88
EF077404	25108	<b>SANJAY KUMAR</b> LAPTOP REIMBURSEMENT	7/04/2014	25.00
EF077405	25376	<b>DRAINAGE SERVICES WA</b> DRAINAGE SERVICES	7/04/2014	10,604.00
EF077406	25569	<b>ELAINE JOYCE FOWLER</b> VOLUNTEER MILEAGE REIMBURSEMENT	7/04/2014	473.25
EF077407	25631	<b>MANDY KIELY</b> TRAINING SERVICES	7/04/2014	2,000.00

CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF077408	25659	<b>JANET WELLS</b> VOLUNTEER MILEAGE CLAIM REIMBURSEMENT	7/04/2014	111.00
EF077409	25797	<b>DEPARTMENT OF ENVIRONMENT REGULATION</b> ANNUAL LICENCE - HWRP	7/04/2014	20,049.36
EF077410	23938	<b>AIMEE COX</b> COCKBURN IDOL 2014	10/04/2014	500.00
EF077411	24745	<b>JASMINE MURRAY</b> COCKBURN IDOL 2014	10/04/2014	25.00
EF077412	24746	<b>LEAH CHANTAL DE LUCA</b> COCKBURN IDOL 2014	10/04/2014	50.00
EF077413	25815	<b>CAITLYN DOUGALL</b> COCKBURN IDOL 2014	10/04/2014	350.00
EF077414	25816	<b>CHEYANNE GREEN</b> COCKBURN IDOL 2014	10/04/2014	1,025.00
EF077415	25817	<b>MARVIN RAMIREZ &amp; GENEVIEVE LOVELY</b> COCKBURN IDOL 2014	10/04/2014	1,650.00
EF077416	25818	<b>MORGANNE EBSARY</b> COCKBURN IDOL 2014	10/04/2014	275.00
EF077417	10152	<b>AUST SERVICES UNION</b> PAYROLL DEDUCTIONS	7/04/2014	3,412.74
EF077418	10733	<b>HOSPITAL BENEFIT FUND</b> PAYROLL DEDUCTIONS	7/04/2014	1,800.53
EF077419	11001	<b>MUNICIPAL EMPLOYEES UNION</b> PAYROLL DEDUCTIONS	7/04/2014	708.10
EF077420	11856	<b>WA LOCAL GOVERNMENT SUPER PLAN</b> PAYROLL DEDUCTIONS	7/04/2014	337,579.83
EF077421	11857	<b>CHAMPAGNE SOCIAL CLUB</b> PAYROLL DEDUCTIONS	7/04/2014	1,137.20
EF077422	11859	<b>STAFF SOCIAL CLUB</b> PAYROLL DEDUCTIONS	7/04/2014	48.40
EF077423	11860	<b>45S CLUB</b> PAYROLL DEDUCTIONS	7/04/2014	44.00
EF077424	18005	<b>COLONIAL FIRST STATE</b> PAYROLL DEDUCTIONS	7/04/2014	386.56
EF077425	18247	<b>ELLIOTT SUPERANNUATION FUND</b> PAYROLL DEDUCTIONS	7/04/2014	439.46
EF077426	18432	<b>HESTA SUPER FUND</b> PAYROLL DEDUCTIONS	7/04/2014	3,259.28
EF077427	18718	<b>FIRST STATE SUPER</b> PAYROLL DEDUCTIONS	7/04/2014	1,036.11
EF077428	19010	<b>SUMMIT PERSONAL SUPER PLAN</b> PAYROLL DEDUCTIONS	7/04/2014	529.17
EF077429	19193	<b>REST SUPERANNUATION</b> PAYROLL DEDUCTIONS	7/04/2014	46.09
EF077430	19726	<b>HEALTH INSURANCE FUND OF WA</b> PAYROLL DEDUCTIONS	7/04/2014	3,103.50
EF077431	19727	<b>MTAA SUPER FUND</b> PAYROLL DEDUCTIONS	7/04/2014	384.73
EF077432	19997	<b>AUSTRALIANSUPER</b> PAYROLL DEDUCTIONS	7/04/2014	16,287.21
EF077433	20056	<b>CBUS</b> PAYROLL DEDUCTIONS	7/04/2014	2,138.34
EF077434	20217	<b>DOWNING SUPERANNUATION FUND</b> PAYROLL DEDUCTIONS	7/04/2014	3,381.16

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Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF077435	20300	CATHOLIC SUPER & RETIREMENT FUND PAYROLL DEDUCTIONS	7/04/2014	1,314.37
EF077436	20755	COLONIAL FIRST STATE - ROBERT GRAEME WATSON PAYROLL DEDUCTIONS	7/04/2014	108.43
EF077437	21299	DUFFIELD SUPERANNUATION FUND PAYROLL DEDUCTIONS	7/04/2014	206.72
EF077438	21365	ING LIFE - ONEANSWER PERSONAL SUPER PAYROLL DEDUCTIONS	7/04/2014	103.80
EF077439	21921	MAURICIO FAMILY PAYROLL DEDUCTIONS	7/04/2014	1,846.95
EF077440	21996	ANZ ONEANSWER PERSONAL SUPER PAYROLL DEDUCTIONS	7/04/2014	336.03
EF077441	22067	STEPHENS SUPERANNUATION FUND PAYROLL DEDUCTIONS	7/04/2014	558.39
EF077442	22901	FONTANA SUPER PLAN PAYROLL DEDUCTIONS	7/04/2014	1,245.61
EF077443	23695	NETWEALTH INVESTMENT & SUPERANNUATION PAYROLL DEDUCTIONS	7/04/2014	1,083.12
EF077444	23993	ONEPATH LIFE LIMITED PAYROLL DEDUCTIONS	7/04/2014	1,045.64
EF077445	24620	E & B PINTO SUPERANNUATION FUND PAYROLL DEDUCTIONS	7/04/2014	1,108.61
EF077446	24642	TWUSUPER PAYROLL DEDUCTIONS	7/04/2014	838.84
EF077447	24813	KINETIC SUPER PAYROLL DEDUCTIONS	7/04/2014	247.02
EF077448	25043	COLONIAL FIRST STATE COLONIAL FIRST STATE - KERRY N PAYROLL DEDUCTIONS	7/04/2014	302.79
EF077449	25051	ANZ SMART CHOICE SUPER (ONEPATH MASTERFUND) PAYROLL DEDUCTIONS	7/04/2014	1,177.37
EF077450	25334	J MIJACIKA SUPE PAYROLL DEDUCTIONS	7/04/2014	72.56
EF077451	25394	CONCEPT ONE THE PAYROLL DEDUCTIONS	7/04/2014	27.52
EF077452	25495	ONEPATH CUSTODI PAYROLL DEDUCTIONS	7/04/2014	440.97
EF077453	25538	NORTH PERSONAL SUPERANNUATION PLAN PAYROLL DEDUCTIONS	7/04/2014	491.39
EF077454	25590	COLONIAL FIRST STATE - MATHEW SAPSWORTH PAYROLL DEDUCTIONS	7/04/2014	698.29
EF077455	25649	COMMONWEALTH BANK GROUP SUPER PAYROLL DEDUCTIONS	7/04/2014	342.96
EF077456	10154	AUST TAXATION DEPT PAYROLL DEDUCTIONS	14/04/2014	254,150.00
EF077457	10888	LJ CATERERS CATERING SERVICES	14/04/2014	2,661.45
EF077458	18553	SELECTUS PTY LTD PAYROLL DEDUCTIONS	14/04/2014	13,406.94
EF077459	10154	AUST TAXATION DEPT PAYROLL DEDUCTIONS	22/04/2014	37,669.00
EF077460	10195	BIBRA LAKE PRIMARY SCHOOL COMMUNITY GRANT	22/04/2014	550.00
EF077461	10788	JANDAKOT VOLUNTEER BUSH FIRE BRIGADE EXPENSE REIMBURSEMENTS	22/04/2014	531.70

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Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF077462	10944	<b>MCLEODS</b> LEGAL SERVICES	22/04/2014	3,576.32
EF077463	11399	<b>SOUTH COOGEE VOLUNTEER BUSHFIRE BRIGADE</b> EXPENSE REIMBURSEMENTS	22/04/2014	81.00
EF077464	15653	<b>COOGEE BEACH PROGRESS ASSOCIATION</b> NEWSLETTER PRINTING CONTRIBUTION	22/04/2014	210.50
EF077465	16326	<b>CASSANDRA COOPE</b> LAPTOP SALARY PACKAGED	22/04/2014	1,265.10
EF077466	16858	<b>PHOENIX THEATRE GROUP</b> CULTURAL GRANT	22/04/2014	263.31
EF077467	18265	<b>FREMANTLE CITY DOCKERS</b> FOOTBALL CLUB	22/04/2014	2,640.00
EF077468	22536	<b>MICHELLE PHILBIN</b> CROSSOVER CONTRIBUTION	22/04/2014	343.84
EF077469	24616	<b>UNIVERSITY OF WESTERN AUSTRALIA BILJANA GASPAR</b> UNIVERSITY FEES - STAFF	22/04/2014	7,766.00
EF077470	24958	<b>KISS PHOTOBOOTH PTY LTD</b> PHOTOGRAPHY SERVICES	22/04/2014	699.00
EF077471	25352	<b>LYNDSEY WETTON</b> MILEAGE CLAIM REIMBURSEMENT - JAN 14 / MAR 14	22/04/2014	824.92
EF077472	25657	<b>LOCK JOINT AUSTRALIA</b> LOCKSMITH SERVICES	22/04/2014	1,144.00
EF077473	25725	<b>COLM HARTE</b> CROSSOVER CONTRIBUTION	22/04/2014	300.00
EF077474	25763	<b>D &amp; JM HANDY</b> RATES REFUND	22/04/2014	399.50
EF077475	25808	<b>COCKBURN MEN'S SHED</b> COUNCIL DONATION	22/04/2014	5,377.82
EF077476	25828	<b>GARETH DENNIS &amp; SARAH KNIGHT</b> REIMBURSEMENT OF POOL FENCING COSTS	22/04/2014	1,680.50
EF077477	25858	<b>ROHIT DESAI</b> INSURANCE CLAIM - 0510	22/04/2014	110.00
EF077478	25861	<b>THE WEEKEND TO END WOMEN'S CANCER</b> CHARITY DONATION	22/04/2014	274.00
EF077479	10154	<b>AUST TAXATION DEPT</b> PAYROLL DEDUCTIONS	28/04/2014	252,114.00
EF077480	11753	<b>WASTE MANAGEMEN</b> QUARTERLY LANDFILL LEVY PAYMENT	28/04/2014	574,605.07
EF077481	18553	<b>SELECTUS PTY LTD</b> PAYROLL DEDUCTIONS	28/04/2014	13,857.83
EF077482	23442	<b>PRICEWATERHOUSECOOPERS LEGAL</b> PROFESSIONAL/LEGAL SERVICES	28/04/2014	12,100.00
EF077483	10009	<b>AAA PRODUCTION SERVICES</b> AUDIO EQUIPMENT HIRE	30/04/2014	133,217.50
EF077484	10010	<b>AAC ID SOLUTIONS</b> SECURITY & PROMOTIONAL PRODUCTS	30/04/2014	415.50
EF077485	10032	<b>ADVANCED TRAFFIC MANAGEMENT (WA) PTY LTD</b> CONTROLLERS AND SIGNS	30/04/2014	467.50
EF077486	10051	<b>ALL LINES</b> LINE MARKING SERVICES	30/04/2014	385.00
EF077487	10058	<b>ALSCO PTY LTD</b> HYGIENE SERVICES/SUPPLIES	30/04/2014	418.10
EF077488	10086	<b>ARTEIL WA PTY LTD</b> ERGONOMIC CHAIRS	30/04/2014	4,197.93

CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF077489	10091	<b>ASLAB PTY LTD</b> ASPHALTING SERVICES/SUPPLIES	30/04/2014	13,570.91
EF077490	10097	<b>BLACKWOODS ATKINS</b> ENGINEERING SUPPLIES	30/04/2014	287.76
EF077491	10160	<b>DORMA AUTOMATICS</b> AUTOMATIC DOOR SERVICES	30/04/2014	5,330.17
EF077492	10207	<b>BOC GASES</b> GAS SUPPLIES	30/04/2014	1,303.42
EF077493	10219	<b>BOUSFIELDS MENSWEAR</b> CLOTHING SUPPLIES	30/04/2014	231.00
EF077494	10221	<b>BP AUSTRALIA LIMITED</b> DIESEL/PETROL SUPPLIES	30/04/2014	13,316.34
EF077495	10226	<b>BRIDGESTONE AUSTRALIA LTD</b> TYRE SERVICES	30/04/2014	52,471.50
EF077496	10239	<b>BUDGET RENT A CAR - PERTH</b> MOTOR VEHICLE HIRE	30/04/2014	682.94
EF077497	10246	<b>BUNNINGS BUILDING SUPPLIES PTY LTD</b> HARDWARE SUPPLIES	30/04/2014	552.91
EF077498	10247	<b>BUNZL AUSTRALIA LTD</b> PAPER/PLASTIC/CLEANING SUPPLIES	30/04/2014	260.77
EF077499	10279	<b>CASTROL AUSTRALIA PTY LTD</b> GREASE/LUBRICANTS	30/04/2014	2,160.18
EF077500	10285	<b>CENTRECARE</b> CONFERENCE FEES	30/04/2014	1,300.00
EF077501	10292	<b>CHADSON ENGINEERING PTY LTD</b> MEDICAL SUPPLIES	30/04/2014	133.50
EF077502	10333	<b>CJD EQUIPMENT PTY LTD</b> HARDWARE SUPPLIES	30/04/2014	66.90
EF077503	10346	<b>COATES HIRE OPERATIONS PTY LTD</b> EQUIPMENT HIRING SERVICES	30/04/2014	9,775.19
EF077504	10348	<b>COCA COLA AMATIL</b> SOFT DRINK SUPPLIES	30/04/2014	3,441.21
EF077505	10350	<b>COCKBURN BMX CLUB</b> REGISTRATION FEES / GRANT	30/04/2014	200.00
EF077506	10352	<b>COCKBURN BOWLING &amp; RECREATION CLUB</b> BOWLING EQUIPMENT	30/04/2014	1,704.00
EF077507	10353	<b>COCKBURN CEMENT LTD</b> RATES REFUND	30/04/2014	760.32
EF077508	10359	<b>COCKBURN PAINTING SERVICE</b> PAINTING SUPPLIES/SERVICES	30/04/2014	4,884.00
EF077509	10360	<b>COCKBURN PARTY</b> HIRE OF PARTY EQUIPMENT	30/04/2014	7,759.50
EF077510	10371	<b>COLIN LOCKLEY</b> TRANSPORT SERVICES	30/04/2014	3,256.00
EF077511	10375	<b>VEOLIA ENVIRONM</b> WASTE SERVICES	30/04/2014	6,978.19
EF077512	10384	<b>PROGILITY PTY LTD COMMUNICATIONS AUSTRALIA PTY LTD</b> COMMUNICATION SERVICES	30/04/2014	214.50
EF077513	10386	<b>COMMUNITY NEWSPAPER GROUP</b> ADVERTISING SERVICES	30/04/2014	3,372.19
EF077514	10392	<b>CONCEPT AUDIO VISUAL AUSTRALIA</b> AUDIO VISUAL EQUIPMENT	30/04/2014	600.00
EF077515	10394	<b>CD'S CONFECTIONERY WHOLESALERS</b> CONFECTIONERY	30/04/2014	443.92

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EF077516	10459	<b>DAVID GRAY &amp; CO</b> MOBILE GARBAGE BINS	30/04/2014	2,475.72
EF077517	10483	<b>LANDGATE</b> MAPPING/LAND TITLE SEARCHES	30/04/2014	4,000.00
EF077518	10526	<b>E &amp; MJ ROSHER PTY LTD</b> MOWER PARTS	30/04/2014	1,441.15
EF077519	10601	<b>FLICK HYGIENE S</b> HYGIENE SERVICES	30/04/2014	1,503.29
EF077520	10608	<b>FORESHORE REHABILITATION &amp; LANDSCAPING</b> FENCING/LANDSCAPING SERVICES	30/04/2014	1,210.00
EF077521	10609	<b>FORESTVALE TREES P/L</b> PLANTS - TREES/SHRUBS	30/04/2014	22,929.50
EF077522	10611	<b>FORPARK AUSTRALIA</b> PLAYGROUND EQUIPMENT	30/04/2014	41,228.00
EF077523	10636	<b>FUJI XEROX AUSTRALIA PTY LTD</b> PHOTOCOPY CHARGES	30/04/2014	40,011.37
EF077524	10641	<b>GALVINS PLUMBING SUPPLIES</b> PLUMBING SERVICES	30/04/2014	2,441.62
EF077525	10648	<b>GEOFABRICS AUSTRALASIA PTY LTD</b> GEOSYNTHETIC PRODUCTS	30/04/2014	1,971.75
EF077526	10655	<b>GHD PTY LTD</b> CONSULTANCY SERVICES	30/04/2014	13,422.20
EF077527	10679	<b>GRASSTREES AUSTRALIA</b> PLANTS & PLANTING SERVICES	30/04/2014	10,296.00
EF077528	10683	<b>GRONBEK SECURITY</b> LOCKSMITH SERVICES	30/04/2014	9,420.74
EF077529	10692	<b>AECOM AUSTRALIA PTY LTD</b> CONSULTANCY SERVICES	30/04/2014	41,866.00
EF077530	10709	<b>HECS FIRE</b> FIRE SYSTEM MAINTENANCE	30/04/2014	2,611.18
EF077531	10711	<b>HERALD PUBLISHING COMPANY PTY LTD</b> ADVERTISING SERVICES	30/04/2014	1,290.30
EF077532	10737	<b>RAIN SCAPE WATERWISE SOLUTIONS</b> RETICULATION/IRRIGATION SUPPLIES	30/04/2014	163.74
EF077533	10743	<b>ICON-SEPTECH PTY LTD</b> DRAINAGE PRODUCTS	30/04/2014	6,358.34
EF077534	10768	<b>INST OF PUBLIC WORKS ENG AUST - WA</b> MEMBERSHIP FEES	30/04/2014	2,640.00
EF077535	10779	<b>J F COVICH &amp; CO PTY LTD</b> ELECTRICAL SERVICES	30/04/2014	6,791.03
EF077536	10781	<b>JANDAKOT EARTHMOVING &amp; RURAL CONTRACTORS</b> FIREBREAK CONSTRUCTION	30/04/2014	2,596.00
EF077537	10787	<b>JANDAKOT ACCIDENT REPAIR CENTRE</b> PANEL BEATING SERVICES	30/04/2014	4,203.50
EF077538	10803	<b>GECKO CONTRACT</b> MOWING/LANDSCAPING SERVICES	30/04/2014	88,094.30
EF077539	10814	<b>JR &amp; A HERSEY PTY LTD</b> SAFETY CLOTHING SUPPLIES	30/04/2014	3,054.64
EF077540	10824	<b>KCI INDUSTRIES PTY LTD</b> REPAIRS/MAINTENANCE SERVICES	30/04/2014	364.35
EF077541	10827	<b>KELYN TRAINING SERVICES</b> TRAINING SERVICES	30/04/2014	1,490.00
EF077542	10879	<b>LES MILLS AEROBICS</b> INSTRUCTION/TRAINING SERVICES	30/04/2014	1,630.25



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EF077543	10884	<b>WSP BUILDINGS PTY LTD</b> CONSULTANCY SERVICES	30/04/2014	19,800.00
EF077544	10912	<b>M2 TECHNOLOGY PTY LTD</b> MESSAGING SERVICES	30/04/2014	671.00
EF077545	10913	<b>MACDONALD JOHNSTON ENGINEERING CORP</b> REPAIR SERVICES	30/04/2014	9,254.36
EF077546	10939	<b>LINFOX ARMAGUAR</b> BANKING SECURITY SERVICES	30/04/2014	1,331.80
EF077547	10942	<b>MCGEES PROPERTY</b> PROPERTY CONSULTANCY SERVICES	30/04/2014	3,850.00
EF077548	10944	<b>MCLEODS</b> LEGAL SERVICES	30/04/2014	393.25
EF077549	10981	<b>MOBILE MASTERS</b> COMMUNICATIONS EQUIPMENT/SERVICES	30/04/2014	479.60
EF077550	10990	<b>MOWER CITY SALES &amp; SERVICES PTY LTD</b> LAWN MOWING EQUIPMENT	30/04/2014	3,359.00
EF077551	10991	<b>BEACON EQUIPMENT</b> MOWING EQUIPMENT	30/04/2014	770.00
EF077552	10997	<b>WILSON PARKING AUSTRALIA</b> SECURITY SERVICES	30/04/2014	158,778.97
EF077553	11026	<b>NESTLE FOOD SERVICES</b> CATERING SUPPLIES	30/04/2014	378.00
EF077554	11028	<b>NEVERFAIL SPRINGWATER LIMITED</b> BOTTLED WATER SUPPLIES	30/04/2014	772.35
EF077555	11036	<b>NORTH LAKE ELECTRICAL</b> ELECTRICAL SERVICES	30/04/2014	14,145.90
EF077556	11068	<b>VODAFONE HUTCHISON AUSTRALIA PTY LTD</b> PAGING SERVICES	30/04/2014	675.18
EF077557	11077	<b>P &amp; G BODY BUILDERS PTY LTD</b> PLANT BODY BUILDING SERVICES	30/04/2014	5,263.50
EF077558	11136	<b>DONEGAN ENTERPRISES</b> FENCING REPAIRS/MAINTENANCE	30/04/2014	10,431.30
EF077559	11152	<b>FULTON HOGAN INDUSTRIES PTY LTD</b> ROAD MAINTENANCE	30/04/2014	8,665.80
EF077560	11178	<b>ERIK POSTMUS</b> CONSULTANCY SERVICES - QUANTITY SURVEY	30/04/2014	2,970.00
EF077561	11208	<b>QUICK CORPORATE AUSTRALIA PTY LTD</b> STATIONERY/CONSUMABLES	30/04/2014	10,214.63
EF077562	11214	<b>RAECO INTERNATIONAL PTY LTD</b> STATIONERY SUPPLIES	30/04/2014	1,181.53
EF077563	11231	<b>REDOX CHEMICALS PTY LTD</b> CHEMICALS	30/04/2014	275.00
EF077564	11240	<b>INITIAL HYGIENE RENTOKIL INITIAL PRT LTD</b> SANITARY SERVICES	30/04/2014	1,793.80
EF077565	11243	<b>REPCO AUTO PARTS</b> AUTO SUPPLIES	30/04/2014	5.67
EF077566	11244	<b>RESEARCH SOLUTIONS PTY LTD</b> RESEARCH SERVICES	30/04/2014	4,273.50
EF077567	11268	<b>TASKERS PTY LTD</b> REPAIRS/MAINTENANCE TO SAILS	30/04/2014	324.50
EF077568	11284	<b>ROYAL LIFE SAVING SOCIETY AUSTRALIA</b> TRAINING SERVICES	30/04/2014	1,065.50
EF077569	11294	<b>SAFEMAN (WA) PTY LTD</b> PROTECTIVE CLOTHING/EQUIPMENT	30/04/2014	656.89

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EF077570	11304	<b>SANAX MEDICAL &amp; FIRST AID SUPPLIES</b> MEDICAL SUPPLIES	30/04/2014	473.54
EF077571	11307	<b>SATELLITE SECURITY SERVICES PTY LTD</b> SECURITY SERVICES	30/04/2014	1,295.00
EF077572	11308	<b>SBA SUPPLIES</b> HARDWARE SUPPLIES	30/04/2014	2,584.51
EF077573	11318	<b>SELECT SECURITY WA PTY LTD</b> SECURITY SERVICES	30/04/2014	293.70
EF077574	11329	<b>SHADE &amp; SAIL INNOVATIONS</b> SHADE STRUCTURES	30/04/2014	14,729.00
EF077575	11337	<b>SHERIDANS FOR BADGES</b> NAME BADGES & ENGRAVING	30/04/2014	351.07
EF077576	11361	<b>SIGMA CHEMICALS PTY LTD</b> CHEMICAL SUPPLIES	30/04/2014	2,429.02
EF077577	11373	<b>SKIPPER TRUCK PARTS</b> SPARE PARTS & MAINTENANCE SERVICES	30/04/2014	2,046.61
EF077578	11392	<b>SOLVER PAINTS WA</b> PAINT SUPPLIES	30/04/2014	1,379.95
EF077579	11404	<b>SOUTH LAKE DOLPHINS SWIMMING CLUB</b> SWIMMING REGISTRATION / GRANT	30/04/2014	400.00
EF077580	11406	<b>SOUTH LAKE OTTEY FAMILY &amp; NEIGHBOURHOOD CENTRE</b> DONATION	30/04/2014	12,430.75
EF077581	11425	<b>SOUTHERN METROPOLITAN REGIONAL COUNCIL</b> WASTE DISPOSAL GATE FEES	30/04/2014	856,722.39
EF077582	11453	<b>SPEARWOOD NEWSROUND</b> NEWSPAPER SUPPLIES	30/04/2014	1,340.10
EF077583	11469	<b>SPORTS TURF TECHNOLOGY</b> TURF CONSULTANCY SERVICES	30/04/2014	5,203.00
EF077584	11470	<b>SPORTSWORLD OF WA</b> SPORT SUPPLIES	30/04/2014	673.20
EF077585	11483	<b>ST JOHN AMBULAN</b> FIRST AID COURSES	30/04/2014	1,129.69
EF077586	11488	<b>POSITION PARTNE</b> INSTRUMENT SUPPLIES	30/04/2014	539.00
EF077587	11511	<b>STATEWIDE BEARINGS</b> BEARING SUPPLIES	30/04/2014	169.42
EF077588	11520	<b>STOP &amp; COPY PRINT CENTRE PTY LTD</b> COPYING SERVICES	30/04/2014	1,119.00
EF077589	11531	<b>SUNNY INDUSTRIAL BRUSHWARE PTY LTD</b> BRUSH/ROAD BROOM SUPPLIES	30/04/2014	2,173.60
EF077590	11533	<b>SUPERBOWL MELVILLE</b> ENTERTAINMENT SERVICES	30/04/2014	465.00
EF077591	11546	<b>T FAULKNER &amp; CO</b> INSTALLATIONS/SUPPLY OF HAND RAILS	30/04/2014	6,644.00
EF077592	11557	<b>TECHNOLOGY ONE LTD</b> IT CONSULTANCY SERVICES	30/04/2014	14,795.00
EF077593	11598	<b>PERTH WALDORF SCHOOL</b> SUSTAINABLE EVENTS GRANT	30/04/2014	550.00
EF077594	11611	<b>THRIFTY CAR RENTAL</b> RENTAL SERVICES - MOTOR VEHICLES	30/04/2014	5,109.83
EF077595	11625	<b>TOTAL EDEN PTY LTD</b> RETICULATION SUPPLIES	30/04/2014	36,174.94
EF077596	11642	<b>TRAILER PARTS PTY LTD</b> TRAILER PARTS	30/04/2014	882.14

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EF077597	11651	<b>TREE WATERING SERVICES</b> TREE WATERING SERVICES	30/04/2014	45,538.00
EF077598	11655	<b>TRISLEYS HYDRAULIC SERVICES PTY LTD</b> POOL EQUIPMENT/REPAIRS	30/04/2014	2,029.50
EF077599	11657	<b>TRUCKLINE PARTS CENTRES</b> AUTOMOTIVE SPARE PARTS	30/04/2014	2,163.70
EF077600	11663	<b>TUDOR HOUSE</b> BANNERS/FLAGS	30/04/2014	304.00
EF077601	11665	<b>TUNNEL VISION</b> PLUMBING SERVICES	30/04/2014	638.00
EF077602	11667	<b>TURFMASTER FACILITY MANAGEMENT</b> TURFING SERVICES	30/04/2014	825.00
EF077603	11669	<b>TYCO SERVICES</b> FIRE ALARM SYSTEM REPAIRS	30/04/2014	368.60
EF077604	11690	<b>URBAN DEVELOPMENT INSTITUTE OF AUSTRALIA WA</b> CONSULTANCY SERVICES - PLANNING	30/04/2014	360.00
EF077605	11697	<b>VAT MAN-FAT FILTERING SYSTEMS</b> FILTER CLEANING SERVICES	30/04/2014	743.40
EF077606	11701	<b>VIBRA INDUSTRIA</b> FILTER SUPPLIES	30/04/2014	1,101.10
EF077607	11708	<b>VITAL PACKAGING PTY LTD</b> PACKAGING SUPPLIES	30/04/2014	2,068.00
EF077608	11715	<b>WA BLUEMETAL</b> ROADBASE SUPPLIES	30/04/2014	24,685.85
EF077609	11722	<b>WA HINO SALES &amp; SERVICE</b> REPAIRS/MAINTENANCE SERVICES	30/04/2014	4,098.90
EF077610	11726	<b>WA LIMESTONE</b> LIMESTONE SUPPLIES	30/04/2014	16,780.80
EF077611	11743	<b>WA COUNCIL OF SOCIAL SERVICE INC</b> TRAINING SERVICES	30/04/2014	220.00
EF077612	11749	<b>WARRENS EARTHMOVING CONTRACTORS</b> EARTHMOVING SERVICES	30/04/2014	8,074.00
EF077613	11773	<b>WESFARMERS DALG</b> CHEMICAL SUPPLIES	30/04/2014	1,545.32
EF077614	11786	<b>WESTCARE INDUSTRIES</b> STATIONERY/SAFETY VESTS	30/04/2014	633.60
EF077615	11787	<b>DEPT OF TRANSPORT</b> WA GOVT DEPARTMENT	30/04/2014	208.00
EF077616	11789	<b>WALGA</b> ADVERTISING/TRAINING SERVICES	30/04/2014	16,541.50
EF077617	11793	<b>WESTERN IRRIGATION PTY LTD</b> IRRIGATION SERVICES/SUPPLIES	30/04/2014	57,771.04
EF077618	11795	<b>WESTERN POWER</b> ELECTRICAL SERVICES	30/04/2014	25,452.38
EF077619	11806	<b>WESTRAC PTY LTD</b> REPAIRS/MTNCE - EARTHMOVING EQUIPMENT	30/04/2014	5,598.80
EF077620	11824	<b>WORK CLOBBER</b> SAFETY CLOTHING	30/04/2014	156.90
EF077621	11828	<b>WORLDWIDE ONLINE PRINTING - O'CONNOR</b> PRINTING SERVICES	30/04/2014	1,330.52
EF077622	11835	<b>WURTH AUSTRALIA PTY LTD</b> HARDWARE SUPPLIES	30/04/2014	106.20
EF077623	11854	<b>ZIPFORM</b> PRINTING SERVICES	30/04/2014	1,855.79

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EF077624	11972	<b>COBEY MAINTENANCE SERVICES</b> TURF MANAGEMENT	30/04/2014	25,348.78
EF077625	11974	<b>GREENWASTE SERVICES</b> MULCHING/SHREDDING SERVICES	30/04/2014	9,800.00
EF077626	11987	<b>SAFETY ZONE AUSTRALIA PTY LTD</b> SAFETY EQUIPMENT	30/04/2014	1,142.14
EF077627	11990	<b>EARTHCARE (AUSTRALIA) P/L</b> LANDSCAPING SERVICES	30/04/2014	8,810.45
EF077628	12007	<b>SHANE MCMASTER SURVEYS</b> SURVEYING SERVICES	30/04/2014	14,927.00
EF077629	12018	<b>O'CONNOR LAWNMOWER &amp; CHAINSAW CENTRE</b> MOWING EQUIPMENT/PARTS/SERVICES	30/04/2014	203.00
EF077630	12085	<b>TRANSAIR TWO WAY RADIO</b> COMMUNICATIONS EQUIPMENT/SERVICES	30/04/2014	947.85
EF077631	12153	<b>HAYS PERSONNEL SERVICES PTY LTD</b> EMPLOYMENT SERVICES	30/04/2014	11,376.17
EF077632	12193	<b>SAGE CONSULTING ENGINEERS P/L</b> CONSULTANCY SERVICES - LIGHTING	30/04/2014	5,500.00
EF077633	12388	<b>ELITE POOL COVERS</b> POOL COVERS	30/04/2014	170.00
EF077634	12394	<b>MP ROGERS &amp; ASSOCIATES PTY LTD</b> CONSULTANCY SERVICES - MARINE	30/04/2014	17,499.92
EF077635	12415	<b>FACE PAINTING FUN AND GAMES</b> ENTERTAINMENT SERVICES	30/04/2014	4,560.00
EF077636	12458	<b>KITE KINETICS</b> ENTERTAINMENT SERVICES	30/04/2014	660.00
EF077637	12541	<b>COCKBURN JUNIOR CRICKET CLUB</b> SPORTING EQUIPMENT GRANT	30/04/2014	494.00
EF077638	12542	<b>SEALIN GARLETT</b> CEREMONIAL SERVICES	30/04/2014	1,600.00
EF077639	12589	<b>AUSTRALIAN INSTITUTE OF MANAGEMENT</b> TRAINING SERVICES	30/04/2014	12,192.02
EF077640	12672	<b>NORMAN DISNEY &amp; YOUNG</b> CONSULTANCY SERVICES	30/04/2014	63,241.20
EF077641	12694	<b>SPECIALISED LIFTING SERVICE</b> LIFTING EQUIPMENT & SERVICES	30/04/2014	516.16
EF077642	12712	<b>MISS MAUD</b> CATERING SERVICES	30/04/2014	167.85
EF077643	12779	<b>WESTERN RESOURCE RECOVERY PTY LTD</b> WASTE DISPOSAL SERVICES	30/04/2014	1,488.82
EF077644	12796	<b>ISENTIA PTY LIMITED</b> MEDIA MONITORING SERVICES	30/04/2014	2,357.89
EF077645	12820	<b>MONTELEONE FENCING</b> FENCING SERVICES/MAINTENANCE	30/04/2014	726.00
EF077646	12849	<b>GIUDICE SURVEYS</b> SURVEYING SERVICES	30/04/2014	4,295.00
EF077647	12883	<b>CONSERVATION VOLUNTEERS AUSTRALIA</b> ENVIRONMENTAL SERVICES	30/04/2014	3,300.00
EF077648	12983	<b>IFAP- INDUSTRIAL FOUNDATION FOR ACCIDENT PREVENTION</b> SAFETY COURSES	30/04/2014	705.00
EF077649	12998	<b>PLAYRIGHT AUSTRALIA PTY LTD</b> INSPECTION SERVICES - PLAYGROUNDS	30/04/2014	521.84
EF077650	13111	<b>OCE-AUSTRALIA LIMITED</b> COPIERS/PRINTERS	30/04/2014	403.35

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EF077651	13187	<b>CHEFMASTER AUSTRALIA</b> BIN LINERS	30/04/2014	169.85
EF077652	13344	<b>INCREDIBLE CREATURES MOBILE ANIMAL FARM</b> ENTERTAINMENT SERVICES	30/04/2014	850.00
EF077653	13373	<b>THE HIRE GUYS</b> HIRING SERVICES	30/04/2014	2,780.00
EF077654	13409	<b>KLEENIT</b> CLEANING SERVICES	30/04/2014	52,525.84
EF077655	13462	<b>ATI-MIRAGE PTY LTD</b> TRAINING SERVICES	30/04/2014	5,416.97
EF077656	13563	<b>ECOJOBS ENVIRONMENTAL PERSONNEL</b> EMPLOYMENT SERVICES	30/04/2014	10,834.63
EF077657	13619	<b>YMCA OF PERTH</b> YOUTH & FAMILY SERVICES	30/04/2014	510.00
EF077658	13767	<b>ELLIOTTS IRRIGATION PTY LTD</b> IRRIGATION SERVICES	30/04/2014	3,033.80
EF077659	13832	<b>INSIGHT CALL CENTRE SERVICES</b> COMMUNICATION SERVICES	30/04/2014	4,840.04
EF077660	13860	<b>KRS CONTRACTING</b> VERGE COLLECTION SERVICES	30/04/2014	59,358.77
EF077661	13873	<b>COCKBURN SES</b> TRAFFIC MANAGEMENT SERVICES	30/04/2014	2,900.00
EF077662	13998	<b>AIR &amp; POWER PTY LTD</b> MECHANICAL PARTS	30/04/2014	416.68
EF077663	14034	<b>ADECCO</b> EMPLOYMENT SERVICES	30/04/2014	24,608.64
EF077664	14118	<b>AGED &amp; COMMUNITY SERVICES WA</b> WORKSHOPS	30/04/2014	65.00
EF077665	14187	<b>COCKBURN COUGARS SOFTBALL CLUB INC</b> REGISTRATION FEES	30/04/2014	200.00
EF077666	14258	<b>WARP GROUP PTY LTD</b> ROAD CONSTRUCTION MATERIALS	30/04/2014	2,933.15
EF077667	14405	<b>LANDSCAPE AUSTRALIA PTY LTD</b> LANDSCAPE MAINTENANCE SERVICES	30/04/2014	2,970.00
EF077668	14435	<b>LAKES JUNIOR FOOTBALL CLUB</b> YOUTH ACTIVE PROGRAM REGISTRATION FEES	30/04/2014	4,685.00
EF077669	14447	<b>ANDOVER DETAILERS</b> DETAILING SERVICES	30/04/2014	1,568.00
EF077670	14459	<b>BIDVEST (WA)</b> FOOD/CATERING SUPPLIES	30/04/2014	717.93
EF077671	14632	<b>UHY HAINES NORTON</b> ACCOUNTANCY SERVICES/PRODUCTS	30/04/2014	1,815.00
EF077672	14640	<b>LANDMARK ENGINEERING &amp; DESIGN</b> OUTDOOR FURNITURE - PARKS/RESERVES	30/04/2014	8,945.70
EF077673	14787	<b>DAVID'S GARDEN CENTRE</b> PLANT SUPPLIES	30/04/2014	7,113.74
EF077674	14791	<b>ALBERTS ALL SUBURBS CATERING</b> CATERING SERVICES	30/04/2014	2,125.75
EF077675	14834	<b>GILDEN TREE FARM</b> PLANT/TREE SUPPLIES	30/04/2014	3,135.00
EF077676	15072	<b>DRUM PRINT &amp; PUBLICATIONS</b> PRINTING SERVICES	30/04/2014	2,300.00
EF077677	15283	<b>LASER CORPS WA</b> AMUSEMENT PARK/CENTRE	30/04/2014	990.00

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EF077678	15393	<b>GREENWAY ENTERPRISES</b> HARDWARE SUPPLIES	30/04/2014	7,088.43
EF077679	15482	<b>PHARMAUST MANUFACTURING PTY LTD</b> CHEMICAL SUPPLIES	30/04/2014	168.99
EF077680	15541	<b>JANDAKOT NEWS</b> NEWSPAPER SUPPLIERS	30/04/2014	199.40
EF077681	15588	<b>NATURAL AREA MANAGEMENT &amp; SERVICES</b> WEED SPRAYING	30/04/2014	2,007.50
EF077682	15678	<b>A2Z PEST CONTROL</b> PEST CONTROL	30/04/2014	2,109.00
EF077683	15786	<b>AD ENGINEERING INTERNATIONAL PTY LTD</b> SIGNS - ELECTRONIC	30/04/2014	132.00
EF077684	15862	<b>FREMANTLE MILK DISTRIBUTORS</b> MILK DELIVERY	30/04/2014	795.40
EF077685	16064	<b>CMS ENGINEERING PTY LTD</b> AIRCONDITIONING SERVICES	30/04/2014	11,682.05
EF077686	16291	<b>WA PROFILING</b> ROAD PROFILING SERVICES	30/04/2014	15,143.15
EF077687	16363	<b>ATCO GAS AUSTRALIA</b> GAS SUPPLIES/SERVICES	30/04/2014	25,672.65
EF077688	16396	<b>MAYDAY EARTHMOVING</b> GRADER HIRE	30/04/2014	45,346.62
EF077689	16403	<b>ROBINSON BUILDTECH</b> BUILDING SERVICES - ALTERATIONS	30/04/2014	19,773.29
EF077690	16533	<b>TOTAL PACKAGING</b> PACKAGING	30/04/2014	463.38
EF077691	16704	<b>ACCIDENTAL FIRST AID SUPPLIES</b> MEDICAL SUPPLIES	30/04/2014	251.85
EF077692	16854	<b>SANDY GASKETT</b> ARTWORK - SHOW OFF EXHIBITION	30/04/2014	150.00
EF077693	16978	<b>MURDOCH UNIVERSITY- VET</b> MEDICAL SERVICES	30/04/2014	2,112.00
EF077694	16985	<b>WA PREMIX</b> CONCRETE SUPPLIES	30/04/2014	10,517.54
EF077695	16997	<b>AUS SECURE</b> SECURITY SERVICES/PRODUCTS	30/04/2014	300.00
EF077696	17092	<b>CENTRAL SCREENS</b> SECURITY SYSTEMS/PRODUCTS	30/04/2014	200.00
EF077697	17097	<b>VALUE TISSUE</b> PAPER PRODUCTS	30/04/2014	383.90
EF077698	17121	<b>UNDERGROUND POWER DEVELOPMENT PTY LTD</b> ELECTRICAL SERVICES	30/04/2014	23,474.00
EF077699	17178	<b>THE CLEAN UP COMPANY</b> WASTE DISPOSAL SERVICES	30/04/2014	9,647.00
EF077700	17213	<b>COCKBURN CITY SOCCER CLUB INC</b> SPORT EQUIPMENT GRANT	30/04/2014	1,600.00
EF077701	17214	<b>FLAMES NETBALL CLUB</b> SPORTS CLUB	30/04/2014	1,000.00
EF077702	17305	<b>NOEL MORRISON</b> ARTIST	30/04/2014	400.00
EF077703	17362	<b>JOHN EARLEY</b> TRAINING	30/04/2014	240.00
EF077704	17471	<b>PIRTEK (FREMANTLE) PTY LTD</b> HOSES & FITTINGS	30/04/2014	2,206.03



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EF077705	17587	<b>WEST COAST SHADE</b> SHADE STRUCTURES	30/04/2014	27,456.00
EF077706	17608	<b>NU-TRAC RURAL CONTRACTING</b> BEACH CLEANING/FIREBREAK CONSTRUCTION	30/04/2014	9,573.50
EF077707	17740	<b>CAPTAIN CLEANUP PTY LTD</b> ENTERTAINMENT SERVICES	30/04/2014	550.00
EF077708	17887	<b>RED SAND SUPPLIES PTY LTD</b> MACHINERY HIRE	30/04/2014	605.00
EF077709	17942	<b>MRS MAC'S</b> FOOD SUPPLIES	30/04/2014	568.95
EF077710	18017	<b>INSTANT PRODUCTS GROUP</b> HIRE OF PORTABLE TOILETS	30/04/2014	4,158.99
EF077711	18038	<b>COCKBURN NETBALL CLUB</b> SPORTS GRANT	30/04/2014	1,800.00
EF077712	18073	<b>PARAMOUNT SECURITY SERVICES</b> SECURITY SERVICES	30/04/2014	17,870.60
EF077713	18086	<b>DONALD CANT WATTS CORKE (WA) P/L</b> PROJECT MANAGEMENT SERVICES	30/04/2014	20,212.50
EF077714	18100	<b>DAVIS LANGDON AUSTRALIA</b> COST MANAGEMENT SERVICES	30/04/2014	6,429.50
EF077715	18114	<b>BOLLIG DESIGN GROUP P/L</b> ARCHITECTURAL SERVICES	30/04/2014	47,142.87
EF077716	18203	<b>NATSYNC ENVIRONMENTAL</b> PEST CONTROL	30/04/2014	350.00
EF077717	18217	<b>METROPOLITAN OMNIBUS COMPANY</b> BUS HIRE	30/04/2014	572.00
EF077718	18244	<b>MELVILLE LAKERS NETBALL CLUB</b> NETBALL CLUB	30/04/2014	1,000.00
EF077719	18249	<b>LISSO MEDIA</b> ADVERTISING	30/04/2014	363.00
EF077720	18265	<b>FREMANTLE CITY DOCKERS</b> FOOTBALL CLUB	30/04/2014	360.00
EF077721	18295	<b>FREMANTLE UNITED SOCCER &amp; RECREATIONAL CLUB INC</b> REGISTRATION FEES	30/04/2014	200.00
EF077722	18303	<b>BIBRA LAKE JUNIOR FOOTBALL CLUB</b> REGISTRATION FEES	30/04/2014	1,200.00
EF077723	18333	<b>APPLECROSS CALISTHENICS CLUB</b> REGISTRATION FEES	30/04/2014	400.00
EF077724	18436	<b>JCS PLUMBING SERVICES</b> PLUMBING SERVICES	30/04/2014	525.00
EF077725	18533	<b>FRIENDS OF THE COMMUNITY INC.</b> DONATION	30/04/2014	300.00
EF077726	18559	<b>LORRAINE'S PARTY PONIES</b> PARTY HIRE	30/04/2014	450.00
EF077727	18613	<b>ECO-HIRE</b> EQUIPMENT HIRE	30/04/2014	29,604.50
EF077728	18628	<b>UNILEVER AUSTRALIA LTD</b> BEVERAGES	30/04/2014	597.18
EF077729	18639	<b>HAMILTON HILL DELIVERY ROUND</b> NEWSPAPER DELIVERY SERVICE	30/04/2014	51.80
EF077730	18678	<b>DOWNER EDI ENGINEERING ELECTRICAL PTY LTD</b> ELECTRICAL SERVICES	30/04/2014	1,212.20
EF077731	18734	<b>P &amp; R EDWARDS</b> ENTERTAINMENT SERVICES	30/04/2014	550.00

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EF077732	18884	<b>SILICH ENTERPRI</b> BOLLARDS	30/04/2014	3,773.00
EF077733	18962	<b>SEALANES (1985) P/L</b> CATERING SUPPLIES	30/04/2014	1,664.85
EF077734	19038	<b>DOWSING CONCRETE</b> CONCRETING SERVICES	30/04/2014	15,043.93
EF077735	19436	<b>WHITCHURCH REFRIGERATION &amp; AIRCONDITIONING</b> AIR CONDITIONING SERVICES	30/04/2014	270.60
EF077736	19492	<b>SENIOR'S RECREATION COUNCIL OF WA INC</b> SENIOR SERVICES	30/04/2014	250.00
EF077737	19533	<b>WOOLWORTHS LTD</b> GROCERIES	30/04/2014	1,718.93
EF077738	19541	<b>TURF CARE WA PTY LTD</b> TURF SERVICES	30/04/2014	17,094.00
EF077739	19545	<b>GRASSWEST</b> BUILDING & GARDEN MAINTENANCE	30/04/2014	3,675.00
EF077740	19546	<b>THE BIG PICTURE FACTORY</b> PRINTING SERVICES	30/04/2014	2,860.00
EF077741	19623	<b>ERGOLINK</b> OFFICE FURNITURE	30/04/2014	2,511.85
EF077742	19628	<b>PAPERBARK TECHNOLOGIES</b> ARBORICULTURAL CONSULTANCY SERVICES	30/04/2014	12,674.00
EF077743	19657	<b>BIGMATE MONITORING SERVICES PTY LTD</b> COMPUTER HARDWARE/SOFTWARE	30/04/2014	1,632.40
EF077744	19718	<b>SIFTING SANDS</b> CLEANING SERVICES - SAND	30/04/2014	935.88
EF077745	19755	<b>EMBROIDME MYAREE</b> EMBROIDERY	30/04/2014	2,056.46
EF077746	19765	<b>BACKSAFE AUSTRA</b> LIFTING EQUIPMENT	30/04/2014	16,706.80
EF077747	19795	<b>FREMANTLE RUGBY LEAGUE CLUB INC</b> REGISTRATION FEES	30/04/2014	1,280.00
EF077748	19847	<b>PFD FOOD SERVICES PTY LTD</b> CATERING SERVICES	30/04/2014	2,321.70
EF077749	19885	<b>SAFEGUARD INDUSTRIES</b> SECURITY SCREENS/DOORS	30/04/2014	660.00
EF077750	19967	<b>FINGER FOOD CATERING</b> CATERING SERVICES	30/04/2014	1,094.00
EF077751	20000	<b>AUST WEST AUTO ELECTRICAL P/L</b> AUTO ELECTRICAL SERVICES	30/04/2014	22,994.04
EF077752	20075	<b>CHAMPION MUSIC</b> ENTERTAINMENT	30/04/2014	1,815.00
EF077753	20146	<b>DATA#3 LIMITED</b> CONTRACT IT PERSONNEL & SOFTWARE	30/04/2014	83,985.26
EF077754	20152	<b>TATTOOADS</b> TEMPORARY TATTOOS	30/04/2014	1,188.00
EF077755	20215	<b>POWERVAC</b> CLEANING EQUIPMENT	30/04/2014	380.40
EF077756	20247	<b>CHRISTIE PARKSAFE</b> PARKS & RECREATIONAL PRODUCTS	30/04/2014	347.60
EF077757	20307	<b>OCTAGON-BKG LIFTS</b> MAINTENANCE SERVICES	30/04/2014	1,347.40
EF077758	20321	<b>RIVERJET P/L</b> EDUCTING-CLEANING SERVICES	30/04/2014	13,150.50

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EF077759	20341	<b>WILHELMINA MARIA HOUWEN</b> GARDENING SERVICES	30/04/2014	1,120.00
EF077760	20347	<b>THE ORGANIC COLLECTIVE</b> ORGANIC FOODS	30/04/2014	480.00
EF077761	20439	<b>ONYA INNOVATIONS</b> ENVIRONMENTALLY FRIENDLY BAGS	30/04/2014	956.00
EF077762	20499	<b>SAFEROADS</b> SAFETY PRODUCTS	30/04/2014	9,350.00
EF077763	20540	<b>ALL THINGS THEATRE</b> THEATRICAL SUPPLIES/SERVICES	30/04/2014	7,458.00
EF077764	20549	<b>A1 CARPET, TILE &amp; GROUT CLEANING</b> CLEANING SERVICES - TILES/CARPET	30/04/2014	2,255.00
EF077765	20602	<b>RAIVANS</b> GRAPHIC DESIGN	30/04/2014	240.00
EF077766	20622	<b>BLADE SKATE</b> SPORTING EQUIPMENT	30/04/2014	2,965.00
EF077767	20839	<b>SUCCESS PRIMARY SCHOOL</b> SCHOOL GRADUATION AWARDS	30/04/2014	500.00
EF077768	20857	<b>DOCKSIDE SIGNS</b> SIGN MAKERS	30/04/2014	310.00
EF077769	20882	<b>BELL-VISTA FRUIT &amp; VEGETABLE</b> FRUIT & VEGETABLE	30/04/2014	718.01
EF077770	20890	<b>SUBARU &amp; VW OSBORNE PARK</b> FLEET VEHICLES	30/04/2014	14,050.30
EF077771	20951	<b>ELECTROFEN PTY LTD</b> FENCING SERVICES	30/04/2014	773.30
EF077772	21127	<b>JOANNA AYCKBOURN</b> INSTRUCTION - SINGING	30/04/2014	600.00
EF077773	21131	<b>STATE WIDE TURF SERVICES</b> TURF RENOVATION	30/04/2014	11,840.00
EF077774	21133	<b>SPORTS PERFORMANCE</b> RECREATION EQUIPMENT	30/04/2014	630.00
EF077775	21139	<b>AUSTRAFFIC WA PTY LTD</b> TRAFFIC SURVEYS	30/04/2014	1,848.00
EF077776	21287	<b>T.J.DEPIAZZI &amp; SONS</b> SOIL & MULCH SUPPLIES	30/04/2014	1,301.85
EF077777	21371	<b>SANPOINT PTY LTD LD TOTAL</b> KERBING SERVICES	30/04/2014	45,714.43
EF077778	21397	<b>THE PLAYROOM O'CONNOR</b> TOYS AND GAMES	30/04/2014	198.38
EF077779	21401	<b>MILKY MONSTER</b> CATERING SERVICES	30/04/2014	100.00
EF077780	21471	<b>WA MACHINERY GLASS</b> GLAZING SERVICES	30/04/2014	264.00
EF077781	21527	<b>TOUCHWOOD NURSERY</b> PLANT SUPPLIES	30/04/2014	4,306.50
EF077782	21627	<b>MANHEIM PTY LTD</b> IMPOUNDED VEHICLES	30/04/2014	2,125.20
EF077783	21674	<b>MCLERNONS SUPPLY AND DEMAND</b> OFFICE FURNITURE	30/04/2014	2,747.00
EF077784	21691	<b>ZETTANET PTY LTD</b> INTERNET/WEB SERVICES	30/04/2014	82.50
EF077785	21739	<b>EXCEL TRAFFIC D</b> TRAFFIC SURVEYING SERVICES	30/04/2014	1,672.00

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EF077786	21744	<b>JB HI-FI - COMMERCIAL</b> ELECTRONIC EQUIPMENT	30/04/2014	362.00
EF077787	21796	<b>GREEN LEAF GARDENS</b> LANDSCAPING SERVICES	30/04/2014	7,150.00
EF077788	21879	<b>SPOTLESS SERVIC</b> CLEANING SERVICES	30/04/2014	139,860.81
EF077789	21915	<b>ECOWATER SERVICES PTY LTD</b> MAINTENANCE SERVICES - WASTE SYSTEMS	30/04/2014	366.15
EF077790	21946	<b>RYAN'S QUALITY MEATS</b> MEAT SUPPLIES	30/04/2014	1,001.99
EF077791	21990	<b>MEDIBANK HEALTH SOLUTIONS PTY LTD</b> MEDICAL SERVICES	30/04/2014	1,857.90
EF077792	22012	<b>ELEGANT GLOVES EVENTS AND SERVICES</b> CATERING SERVICES	30/04/2014	1,940.00
EF077793	22051	<b>XSENTIAL PTY LTD</b> WATER FILTER SERVICES	30/04/2014	273.68
EF077794	22122	<b>PLATTERS 'R' US</b> CATERING SERVICES	30/04/2014	240.00
EF077795	22133	<b>AIR-BORN AMUSEM</b> AMUSEMENT SERVICES	30/04/2014	1,034.00
EF077796	22169	<b>GREENSTAR GROUP WA PTY LTD</b> AIR CONDITIONING SERVICES	30/04/2014	6,782.91
EF077797	22242	<b>ASPHALT SURFACES PTY LTD</b> ASPHALTING SERVICES	30/04/2014	68,345.31
EF077798	22258	<b>COOL CLEAR WATER GROUP LTD</b> WATER SUPPLY EQUIPMENT	30/04/2014	132.00
EF077799	22337	<b>SEGAFREDO ZANETTI AUSTRALIA PTY LTD</b> COFFEE & COFFEE MACHINES	30/04/2014	6,990.00
EF077800	22349	<b>FREMANTLE TRAIL</b> TRAILERS - BOAT AND BOX	30/04/2014	6,066.50
EF077801	22376	<b>NAZZARI BUS SALES PTY LTD</b> BUS SALES, REPAIRS, MAINTENANCE	30/04/2014	858.34
EF077802	22388	<b>CARRINGTON'S TRAFFIC SERVICES</b> TRAFFIC MANAGEMENT SERVICES	30/04/2014	93,870.73
EF077803	22414	<b>AUSTRALIAN PLASTIC CARD COMPANY PTY LTD</b> PLASTIC MEMBERSHIP CARDS	30/04/2014	3,721.30
EF077804	22461	<b>ACUSHLA MUSIC</b> ENTERTAINMENT, MUSIC	30/04/2014	750.00
EF077805	22553	<b>BROWNES FOOD OPERATIONS</b> CATERING SUPPLIES	30/04/2014	1,234.94
EF077806	22560	<b>CHICA CATERING</b> CATERING SERVICES	30/04/2014	6,440.00
EF077807	22568	<b>SUCCESS NETBALL ASSOCIATION INCORPORATED</b> SPORTS SERVICES - NETBALL	30/04/2014	1,640.00
EF077808	22569	<b>SONIC HEALTH PLUS PTY LTD</b> MEDICAL SERVICES	30/04/2014	4,383.50
EF077809	22613	<b>VICKI ROYANS</b> ARTISTIC SERVICES	30/04/2014	700.00
EF077810	22614	<b>CPD GROUP PTY L</b> BUILDING CONSTRUCTION SERVICES	30/04/2014	113,424.85
EF077811	22653	<b>PCYC FREMANTLE</b> SPONSORSHIP	30/04/2014	200.00
EF077812	22682	<b>BEAVER TREE SERVICES PTY LTD</b> TREE PRUNING SERVICES	30/04/2014	56,405.31

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EF077813	22737	<b>CJS LIMESTONE CONTRACTORS PTY LTD</b> LIMESTONE WORKS	30/04/2014	30,000.00
EF077814	22805	<b>COVS PARTS PTY LTD</b> MOTOR PARTS	30/04/2014	2,664.76
EF077815	22806	<b>AUSTRALIAN FUEL DISTRIBUTORS PTY LTD</b> FUEL SUPPLIES	30/04/2014	98,421.25
EF077816	22913	<b>AUSTRALIAN OFFICE LEADING BRANDS.COM.AU</b> ENVELOPES	30/04/2014	422.54
EF077817	23215	<b>MELVILLE MAZDA</b> PURCHASE OF NEW VEHICLES	30/04/2014	18,051.88
EF077818	23309	<b>FUN IN TRAINING AUSTRALIA PTY LTD</b> FITNESS CLASSES-INSTRUCTIONS	30/04/2014	1,672.00
EF077819	23348	<b>ZUMBA WITH HONEY</b> FITNESS CLASSES	30/04/2014	264.00
EF077820	23473	<b>MAX FAIRCLOUGH PHOTOGRAPHY</b> PHOTOGRAPHY SERVICES	30/04/2014	615.00
EF077821	23516	<b>BOS SURVEYING PTY LTD SURVEY RESULTS</b> SURVEYING SERVICES	30/04/2014	1,217.70
EF077822	23558	<b>ANDRE DIAS DA SILVA</b> DANCE CLASSES	30/04/2014	250.00
EF077823	23570	<b>A PROUD LANDMARK PTY LTD</b> LANDSCAPE CONTRUCTION SERVICES	30/04/2014	109,666.90
EF077824	23579	<b>DAIMLER TRUCKS PERTH</b> PURCHASE OF NEW TRUCK	30/04/2014	55,363.60
EF077825	23669	<b>WA IVECO</b> PURCHASE OF NEW TRUCKS	30/04/2014	617.35
EF077826	23670	<b>LIEBHERR AUSTRALIA PTY LTD</b> SPARE PARTS	30/04/2014	4,432.16
EF077827	23671	<b>URBAN MODELLING SOLUTIONS</b> TRAFFIC DESIGN	30/04/2014	11,000.00
EF077828	23685	<b>ASTRO SYNTHETIC TURF PTY LTD</b> SITE INSPECTIONS	30/04/2014	21,697.50
EF077829	23774	<b>CREATIVE WELDING PTY LTD</b> ARTISTIC SUPPLY	30/04/2014	22,440.00
EF077830	23812	<b>FREMANTLE ROWING CLUB</b> REGISTRATION FEES, KIDSPORT	30/04/2014	200.00
EF077831	23813	<b>RIVERSIDE CHRISTIAN SOCCER CLUB</b> REGISTRATION FEES-KIDSPORT	30/04/2014	200.00
EF077832	23818	<b>AM &amp; IE MUTCH ENGINEERING CONSULTANTS</b> CONSULTANCY SERVICES	30/04/2014	418.00
EF077833	23825	<b>PALMYRA REBELS NETBALL CLUB</b> REGISTRATION FEES	30/04/2014	400.00
EF077834	23849	<b>JCB CONSTRUCTION EQUIPMENT AUSTRALIA</b> PLANT/MACHINERY	30/04/2014	1,558.00
EF077835	23858	<b>SPECIALISED SECURITY SHREDDING</b> DOCUMENT DESTRUCTION SERVICES	30/04/2014	266.10
EF077836	23863	<b>HAMMOND PARK JUNIOR FOOTBALL CLUB (INC)</b> REGISTRATION FEES	30/04/2014	360.00
EF077837	23971	<b>FIND WISE LOCATION SERVICES</b> LOCATING SERVICES - UNDERGROUND	30/04/2014	11,479.05
EF077838	23985	<b>WINNACOTT KATS JUNIOR FOOTBALL CLUB INC</b> REGISTRATION FEES-KIDSPORT	30/04/2014	530.00
EF077839	24035	<b>NEXT POWER</b> RENEWABLE ENERGY	30/04/2014	3,286.46

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EF077840	24036	<b>MULTI SWEEP PTY LTD (WA)</b> SWEEPING SERVICES	30/04/2014	7,258.36
EF077841	24038	<b>ASHLEY GROUP PTY LTD</b> CCTV	30/04/2014	10,602.43
EF077842	24056	<b>KATHERINE DONEGAN</b> EXERCISE PHYSIOLOGY	30/04/2014	200.00
EF077843	24161	<b>THE HIDDEN PANTRY</b> CATERING SERVICES	30/04/2014	80.00
EF077844	24171	<b>KARDINYA NETBALL CLUB</b> REGISTRATION FEES	30/04/2014	1,200.00
EF077845	24183	<b>WELLARD GLASS</b> GLASS REPAIR SERVICES	30/04/2014	5,318.50
EF077846	24185	<b>HIPPY BELLY DANCE</b> TRAINING SERVICES - DANCE CLASSES	30/04/2014	260.00
EF077847	24186	<b>ELAN ENERGY MANAGEMENT PTY LTD</b> RECYCLING SERVICES - TYRES	30/04/2014	1,790.56
EF077848	24195	<b>PAYNE'S WINDOW CLEANING AND SERVICES</b> WINDOW CLEANING SERVICES	30/04/2014	6,245.78
EF077849	24275	<b>TRUCK CENTRE WA PTY LTD</b> PURCHASE OF NEW TRUCK	30/04/2014	380.27
EF077850	24298	<b>TANKS FOR HIRE</b> EQUIPMENT HIRE	30/04/2014	570.90
EF077851	24430	<b>DOCTOR HOME CAR</b> DOCTOR CARE	30/04/2014	400.00
EF077852	24444	<b>ROSEMARY ALLAN</b> WORKSHOPS	30/04/2014	360.00
EF077853	24506	<b>AMARANTI'S PERSONAL TRAINING</b> PERSONAL TRAINING SERVICES	30/04/2014	375.00
EF077854	24524	<b>CALO HEALTH</b> HEARTMOVE CLASSES	30/04/2014	1,485.00
EF077855	24557	<b>AVELING</b> CONSULTANCY SERVICES	30/04/2014	165.00
EF077856	24592	<b>EMC ENGINEERING</b> CONSULTANCY SERVICES	30/04/2014	40,147.80
EF077857	24594	<b>THE GREEN ROOM CREATIVE PTY LTD</b> GRAPHIC DESIGN SERVICES	30/04/2014	929.50
EF077858	24595	<b>CONTEMPORARY IMAGE PHOTOGRAPHY PTY LTD</b> PHOTOGRAPHY SERVICES	30/04/2014	1,673.10
EF077859	24599	<b>POOLWERX SPEARWOOD</b> ANALYTICAL SERVICES	30/04/2014	3,477.20
EF077860	24610	<b>ALL FLAGS</b> SOCCER GOALS	30/04/2014	4,675.00
EF077861	24643	<b>BIBLIOTHECA RFID LIBRARY SYSTEMS AUSTRALIA PTY LTD</b> PURCHASE OF LIBRARY TAGS	30/04/2014	3,448.50
EF077862	24655	<b>AUTOMASTERS SPEARWOOD</b> VEHICLE SERVICING	30/04/2014	4,716.00
EF077863	24665	<b>IRON MOUNTAIN AUSTRALIA</b> DATA STORAGE SERVICES	30/04/2014	733.79
EF077864	24720	<b>CAVALIERS NETBALL CLUB</b> SPORTING EQUIPMENT GRANT	30/04/2014	175.00
EF077865	24724	<b>QUALITY MARINE COATING SYSTEMS P/L</b> CLEANING SERVICES - ROAD SURFACES	30/04/2014	2,860.00
EF077866	24737	<b>ARMADILLO GROUP</b> EQUIPMENT MAINTENANCE	30/04/2014	468.58



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MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF077867	24748	<b>PEARMANS ELECTRICAL &amp; MECHANICAL SERVICES P/L</b> ELECTRICAL SERVICES	30/04/2014	2,390.05
EF077868	24860	<b>BREAKERS NETBALL CLUB</b> REGISTRATION FEES	30/04/2014	190.00
EF077869	24861	<b>MELVILLE CITY FOOTBALL CLUB</b> SPORTS FEES	30/04/2014	400.00
EF077870	24869	<b>LIBERTY NETBALL CLUB</b> SPORTING EQUIPMENT GRANT	30/04/2014	200.00
EF077871	24886	<b>A NATURAL SELF</b> ENTERTAINMENT SUPPLIES	30/04/2014	720.00
EF077872	24889	<b>PEEL RDA</b> KIDSPORT	30/04/2014	200.00
EF077873	24902	<b>CRIMSON WOLF FINE ART</b> ARTISTIC SERVICES	30/04/2014	1,200.00
EF077874	24945	<b>NS PROJECTS PTY LTD</b> PROJECT MANAGEMENT SERVICES	30/04/2014	16,500.00
EF077875	24949	<b>BITUMEN SURFACING</b> BITUMEN SUPPLIES	30/04/2014	7,436.00
EF077876	24954	<b>FREMANTLE FURY NETBALL CLUB</b> REGISTRATION FEES	30/04/2014	200.00
EF077877	24959	<b>PERTH TEMPORARY AIRBRUSH TATTOOS</b> ENTERTAINMENT SERVICES	30/04/2014	500.00
EF077878	24973	<b>BLUESTONE RECRUITMENT</b> TEMPORARY PERSONNEL SERVICES	30/04/2014	55,307.26
EF077879	24974	<b>SCOTT PRINT</b> PRINTING SERVICES	30/04/2014	14,020.60
EF077880	24976	<b>SNAP PRINTING - COCKBURN CENTRAL</b> PRINTING SERVICES	30/04/2014	948.80
EF077881	24981	<b>DALMATINAC NETBALL CLUB</b> REGISTRATION FEES	30/04/2014	1,200.00
EF077882	25003	<b>COOGEE PLUMBING</b> PLUMBING SERVICES	30/04/2014	8,725.15
EF077883	25060	<b>DFP RECRUITMENT SERVICES</b> RECRUITMENT SERVICES	30/04/2014	12,429.56
EF077884	25061	<b>RMRI AUSTRALIA PTY LTD</b> CONSULTANCY SERVICES	30/04/2014	11,957.77
EF077885	25074	<b>BMT OCEANICA PTY LTD</b> CONSULTANCY SERVICES - ENVIRONMENTAL	30/04/2014	23,311.28
EF077886	25102	<b>FREMANTLE MOBILE WELDING</b> WELDING SERVICES	30/04/2014	561.00
EF077887	25115	<b>FIIG</b> INVESTMENT MANAGEMENT SERVICES	30/04/2014	2,750.00
EF077888	25128	<b>HORIZON WEST LANDSCAPE &amp; IRRIGATION P/L</b> LANDSCAPING SERVICES	30/04/2014	610.04
EF077889	25158	<b>MPIRE SECURITY</b> SECURITY SERVICES	30/04/2014	4,384.51
EF077890	25190	<b>GARBOLOGIE</b> MATTRESS RECYCLING	30/04/2014	17,050.00
EF077891	25255	<b>FREMANTLE CBC A</b> REGISTRATION FEES	30/04/2014	200.00
EF077892	25262	<b>SANDOVER PINDER ARCHITECTS</b> ARCHITECTURAL SERVICES	30/04/2014	95,559.75
EF077893	25285	<b>GIRL GUIDES WA</b> REGISTRATION FEES	30/04/2014	200.00

CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF077894	25291	<b>STARWEST PARTY HIRE</b> PARTY HIRE	30/04/2014	648.70
EF077895	25335	<b>JAXON PTY LTD</b> BUILDING CONSTRUCTION SERVICES	30/04/2014	3,475,471.68
EF077896	25372	<b>WEST CYCLE</b> BIKE SKILLS	30/04/2014	3,715.00
EF077897	25415	<b>JANDAKOT STOCK &amp; PET SUPPLIES</b> PET SUPPLIES	30/04/2014	85.50
EF077898	25477	<b>SPOTLESS FACILITY SERVICES (PAINTING DIVISION)</b> PAINTING SERVICES	30/04/2014	4,931.50
EF077899	25494	<b>STEVE'S ALL-TRADE'S SOLUTIONS</b> PAINTING AND ROOF SUPPLIES	30/04/2014	9,532.00
EF077900	25539	<b>BROWN CONSULTING (VIC) PTY LTD</b> CONSULTANCY SERVICES	30/04/2014	14,190.00
EF077901	25540	<b>JOHN MASSEY GROUP PTY LTD</b> BUILDING SURVEYING SERVICES	30/04/2014	8,250.00
EF077902	25588	<b>CIVCO MINING SERVICES PTY LTD</b> EQUIPMENT HIRE SERVICES	30/04/2014	8,647.10
EF077903	25648	<b>MATT NANKIVELL</b> PHOTOGRAPHY SERVICES	30/04/2014	288.00
EF077904	25665	<b>COLLEAGUES PRINT SOLUTIONS</b> PRINTING SERVICES	30/04/2014	1,868.00
EF077905	25672	<b>SOUTH AFRICAN GOSPEL CHOIR</b> ENTERTAINMENT SERVICES	30/04/2014	500.00
EF077906	25708	<b>AMGROW PTY LTD</b> TURF SUPPLIES	30/04/2014	2,486.55
EF077907	25714	<b>THE CROWDED HOUSE</b> INFORMATION WORKSHOPS	30/04/2014	290.00
EF077908	25733	<b>MIRACLE RECREATION EQUIPMENT</b> PLAYGROUND REPAIRS	30/04/2014	49,648.50
EF077909	25747	<b>JONATHAN LAKE ARCHITECTS</b> ARCHITECT	30/04/2014	6,250.00
EF077910	25771	<b>INTEGRAL DEVELOPMENT</b> TRAINING COURSES	30/04/2014	3,850.00
EF077911	25794	<b>DIGIAD</b> SIGNAGE	30/04/2014	11,607.01
EF077912	25811	<b>EUGENIE STOCKMANN</b> WORKSHOP	30/04/2014	250.00
EF077913	25814	<b>DMBD PTY LTD</b> CONSULTANCY SERVICES	30/04/2014	4,295.50
EF077914	25824	<b>SOUTH PERTH SOCCER CLUB INC</b> REGISTRATION FEES	30/04/2014	400.00
EF077915	11794	<b>SYNERGY</b> ELECTRICITY USAGE/SUPPLIES	30/04/2014	315,699.94
EF077916	12025	<b>TELSTRA CORPORATION</b> COMMUNICATIONS SERVICES	30/04/2014	26,610.07
EF077917	25798	<b>KJ &amp; P HAY</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077918	25809	<b>EULA MATTHEWS</b> BIN REBATE	30/04/2014	50.00
EF077919	25810	<b>KAREN THOMSON</b> DOG REGISTRATION REFUND	30/04/2014	12.00
EF077920	25826	<b>BELINDA PRIDEAUX</b> CAT STERILISATION	30/04/2014	100.00

CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF077921	25827	<b>ADRIANA TORELLI</b> CAT STERILISATION	30/04/2014	100.00
EF077922	25829	<b>LEONARD DUNNING</b> CAT STERILISATION	30/04/2014	100.00
EF077923	25830	<b>EVELYN KUEH</b> CAT STERILISATION	30/04/2014	100.00
EF077924	25831	<b>JONATHAN KHOO</b> COMPOST BIN REBATE	30/04/2014	50.00
EF077925	25834	<b>EILEEN STIRLING</b> COUNCIL CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077926	25835	<b>FIONA CLIFFORD</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077927	25836	<b>BARBARA PIVIALI</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077928	25837	<b>BELINDA RIBBONS</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077929	25838	<b>NORINA TANJIC</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077930	25839	<b>BROOKE &amp; ADRIAN SABETTA</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077931	25840	<b>JOSH MAKIN</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077932	25841	<b>ELISON PALOS</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077933	25842	<b>IVAN NG</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077934	25843	<b>NICHOLAS TAYLOR</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077935	25844	<b>ESMEE NG SHI NI ESMEE NG</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077936	25845	<b>BRADLEY MERENDINO</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077937	25846	<b>MARSHA GELMI</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077938	25847	<b>BELINDA MONTISCI</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077939	25848	<b>DEREK SCALES</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077940	25849	<b>TIJU AUGUSTINE</b> CROSSOVER CONTRIBUTION	30/04/2014	300.00
EF077941	25853	<b>A C FISHWICK</b> RATES REFUND INTERIM ADJUSTMENT	30/04/2014	216.31
EF077942	25859	<b>SHERYL BUSHBY</b> CENTREPAY OVERPAYMENT	30/04/2014	900.00
025916	13932	<b>ARMAGUARD</b> BANKING SERVICES	2/04/2014	2,111.15
025917	19197	<b>ACEFIELD HOLDINGS P/L</b> DCA REFUND - YANBUP EAST/WEST	4/04/2014	4,104.16
025918	25760	<b>LYNDA DOROTHY CASTLE</b> RATES REFUND	4/04/2014	479.47
025919	10589	<b>FINES ENFORCEMENT REGISTRY</b> FINES ENFORCEMENT FEES	8/04/2014	3,741.00
025920	13932	<b>ARMAGUARD</b> BANKING SERVICES	9/04/2014	3,801.25
025921	13932	<b>ARMAGUARD</b> BANKING SERVICES	16/04/2014	2,665.55

CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
025922	13932	<b>ARMAGUARD</b> BANKING SERVICES	23/04/2014	1,010.45
025923	13932	<b>ARMAGUARD</b> BANKING SERVICES	30/04/2014	2,186.70
025924	10747	<b>IINET LIMITED</b> INTERNET SERVICES	29/04/2014	1,159.10
025925	11760	<b>WATER CORPORATION</b> SEWER EASEMENT	29/04/2014	15,872.49
025926	22175	<b>SINGTEL OPTUS PTY LTD</b> COMMUNICATION SERVICES	29/04/2014	356.40
025927	25644	<b>DYMOCKS GARDEN CITY</b> PURCHASE OF BOOKS	29/04/2014	1,112.17
025928	25730	<b>KIM POTTER</b> CONSULTANCY SERVICES	29/04/2014	3,250.00
025929	25801	<b>SAMOA CULTURAL GROUP</b> ENTERTAINMENT SERVICES	29/04/2014	500.00
025930	15725	<b>NANCY CAPELINHA</b> RATES REFUND	30/04/2014	210.80
025931	21825	<b>AJ &amp; RAE C MARTIN</b> RATES REFUND PENSION	30/04/2014	553.86
025932	25851	<b>DP &amp; ML BROGAN</b> RATES REFUND SETTLEMENT	30/04/2014	1,766.03
025933	25852	<b>F &amp; D REALE</b> RATES REFUND PENSION	30/04/2014	322.40
025934	25854	<b>DAVILAK HOLDINGS PTY LTD</b> RATES REFUND OVERPAYMENT	30/04/2014	2,864.90
025935	25855	<b>JMC BURGIO</b> RATES REFUND PENSION	30/04/2014	446.41
025936	25856	<b>STEVEN BASILIO</b> RATES REFUND OVERPAYMENT	30/04/2014	480.00
025937	25857	<b>MARGO PATRONI</b> RATES REFUND PENSION	30/04/2014	677.60
025938	25860	<b>NORMA CHEESEMAN</b> REATES REFUND PENSION	30/04/2014	562.14
025939	25862	<b>CARL &amp; BARBARA TELLING</b> RATES REFUND PENSION	30/04/2014	330.83
025940	25863	<b>GRAZYNA RYDEL</b> RATES REFUND SETTLEMENT	30/04/2014	1,567.42
025941	10047	<b>ALINTA ENERGY</b> GAS SUPPLIES	30/04/2014	1,806.20
025942	11758	<b>WATER CORP</b> WATER USAGE SUPPLIES <b>ADD RETENTION HELD</b> NIL <b>LESS PRIOR PERIOD CANCELLED CHEQUES/EFTS</b>	30/04/2014	11,310.89
025587	99999	AVA IRANI	29/04/2014	-150.00
025891	10747	IINET LIMITED	29/04/2014	-659.45
025905	25763	D & JM HANDY	22/04/2014	-399.50
EF077136	18265	FREMANTLE CITY DOCKERS	22/04/2014	-2,640.00
EF077285	24958	KISS PHOTOBOOTH PTY LTD	22/04/2014	-699.00

CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF077320	25631	MANDY KIELY	4/04/2014	-2,000.00
EF077347	25725	COLM HARTE	22/04/2014	-300.00
		<b>CHEQUE LIST TOTAL</b>		<b>10,186,681.80</b>
		<b>TOTAL AS PER AP SOURCE 14GLACT9991000</b>		10,186,681.80
		<b>TOTAL AS PER TR SOURCE 14GLACT9991000</b>		<b>10,186,681.80</b>
		<b>ADDITIONAL DIRECT PAYMENTS</b>		
		<b>BANK FEES</b>		
		MERCHANT FEES COC		1,075.89
		MERCHANT FEES SLIC		4,156.99
		MERCHANT FEES VARIOUS OUT CENTRES		290.72
		NATIONAL BPAY CHARGE		1,608.31
		RTGS/ACLR FEE		5.00
		NAB TRANSACT FEE		3,461.54
				<b>10,598.45</b>
		<b>FAMILY DAY CARE AND IN HOME CARE PAYMENTS</b>		
		FDC PAYMENTS		48,181.78
		IHC PAYMENTS		92,252.22
				<b>140,434.00</b>
		<b>PAYROLL TRANSACTIONS</b>		
		COC 01/04/14 CITY OF COCKBURN 042958		146,370.23
		COC 04/04/14 CITY OF COCKBURN 042958		3,103.76
		COC 08/04/14 CITY OF COCKBURN 042958		886,984.32
		COC 11/04/14 CITY OF COCKBURN 042958		2,385.15
		COC 15/04/14 CITY OF COCKBURN 042958		13,863.35
		COC 15/04/14 CITY OF COCKBURN 042958		137,743.18
		COC 22/04/14 CITY OF COCKBURN 042958		867,016.83
		COC 27/03/14 CITY OF COCKBURN 042958		1,301.75
		COC 28/03/14 CITY OF COCKBURN 042958		13,849.16
		COC 28/04/14 CITY OF COCKBURN 042958		3,399.47
		COC 29/04/14 CITY OF COCKBURN 042958		145,708.44
				<b>2,221,725.64</b>
		<b>CREDIT CARD PAYMENTS</b>		
		CBA CREDIT CARD PAYMENT		61,026.61
				<b>61,026.61</b>
		<b>TOTAL PAYMENTS FOR APRIL</b>		<b>12,620,466.50</b>

## **PAYMENT SUMMARY**

### **CHEQUE PAYMENTS**

025916 - 025942

### **CANCELLED PAYMENTS**

025587; 025891; 025905; EF077136;  
EF077285; EF077320; EF077347

### **ELECTRONIC FUNDS TRANSFER PAYMENT**

EF077381 – EF077942



# STATEMENT OF FINANCIAL ACTIVITY

for the period ended 30 April 2014

	Actuals	YTD Revised Budget	Variance to YTD Budget	\$ Variance to YTD Budget		Revised Budget	Adopted Budget
	\$	\$	%	\$		\$	\$
<b>Operating Revenue</b>							
Governance	66,247,029	64,768,813	2%	1,478,216	✓	66,324,953	67,587,336
Financial Services	842,562	830,892	1%	11,670		908,954	684,954
Information Services	730	3,092	-76%	(2,362)		3,706	3,706
Human Resource Management	247,182	111,491	122%	135,691	✓	133,789	133,789
Library Services	41,908	41,823	0%	85		49,532	49,532
Community Services	6,609,706	6,484,318	2%	125,389	✓	7,067,161	6,898,253
Human Services	5,779,852	5,892,093	-2%	(112,242)	✗	6,550,099	6,414,360
Corporate Communications	17,534	32,206	-46%	(14,671)		32,736	12,736
Development Services	3,176,995	3,075,113	3%	101,883	✓	3,522,880	3,310,270
Planning Services	1,206,663	1,286,722	-6%	(80,059)		1,329,514	1,279,514
Waste Services	28,099,708	28,798,443	-2%	(698,735)	✗	31,710,988	36,102,121
Parks & Environmental Services	44,851	12,103	271%	32,748		27,963	6,963
Engineering Services	274,904	178,150	54%	96,755		208,988	208,988
Infrastructure Services	8,514	6,895	23%	1,619		158,304	8,304
	112,598,139	111,522,153	1%	1,075,986		118,029,566	122,700,826
Less: Restricted Grants & Contributions b/fwd	-	-	0%	-		-	-
<b>Total Operating Revenue</b>	<b>112,598,139</b>	<b>111,522,153</b>	<b>1%</b>	<b>1,075,986</b>		<b>118,029,566</b>	<b>122,700,826</b>
<b>Operating Expenditure</b>							
Governance	(3,248,530)	(3,791,473)	-14%	542,943	✓	(4,831,221)	(4,942,112)
Financial Services	(4,708,430)	(4,877,517)	-3%	169,087	✓	(5,810,194)	(5,287,789)
Information Services	(3,509,885)	(3,827,590)	-8%	317,705	✓	(4,538,217)	(4,126,942)
Human Resource Management	(1,818,528)	(1,893,082)	-4%	74,554		(2,253,541)	(2,221,344)
Library Services	(2,185,330)	(2,343,917)	-7%	158,587	✓	(2,794,948)	(2,778,074)
Community Services	(6,905,937)	(7,800,463)	-11%	894,526	✓	(9,562,099)	(9,087,564)
Human Services	(6,223,878)	(6,773,969)	-8%	550,091	✓	(8,126,585)	(7,582,097)
Corporate Communications	(1,988,601)	(2,088,191)	-5%	99,590		(2,642,893)	(2,592,517)
Development Services	(3,731,539)	(4,008,195)	-7%	276,656	✓	(4,843,718)	(4,681,677)
Planning Services	(1,889,739)	(1,441,722)	31%	(448,017)	✗	(1,758,929)	(1,454,445)
Waste Services	(14,681,984)	(14,716,863)	0%	34,879		(17,834,246)	(19,937,008)
Parks & Environmental Services	(8,790,761)	(8,963,216)	-2%	172,455	✓	(10,733,912)	(10,482,547)
Engineering Services	(6,088,220)	(6,315,232)	-4%	227,012	✓	(7,578,222)	(7,578,222)
Infrastructure Services	(6,658,911)	(6,606,354)	1%	(52,557)		(7,898,357)	(7,681,404)
	<b>(72,430,273)</b>	<b>(75,447,785)</b>	<b>-4%</b>	<b>3,017,512</b>		<b>(91,207,080)</b>	<b>(90,433,743)</b>

OCM 12/6/2014 - Agenda Item 15.2

# STATEMENT OF FINANCIAL ACTIVITY

for the period ended 30 April 2014

	Actuals	YTD Revised Budget	Variance to YTD Budget	\$ Variance to YTD Budget	Revised Budget	Adopted Budget
	\$	\$	%	\$	\$	\$
Less: Net Internal Recharging	2,349,386	2,575,162	-9%	(225,776) X	3,090,592	3,085,871
Add: Reverse Impairment Charge - Investments	-	-	0%	-	-	-
Add: Depreciation on Non-Current Assets						
Computer & Electronic Equip	(130,875)	(116,880)	12%	(13,995)	(140,256)	(140,256)
Furniture & Equipment	(137,521)	(136,390)	1%	(1,131)	(163,668)	(163,668)
Plant & Machinery	(2,484,312)	(2,697,300)	-8%	212,988 ✓	(3,236,760)	(3,236,760)
Buildings	(2,725,492)	(3,165,719)	-14%	440,227 ✓	(3,943,239)	(3,943,239)
Roads	(7,510,126)	(7,736,660)	-3%	226,534 ✓	(9,283,992)	(9,283,992)
Drainage	(1,816,522)	(1,877,710)	-3%	61,188	(2,253,252)	(2,253,252)
Footpaths	(921,195)	(932,110)	-1%	10,915	(1,118,532)	(1,118,532)
Parks Equipment	(2,557,750)	(1,722,290)	49%	(835,460) X	(2,066,748)	(2,066,748)
	(18,283,793)	(18,385,059)	-1%	101,266	(22,206,447)	(22,206,447)
<b>Total Operating Expenditure</b>	<b>(88,364,680)</b>	<b>(91,257,682)</b>	<b>-3%</b>	<b>2,893,002</b>	<b>(110,322,936)</b>	<b>(109,554,318)</b>
<b>Change in Net Assets Resulting from Operations</b>	<b>24,233,459</b>	<b>20,264,471</b>	<b>20%</b>	<b>3,968,988</b>	<b>7,706,631</b>	<b>13,146,507</b>
<b>Non-Operating Activities</b>						
<b>Profit/(Loss) on Assets Disposal</b>						
Plant & Machinery	299,204	(223,837)	-234%	523,041 ✓	(416,641)	(627,141)
Freehold Land	875,630	857,500	2%	18,130	5,146,427	2,783,700
Furniture & Office Equipment	(6,165)	-	0%	(6,165)	-	-
Buildings	-	-	0%	-	-	-
	1,168,669	633,663	84%	535,006	4,729,786	2,156,559
Less: Movement in Joint Venture	-	-			-	-
Less: Underground Power Infrastructure Contribution	(36,586)	(595,000)	-94%	558,414	(595,000)	(1,040,000)
<b>Asset Acquisitions</b>						
Land and Buildings	(19,092,692)	(23,529,391)	-19%	4,436,700 ✓	(36,545,091)	(25,506,000)
Infrastructure Assets	(9,057,959)	(15,212,632)	-40%	6,154,673 ✓	(26,979,889)	(17,713,224)
Plant and Machinery	(2,030,940)	(4,137,200)	-51%	2,106,260 ✓	(4,360,413)	(3,899,500)
Furniture and Equipment	(19,695)	(22,330)	-12%	2,635	(22,800)	(24,000)
Computer Equipment	(487,213)	(1,127,215)	-57%	640,002 ✓	(1,518,915)	(540,000)
Note 1.	(30,688,499)	(44,028,769)	-30%	13,340,269	(69,427,109)	(47,682,724)
Add: Transfer to Reserves	(19,588,115)	(13,337,367)	47%	(6,250,748) X	(45,734,012)	(33,226,292)
	(24,911,074)	(37,063,002)	-33%	12,151,929	(103,319,705)	(66,645,950)



# STATEMENT OF FINANCIAL ACTIVITY

for the period ended 30 April 2014

	Actuals	YTD Revised Budget	Variance to YTD Budget	\$ Variance to YTD Budget	Revised Budget	Adopted Budget
	\$	\$	%	\$	\$	\$
<b>Add Funding from</b>						
Grants & Contributions - Asset Development	10,614,421	5,547,617	91%	5,066,804 ✓	8,711,513	5,629,495
Less: held in restricted funds from prior years	-	-	0%	-	-	-
Proceeds on Sale of Assets	3,752,827	1,877,750	100%	1,875,077 ✓	8,580,727	6,007,500
Reserves	28,339,017	35,912,971	-21%	(7,573,954) ✗	53,180,013	36,284,216
Loan Funds Raised	-	-	0%	-	-	-
Contributed Developer Assets	-	-	0%	-	-	-
	<b>17,795,192</b>	<b>6,275,336</b>	<b>184%</b>	<b>11,519,856</b>	<b>(32,847,452)</b>	<b>(18,724,739)</b>
<b>Less: Transfer from Reserves - Impaired Investments</b>	-	-	0%	-	-	-
<b>Non-Cash/Non-Current Item Adjustments</b>						
Depreciation on Assets	18,283,793	18,385,059	-1%	(101,266) ✗	22,206,447	22,206,447
Profit/(Loss) on Assets Disposal	(1,168,669)	(633,663)	84%	(535,006) ✗	(4,729,786)	(2,156,559)
Loan Repayments	(656,657)	(662,574)	-1%	5,917	(1,325,149)	(1,325,149)
Joint Venture Investment	-	-	0%	-	-	-
Non-Current Accrued Debtors	-	-	0%	-	-	-
Non-Current Leave Provisions	29,227	-	0%	29,227	-	-
Net Change in Restricted/Committed Cash	6,281,369	6,281,369	0%	-	6,281,369	-
Deferred Pensioners Adjustment	-	-	0%	-	-	-
	<b>40,564,255</b>	<b>29,645,527</b>	<b>37%</b>	<b>10,918,728</b>	<b>(10,414,571)</b>	<b>0</b>
Opening Funds	11,247,256	11,247,256	0%	(0)	11,247,256	-
<b>Closing Funds</b>	<b>51,811,511</b>	<b>40,892,783</b>	<b>27%</b>	<b>10,918,727</b>	<b>832,686</b>	<b>-</b>
	-	-		-	-	-

Note 2, 3.

## Notes to Statement of Financial Activity

### Note 1.

Additional information on the capital works program including committed orders at end of month:

	Actuals	Commitments at Month End	Commitments & Actuals YTD	YTD Revised Budget	Full Year Revised Budget	Uncommitted at Month End
	\$	\$			\$	\$
<b>Assets Classification</b>						
Land and Buildings	(19,092,692)	(10,950,952)	(30,043,644)	(23,529,391)	(36,545,091)	6,501,448
Infrastructure Assets	(9,057,959)	(2,343,566)	(11,401,525)	(15,212,632)	(26,979,889)	15,578,364
Plant and Machinery	(2,030,940)	(1,558,315)	(3,589,255)	(4,137,200)	(4,360,413)	771,158
Furniture and Equipment	(19,695)	(2,745)	(22,440)	(22,330)	(22,800)	360
Computer Equipment	(487,213)	(421,621)	(908,834)	(1,127,215)	(1,518,915)	610,081
	(30,688,499)	(15,277,199)	(45,965,699)	(44,028,769)	(69,427,109)	23,461,410

### Note 2.

Closing Funds in the Financial Activity Statement are represented by:

	Actuals	YTD Revised Budget	Full Year Revised Budget	Adopted Budget
	\$	\$	\$	\$
<b>Current Assets</b>				
Cash & Investments	120,448,593	96,050,994	68,776,146	65,409,779
Rates Outstanding	1,126,368	1,083,446	-	-
Rubbish Charges Outstanding	333,549	171,521	-	-
Sundry Debtors	2,592,428	756,505	-	-
GST Receivable	776,270	-	-	-
Prepayments	29,701	-	-	-
Accrued Debtors	323,198	-	-	-
Stock on Hand	18,211	-	-	-
	125,648,318	98,062,466	68,776,146	65,409,779
<b>Current Liabilities</b>				
Creditors	(4,064,898)	(4,355,826)	-	-
Income Received in Advance	52,856	-	-	-
GST Payable	(156,382)	-	-	-
Withholding Tax Payable	-	-	-	-
Provision for Annual Leave	(2,518,520)	-	-	-
Provision for Long Service Leave	(2,037,437)	-	-	-
	(8,724,381)	(4,355,826)	-	-
<b>Net Current Assets</b>	116,923,936	93,706,640	68,776,146	65,409,779
<b>Add: Non Current Investments</b>	4,338,434	-	-	-
	121,262,371	93,706,640	68,776,146	65,409,779
<b>Less: Restricted/Committed Assets</b>				
Cash Backed Reserves #	(66,638,559)	(52,813,857)	(67,943,460)	(62,309,778)
Deposits & Bonds Liability *	(2,812,301)	-	-	-
Grants & Contributions Unspent *	-	-	-	(3,100,000)
	51,811,511	40,892,783	832,686	0
<b>Closing Funds (as per Financial Activity Statement)</b>	<b>51,811,511</b>	<b>40,892,783</b>	<b>832,686</b>	<b>0</b>

# See attached Reserve Fund Statement

\* See attached Restricted Funds Analysis

**Note 3.**

**Amendments to original budget since budget adoption. Surplus/(Deficit)**

Ledger	Project/ Activity	Description	Council Resolution	Classification	Non Change (Non Cash Items) Adjust.	Increase in Available Cash	Decrease in Available Cash	Amended budget Running Balance
					\$	\$	\$	\$
<b>Budget Adoption</b>				<b>Closing Funds Surplus(Deficit)</b>				<b>0</b>
	590 to							
GL	595	Adjust SLLC salaries including fixing error in salary level		Operating Expenditure		75,762		<b>75,762</b>
GL	241	Extra income from activity for the first six months		Operating Income		649		<b>76,411</b>
	161, 162,							
GL	175	Balancing FESA budget according to its funding		Operating Expenditure		2,568		<b>78,979</b>
			OCM July13					
OP	628	Adjusting Summer of Fun events according to OCM	17.3	Operating Expenditure			5,175	<b>73,804</b>
OP	9170	Correcting funding for Offset Surf Life Saving Club		Operating Income		23,000		<b>96,804</b>
CW	2075	Adding owners contribution to Crossover Construction project		Operating Income		30,000		<b>126,804</b>
OP	6818	New commercial lease at Orsino Boulevard, North Coogee		Operating Income		5,000		<b>131,804</b>
GL	105	Extra Financial Assistance Grant received		Operating Income		167,547		<b>299,351</b>
GL	165	New income from Cats Legislation		Operating Income		10,000		<b>309,351</b>
		Adjusting carry forward budget by increasing Council admin charge and						
GL	202	workers compensation insurance		Operating Expenditure		6,841		<b>316,192</b>
GL	323	Increase in hire income - Youth Axis Room		Operating Income		2,250		<b>318,442</b>
OP	9470	Grant for Regional Concert		Operating Income		20,000		<b>338,442</b>
				Operating Expenditure &				
Various	Mid-year budget review		OCM 13 Feb 14	Income		165,114		<b>503,556</b>
GL	105	Signage correction for mid-year budget review adjustment		Operating Income		329,130		<b>832,686</b>
				<b>Closing Funds Surplus (Deficit)</b>	<b>0</b>	<b>837,861</b>	<b>5,175</b>	<b>832,686</b>

# Statement of Comprehensive Income *by Nature and Type*

#REF!

	Actual	Amended YTD Budget	\$ Variance to YTD Budget	Forecast	Amended Budget	Adopted Budget
	\$	\$	\$	\$	\$	\$
<b>OPERATING REVENUE</b>						
01 Rates	58,097,332	57,690,011	407,320	58,324,134	57,916,814	57,916,814
05 Fees and Charges	41,264,372	42,029,531	(765,159)	45,460,895	46,226,054	50,208,232
10 Grants and Subsidies	6,841,808	6,714,538	127,270	7,949,059	7,821,788	9,046,274
15 Contributions, Donations and Reimbursements	1,033,433	741,109	292,324	1,102,942	810,619	474,614
20 Interest Earnings	5,346,210	4,339,082	1,007,128	6,251,954	5,244,826	5,044,826
25 Other revenue and Income	14,984	7,881	7,103	16,569	9,466	10,066
<b>Total Operating Revenue</b>	<b>112,598,139</b>	<b>111,522,153</b>	<b>1,075,986</b>	<b>119,105,553</b>	<b>118,029,566</b>	<b>122,700,826</b>
<b>OPERATING EXPENDITURE</b>						
50 Employee Costs - Salaries & Direct Oncosts	(33,175,692)	(33,817,922)	642,229	(39,934,653)	(40,576,882)	(40,783,674)
51 Employee Costs - Indirect Oncosts	(537,663)	(877,116)	339,453	(622,255)	(961,708)	(929,483)
55 Materials and Contracts	(27,422,982)	(28,998,116)	1,575,134	(34,127,518)	(35,702,652)	(33,543,022)
65 Utilities	(3,650,659)	(3,671,686)	21,027	(4,383,752)	(4,404,779)	(4,315,599)
70 Interest Expenses	(91,671)	(91,671)	-	(171,505)	(171,505)	(171,505)
75 Insurances	(2,243,713)	(2,235,067)	(8,646)	(2,243,713)	(2,235,067)	(2,005,067)
80 Other Expenses	(5,307,892)	(5,756,207)	448,315	(6,706,172)	(7,154,487)	(8,685,393)
85 Depreciation on Non Current Assets	(18,283,793)	(18,385,059)	101,266	(22,105,181)	(22,206,447)	(22,206,447)
Add Back: Indirect Costs Allocated to Capital Works	2,349,386	2,575,162	(225,776)	2,864,816	3,090,592	3,085,871
<b>Total Operating Expenditure</b>	<b>(88,364,680)</b>	<b>(91,257,682)</b>	<b>2,893,002</b>	<b>(107,429,934)</b>	<b>(110,322,936)</b>	<b>(109,554,318)</b>
<b>CHANGE IN NET ASSETS RESULTING FROM OPERATING ACTIVITIES</b>	<b>24,233,459</b>	<b>20,264,471</b>	<b>3,968,988</b>	<b>11,675,619</b>	<b>7,706,631</b>	<b>13,146,507</b>
<b>NON-OPERATING ACTIVITIES</b>						
11 Capital Grants & Subsidies	3,122,134	2,534,048	588,086	5,689,914	5,101,828	2,081,658
16 Contributions - Asset Development	7,492,288	3,013,570	4,478,718	8,088,403	3,609,685	3,547,837
95 Profit/(Loss) on Sale of Assets	1,168,669	633,663	535,006	5,264,792	4,729,786	2,156,559
57 Acquisition of Crown Land for Roads	-	-	-	-	-	-
58 Underground Power Scheme	(36,586)	(595,000)	558,414	(36,586)	(595,000)	(1,040,000)
<b>Total Non-Operating Activities</b>	<b>11,746,504</b>	<b>5,586,280</b>	<b>6,160,224</b>	<b>19,006,523</b>	<b>12,846,299</b>	<b>6,746,054</b>
<b>NET RESULT</b>	<b>35,979,963</b>	<b>25,850,751</b>	<b>10,129,212</b>	<b>30,682,142</b>	<b>20,552,930</b>	<b>19,892,561</b>



## Notes to Statement of Comprehensive Income

### Note 1.

Additional information on main sources of revenue in fees & charges.

	Actual	Amended YTD Budget	Amended Budget	Adopted Budget
	\$	\$	\$	\$
<b><u>Community Services:</u></b>				
Recreational Services	467,917	440,313	524,136	524,136
South Lake Leisure Centre	2,414,617	2,577,185	2,992,450	2,941,890
Law and Public Safety	3,007,215	2,862,515	2,899,737	2,861,346
	5,889,749	5,880,013	6,416,323	6,327,372
<b><u>Waste Services:</u></b>				
Waste Collection Services	17,053,602	17,121,715	17,240,000	16,807,430
Waste Disposal Services	11,033,094	11,659,243	14,451,995	19,256,811
	28,086,696	28,780,957	31,691,995	36,064,241
	33,976,445	34,660,970	38,108,318	42,391,613

### Note 2.

Additional information on Salaries and Direct On-Costs by each Division.

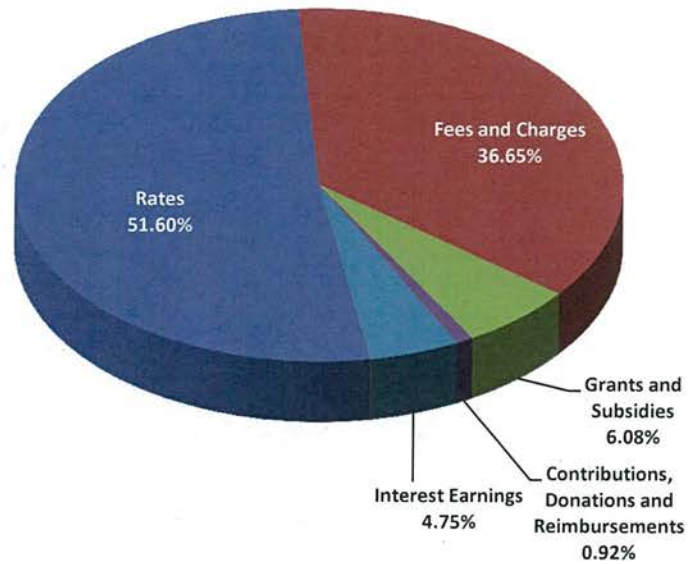
	Actual	Amended YTD Budget	Amended Budget	Adopted Budget
	\$	\$	\$	\$
Executive Division	(1,526,048)	(1,658,012)	(1,990,610)	(2,242,610)
Finance & Corporate Services Division	(5,050,013)	(5,183,229)	(6,204,163)	(6,150,515)
Community Services Division	(9,996,917)	(10,283,991)	(12,320,144)	(12,187,347)
Planning & Development Division	(3,914,851)	(3,835,265)	(4,602,322)	(4,743,558)
Engineering & Works Division	(12,687,865)	(12,857,424)	(15,459,644)	(15,459,644)
	(33,175,692)	(33,817,922)	(40,576,882)	(40,783,674)

### Note 3

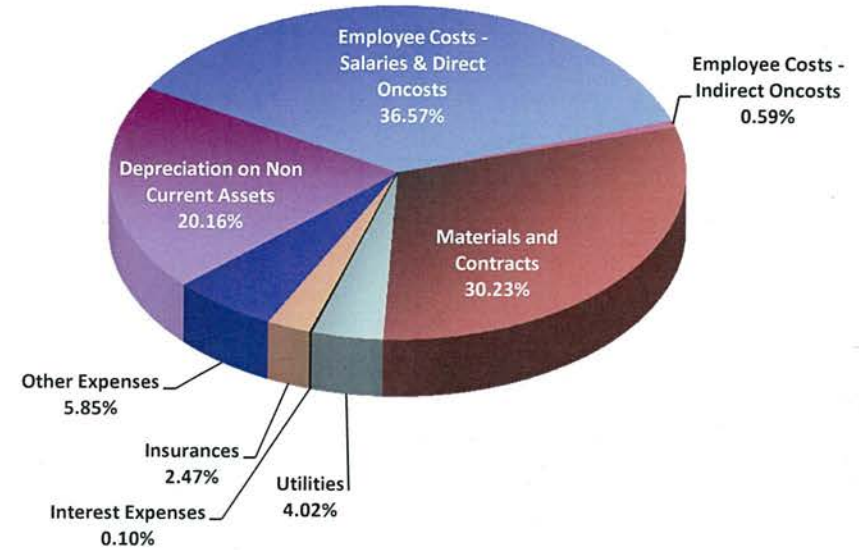
Additional information on Materials and Contracts by each Division.

	Actual	Amended YTD Budget	Amended Budget	Adopted Budget
	\$	\$	\$	\$
Executive Division	(1,252,310)	(1,492,847)	(1,925,625)	(1,839,190)
Finance & Corporate Services Division	(2,205,461)	(2,814,042)	(3,741,486)	(3,089,257)
Community Services Division	(5,933,623)	(6,969,138)	(8,518,940)	(7,652,734)
Planning & Development Division	(1,600,551)	(1,510,489)	(1,889,133)	(1,285,508)
Engineering & Works Division	(16,431,038)	(16,211,600)	(19,627,468)	(19,676,332)
Not Applicable	0	0	0	0
	(27,422,982)	(28,998,116)	(35,702,652)	(33,543,022)

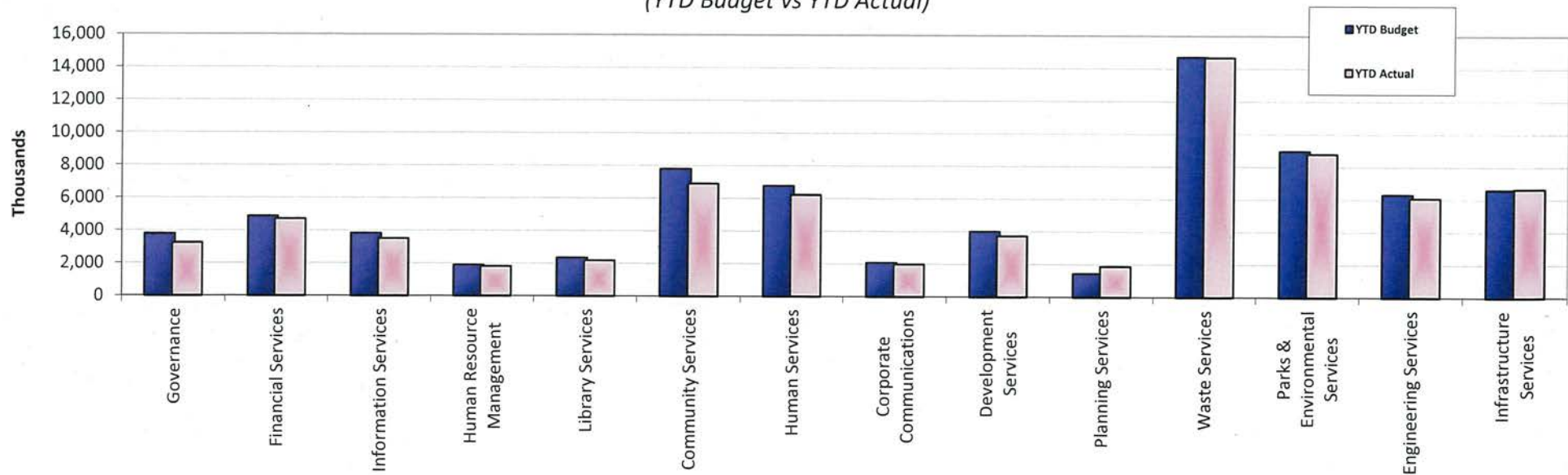
**Operating Income by Nature and Type**  
(YTD Actual)



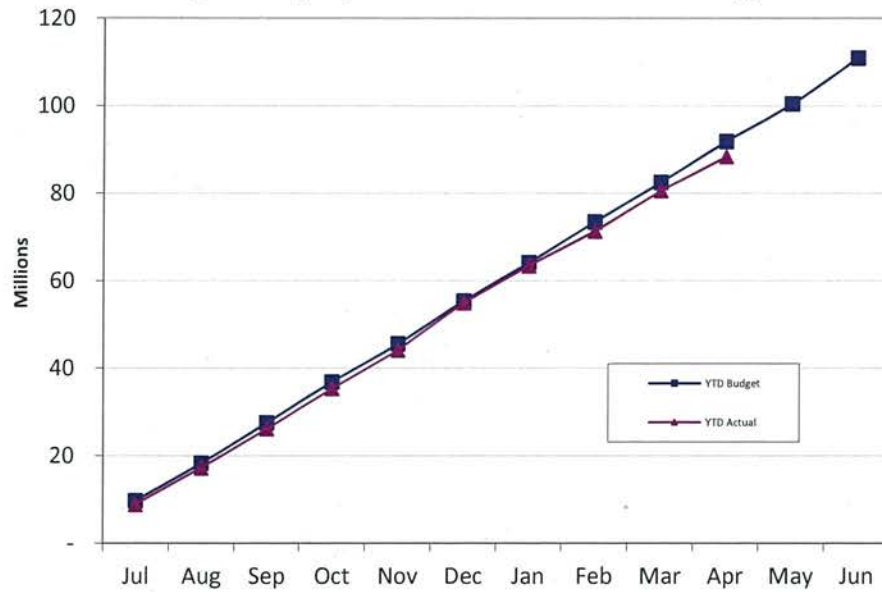
**Operating Expenditure by Nature and Type**  
(YTD Actual)



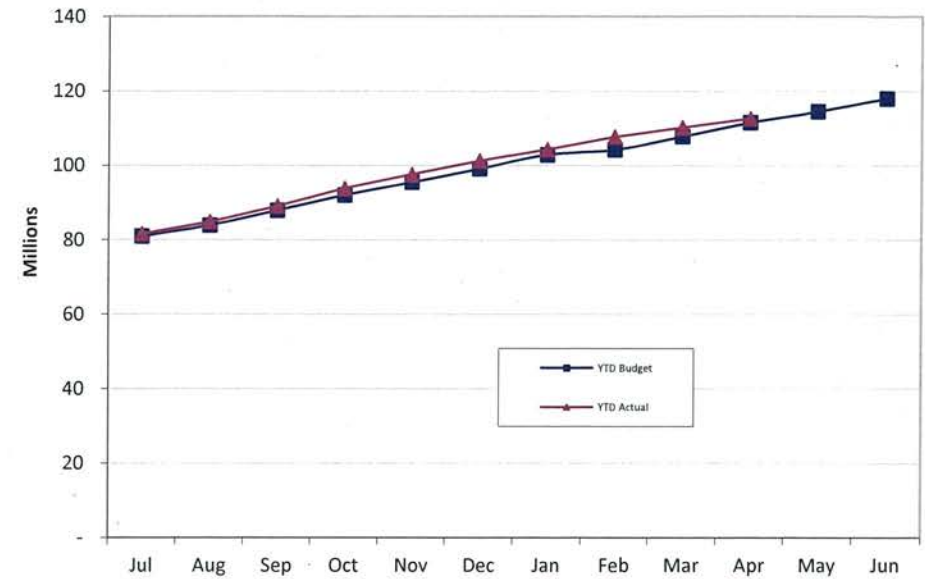
**Operating Expenditure by Business Unit**  
(YTD Budget vs YTD Actual)



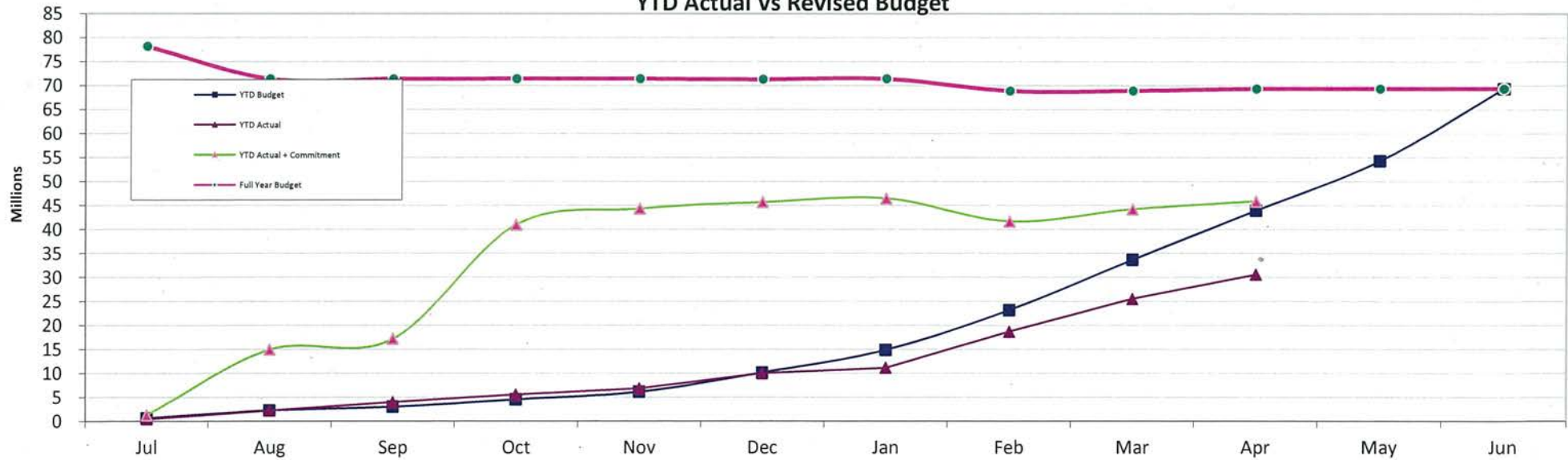
### YTD Operating Expenditure Vs YTD Revised Budget



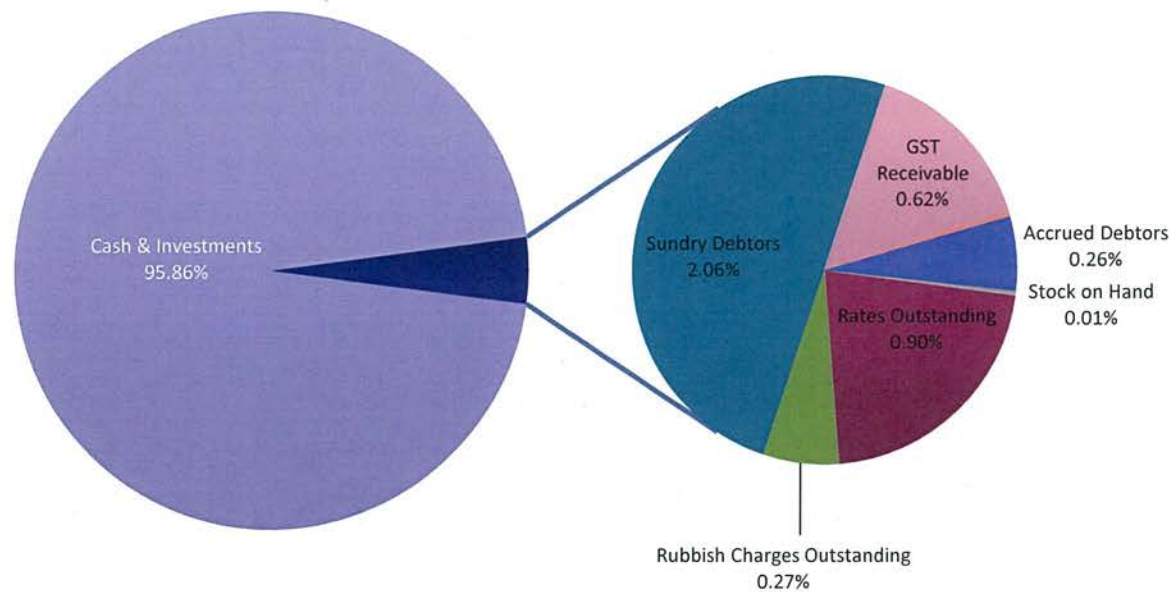
### YTD Operating Income Vs YTD Revised Budget



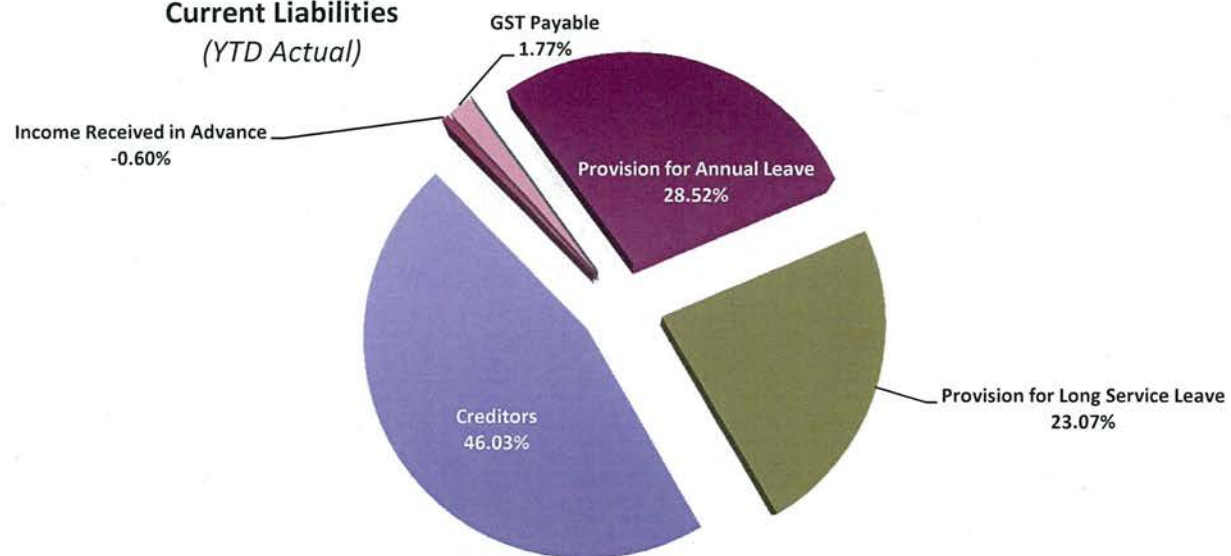
### Capital Expenditure YTD Actual Vs Revised Budget



### Current Assets (YTD Actual)

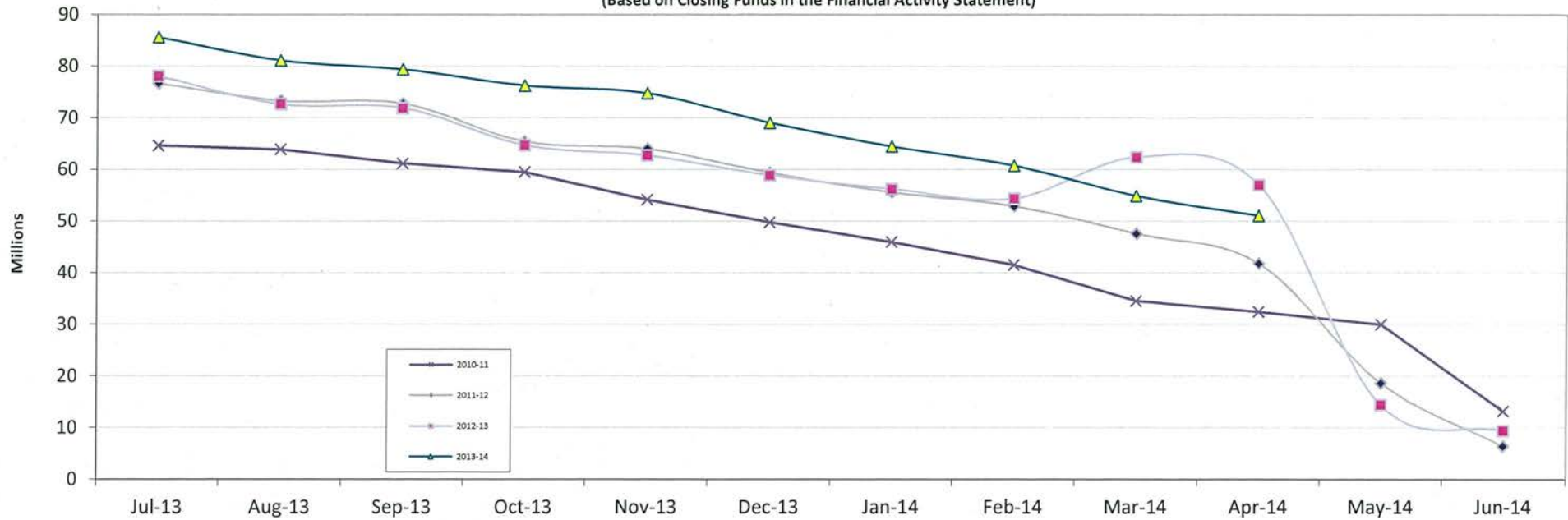


### Current Liabilities (YTD Actual)

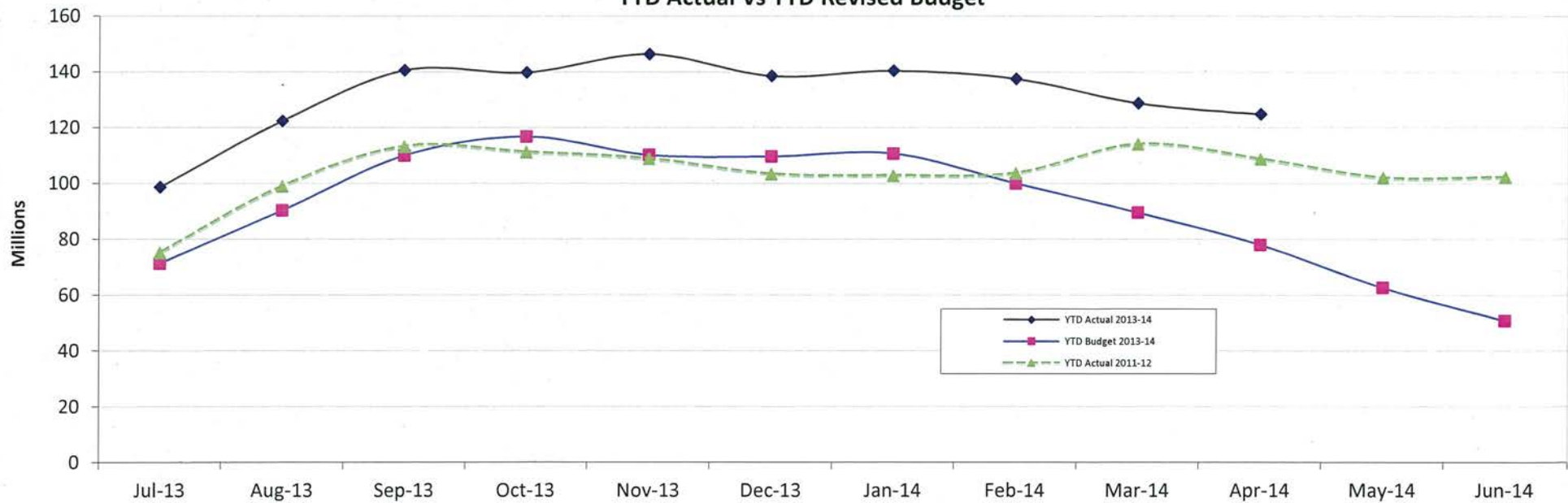




**Municipal Liquidity Over the Year**  
(Based on Closing Funds in the Financial Activity Statement)



**Cash & Investments Positions**  
YTD Actual Vs YTD Revised Budget



City of Cockburn  
Restricted Funds - Infrastructure Contributions & Carry Forwards  
Financial Statement for the Period Ended 31 Oct 2013

Particulars		Balance July 1st 2013	Add: Receipts/Jnls	Less: Payments/Jnls	Closing Balance
<b>INFRASTRUCTURE CONTRIBUTIONS</b>					
Prog 12	ROAD CONSTRUCTION	1,264,557.16			1,264,557.16
Prog 12	FOOTPATH CONSTRUCTION	665,383.90			665,383.90
Prog 12	DRAINAGE DEVELOPMENT	645,419.01			645,419.01
		<b>2,575,360.07</b>	<b>-</b>	<b>-</b>	<b>2,575,360.07</b>
<b>CARRIED FORWARDS</b>					
Prog 8	FUNDED SERVICES SURPLUSES C/FWD	329,535.94	125,885.09	457,898.88 -	2,477.85
	UNSPENT PROJECT FUNDING C/FWD	2,630,789.99	307,131.91	2,533,047.76	404,874.14
Prog 12	UNSPENT ROAD FUNDING	745,683.14	421,711.68	1,256,590.29 -	89,195.47
		<b>3,706,009.07</b>	<b>854,728.68</b>	<b>4,247,536.93</b>	<b>313,200.82</b>
<b>TOTAL</b>		<b>6,281,369.14</b>	<b>854,728.68</b>	<b>4,247,536.93</b>	<b>2,888,560.89</b>

*NB. Total Receipts and Payments of Contributions/CF Grants is the balance of Restricted Funds Activities (883-890):*

Receipts: -	854,728.68
Payments:	4,247,536.93
Balance of Restricted Funds:	3,392,808.25



# City of Cockburn - Reserve Funds

## Financial Statement for Period Ending 30 April 2014

Account Details	Opening Balance		Interest Received		t/f's from Municipal		t/f's to Municipal		Closing Balance	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
<b>Council Funded</b>										
Bibra Lake Management Plan Reserve	1,014,207	1,014,207	(7,756)	21,238	-	-	(191,559)	(88,198)	814,892	947,247
Bibra Lake Nutrient Management	305,625	305,625	10,395	6,510	-	-	-	-	316,020	312,135
Carbon Pollution Reduct Scheme Res CPRS	-	-	(1,915)	4,293	-	-	-	-	(1,915)	4,293
Community Infrastructure	10,890,947	10,890,947	172,410	204,810	8,733,787	-	(11,285,576)	(9,245,519)	8,511,568	1,850,238
Community Surveillance Levy Reserve	498,556	498,556	25,230	10,208	193,294	-	(254,258)	(38,429)	462,822	470,335
Contaminated Sites	1,999,849	1,999,849	43,790	42,307	500,000	-	(200,000)	(31,726)	2,343,639	2,010,430
DCD Redundancies Reserve	2,916	2,916	-	62	-	-	-	-	2,916	2,978
Environmental Offset Reserve	357,376	357,376	(2,649)	7,169	-	-	(138,591)	(45,909)	216,136	318,635
Green House Emissions Reductions	579,053	579,053	11,792	12,135	200,000	-	(507,000)	(96,726)	283,845	494,462
Information Technology	428,166	428,166	31,635	8,058	124,671	-	(487,550)	(218,578)	96,922	217,646
Land Development & Investment Fund Reserve	13,933,953	13,933,953	241,058	288,692	7,683,727	2,958,818	(17,506,991)	(6,496,979)	4,351,747	10,684,483
Major Buildings Refurbishment	2,409,325	2,409,325	22,038	51,320	2,998,545	-	(30,043)	(30,043)	5,399,865	2,430,602
Mobile Rubbish Bins	209,552	209,552	20,773	2,855	-	-	(170,000)	(170,000)	60,325	42,407
Municipal Elections	493,285	493,285	11,274	8,278	-	-	(490,000)	(403,865)	14,559	97,697
Naval Base Shacks	596,438	596,438	13,956	12,679	158,854	-	(220,228)	(3,944)	549,020	605,173
Plant & Vehicle Replacement	3,731,633	3,731,633	65,118	72,976	3,469,500	-	(2,896,600)	(949,855)	4,369,651	2,854,753
Port Coogee Special Maintenance Reserve	809,083	809,083	19,595	17,625	235,000	267,834	(96,907)	(96,907)	966,771	997,636
Roads & Drainage Infrastructure	2,087,403	2,087,403	86,338	29,552	1,250,000	-	(2,984,325)	(1,208,222)	439,415	908,733
Staff Payments & Entitlements	2,261,717	2,261,717	133,904	45,811	105,000	-	(186,000)	(149,000)	2,314,621	2,158,528
Waste & Recycling	13,772,203	13,772,203	532,326	287,166	6,737,224	-	(2,963,818)	(857,710)	18,077,935	13,201,660
Waste Collection Levy	132,072	132,072	1,306	2,813	310,732	-	-	-	444,110	134,886
Workers Compensation	399,501	399,501	13,154	8,398	-	-	(30,000)	(26,088)	382,655	381,811
POS Cash in Lieu (Restricted Funds)	4,031,593	4,031,593	112,890	80,483	-	547,000	(436,364)	(436,363)	3,708,119	4,222,713
	<b>60,944,452</b>	<b>60,944,452</b>	<b>1,556,662</b>	<b>1,225,437</b>	<b>32,700,334</b>	<b>3,773,652</b>	<b>(41,075,809)</b>	<b>(20,594,061)</b>	<b>54,125,638</b>	<b>45,349,480</b>
<b>Grant Funded</b>										
Aged & Disabled Vehicle Expenses	424,948	424,948	9,170	8,578	68,496	6,696	(72,000)	(46,047)	430,614	394,175
Cockburn Super Clinic Reserve	4,242,180	4,242,180	143,836	72,139	-	-	(4,703,516)	(2,274,171)	(317,499)	2,040,148
Family Day Care Accumulation Fund	64,233	64,233	2,500	1,368	-	-	(2,800)	-	63,933	65,601
Naval Base Shack Removal Reserve	272,408	272,408	3,624	6,138	54,000	54,000	-	-	330,032	332,546
Restricted Grants & Contributions Reserv	-	-	-	-	6,287,369	6,287,369	(3,398,671)	(3,398,671)	2,888,699	2,888,698
UNDERGROUND POWER	1,301,740	1,301,740	(9,837)	30,800	1,200,000	1,305,999	(1,967,063)	(1,179,972)	524,840	1,458,566
Welfare Projects Employee Entitlements	452,182	452,182	16,911	9,078	-	-	(83,958)	(72,899)	385,135	388,361
	<b>6,757,691</b>	<b>6,757,691</b>	<b>166,204</b>	<b>128,101</b>	<b>7,609,865</b>	<b>7,654,064</b>	<b>(10,228,007)</b>	<b>(6,971,760)</b>	<b>4,305,753</b>	<b>7,568,095</b>
<b>Development Cont. Plans</b>										
Aubin Grove DCA	167,325	167,325	21,604	3,562	-	-	(730)	(306)	188,199	170,582
Community Infrastructure DCA 13	3,361,786	3,361,786	105,715	120,911	2,000,000	5,557,096	(129,496)	-	5,338,005	9,039,792
Gaebler Rd Development Cont. Plans	760,607	760,607	4,944	16,200	-	-	(8,610)	(306)	756,941	776,501
Hammond Park DCA	(9,371)	(9,371)	-	(200)	383,540	-	-	-	374,169	(9,571)
Munster Development	724,330	724,330	8,498	12,574	8,753	176,710	(15,700)	(478,075)	725,881	435,540
Muriel Court Development Contribution	(43,595)	(43,595)	-	(2,961)	206,000	-	(162,472)	(140,262)	(67)	(186,818)
Packham North - DCA 12	(18,720)	(18,720)	-	(1,387)	515,000	-	(75,131)	(68,185)	421,149	(88,292)
Solomon Road DCA	97,272	97,272	-	4,045	257,500	264,547	(15,060)	-	339,712	365,863
Success Lakes Development	1,582,041	1,582,041	-	33,698	-	-	(1,429,357)	(306)	152,684	1,615,433
Success Nth Development Cont. Plans	601,206	601,206	10,661	13,077	10,981	373,563	(10,410)	(306)	612,438	987,541
Thomas St Development Cont. Plans	11,778	11,778	-	251	-	-	-	-	11,778	12,029
Wattleup DCA 10	(4,674)	(4,674)	-	(100)	-	-	(13,010)	-	(17,684)	(4,774)
Yangebup East Development Cont. Plans	188,928	188,928	3,986	3,894	57,150	114,150	(9,010)	(54,598)	241,054	252,375
Yangebup West Development Cont. Plans	268,405	268,405	10,712	7,699	95,903	109,533	(7,210)	(30,855)	367,810	354,782
	<b>7,687,318</b>	<b>7,687,318</b>	<b>166,120</b>	<b>211,264</b>	<b>3,534,827</b>	<b>6,595,598</b>	<b>(1,876,196)</b>	<b>(773,196)</b>	<b>9,512,069</b>	<b>13,720,984</b>
<b>Total Reserves</b>										
	<b>75,389,461</b>	<b>75,389,461</b>	<b>1,888,986</b>	<b>1,564,801</b>	<b>43,845,026</b>	<b>18,023,314</b>	<b>(53,180,013)</b>	<b>(28,339,017)</b>	<b>67,943,460</b>	<b>66,638,559</b>

Total Reserves



Variance Analysis					
#REF!					
	YTD Actuals \$	YTD Revised Budget \$	Full Year Revised Budget \$	YTD Variance \$	V = Favourable X = Unfavourable
					Apr-14
<b>OPERATING REVENUE</b>					
Governance	66,247,029	64,768,813	66,324,953	1,478,216	√ GRV Industrial Rates and GRV Commercial Rates received are \$130k and \$592k ahead from ytd budget respectively. Interest earnings from Municipal are \$823k over ytd budget. Income received from Underground Power Service Charges are \$118k over ytd budget. GRV part Year Rates received are \$271k under ytd budget.
Human Resource Management	247,182	111,491	133,789	135,691	√ Income received from insurance claim revenue - Workers Compensation is ahead of ytd budget by \$104k.
Community Services	6,609,706	6,484,318	7,067,161	125,389	√ Dog Registration Fees received and Income received from Recreation Services are over ytd budget by \$150k and \$107k respectively. over ytd budget. However, income received from SLLC are under ytd budget by \$171k.
Human Services	5,779,852	5,892,093	6,550,099	(112,242)	X Income received from In-Home Care Subsidies ( Federal ) is \$267k over ytd budget. However, Income received from Family Day Care Scheme and Grant ( Operational Federal ) received for Community Aged Care Packages are under ytd budget by \$101k and \$202k respectively.
Development Services	3,176,995	3,075,113	3,522,880	101,883	√ Income received from development application fees are over ytd budget by \$164k. However, income received from building license are under ytd budget by \$158k.
Waste Services	28,099,708	28,798,443	31,710,988	(698,735)	X Landfill fees received and Income received from sale of waste gas resources are \$493k and \$196k under ytd budget respectively.
<b>OPERATING EXPENDITURE</b>					
Governance	3,248,530	3,791,473	4,831,221	542,943	√ Contract expenses for Council Functions/receptions operation projects are \$216k under ytd budget. Expenses for Governance-Elected Members and Executive Support Services are under ytd budget by \$108k and \$112k respectively.
Financial Services	4,708,430	4,877,517	5,810,194	169,087	√ Employee Costs-Salaries & Direct Oncosts are under ytd budget by \$146k
Information Services	3,509,885	3,827,590	4,538,217	317,705	√ Materials & Contract Expenses are under ytd budget by \$256k.
Library Services	2,185,330	2,343,917	2,794,948	158,587	√ Employee Costs-Salaries & Direct Oncosts are under ytd budget by \$100k
Community Services	6,905,937	7,800,463	9,562,099	894,526	√ Service & Contract expenses in Cosafe is under ytd budget by \$170k. Donations in Council Donations Operating Projects are under ytd budget by \$132k. Contract Expenses for Administration Recreation Operating Projects are under ytd budget by \$134k. Material & Contract Expenses and Employee Costs-Salaries & Direct Oncosts for SLLC are under ytd budget by \$118k and \$153k respectively.
Human Services	6,223,878	6,773,969	8,126,585	550,091	√ Employee Costs-Salaries & Direct Oncosts of Aged Disabled Services are under ytd budget by \$100k. Materials & Contract Expenses of Family Services and Youth Services are under ytd budget by \$240k and \$146k respectively.
Development Services	3,731,539	4,008,195	4,843,718	276,656	√ Contract expenses in contaminated site investigation ( council owned sites ) have not come in yet, resulting in favourable variance of \$172k.

Variance Analysis						
#REF!						
	YTD Actuals	YTD Revised Budget	Full Year Revised Budget	YTD Variance	✓ = Favourable ✗ = Unfavourable	Apr-14
	\$	\$	\$	\$		
Planning Services	1,889,739	1,441,722	1,758,929	(448,017)	✗	This unfavourable variance is mainly from the payment to the landowner for reimbursement of land provided for Beeliar Drive for \$496k.
Parks & Environmental Services	8,790,761	8,963,216	10,733,912	172,455	✓	Contract expenses for Environmental works, Environmental Sustainability Initiatives and Special Projects & Offsets operating projects are underspent by \$210k, \$186k and \$160k respectively. Contract Expenses for SAR Parks Operating Projects and Verge Mowing-Priority One Roads are overspent by \$110k and \$250k respectively. Expenses for Street Maintenance-Parks Operating Projects are over ytd budget by \$116k.
Engineering Services	6,088,220	6,315,232	7,578,222	227,012	✓	Expenses in Roads Construction and Maintenance is \$160k under ytd budget.
ADDITIONAL FUNDING RECEIVED						
Grants & Contributions - Asset Development	10,614,421	5,547,617	8,711,513	5,066,804	✓	Owner Contribution received for DCA1, DCA5, DCA6 and DCA13 are ahead of its ytd budget by \$364K, \$100k, \$100k, \$186k and \$4m respectively. Owner Contribution for DCA12,DCA9 and DCA11 have not been received resulting unfavourable variance of \$931k. Grant for MRD Blackspot program of Beeliar Drive received is \$330k ahead of its ytd budget. Developer Contribution received for New Cockburn Central Aquatic & Recreation Centre are ahead of its ytd budget by \$220k. Regional Road Grant-Projects received are ahead of its ytd budget by \$160k. Contribution received from POS Cash in Lieu of Lot91 Howe Street Beeliar and Lot35 Tindal Ave are ahead of its ytd budget by \$547k. Bike Network Grants for North Lake Road ( Discovery to Masefield ) have not been received resulting unfavourable variance of \$211k.
Proceeds on Sale of Assets	3,752,827	1,877,750	8,580,727	1,875,077	✓	Subdivision and development of Lot1, 4218 and 4219 Quarimor sold ahead of its budget by \$2.5m. Lot 40 Cervantes Loop have not been sold, resulting in unfavourable variance of \$450k.



# Capital Expenditure

#REF!

	Actuals	YTD Revised Budget	Full Year Revised Budget	\$ Variance to YTD Budget	v = Favourable x = Unfavourable	Explanation
\$	\$	\$	\$	\$		
<b>SUMMARY</b>						
Purchase of Land and Buildings	19,092,692	23,529,391	44,042,673	4,436,700	✓	
Acquisition & Development of Infrastructure Assets	9,057,959	15,212,632	23,558,540	6,154,673	✓	
Purchase of Plant and Machinery	2,030,940	4,137,200	5,543,561	2,106,260	✓	
Purchase of Furniture and Equipment	19,695	22,330	11,736	2,635	✓	
Purchase of Computer Equipment	487,213	1,127,215	2,974,879	640,002	✓	
	30,688,499	44,028,769	76,131,390	13,340,269		
<b>Material Variances Identified:</b>						
<b><u>Works in Progress - Roads Infrastructure</u></b>						
2990 - Russell rd – Pearce to Hammond (mill resurface)	437,731	311,910	0	(125,821)	✗	Completed March 2014 with savings. Funding believed to be too much, with a full year budget of \$495k.
3523 - WELLARD ST (Quarimor Rd to 260m south of Quarimor Rd)	1,559	114,771	132,720	113,212	✓	Projected completed last year. Cashflow issue may have carry forward the funds from last into this year.
2436 - Intersection of North Lake Road/Gwilliam Dr/Forrest Rd	0	158,667	290,000	158,667	✓	Blackspot project. Traffic signal to be placed. In progress, 23% complete. Committed order of \$64k to main Roads to be paid.
3548 - Russell Power and Henderson Intersection	34,172	200,000	0	165,828	✓	In the design stage. \$165k to be carried forward with project to be completed next financial year.
2989 - Berrigan Dr – [Kwinana Fwy to Jandakot] Construct 2nd cwy	2,700	783,600	0	780,900	✓	Expected to begin the project next financial year, with the \$1.06 million full year budget to be carried forward. The construction design has not been issued and other projects have been given priority.
3545 - Beeliar Drive Hammond Road North and South	688,063	1,541,390	0	853,326	✓	Western Power causing delays as street lighting issues are present. Kerbing and slip lane to be done on the project. Carry Forward of \$700k.
3544 - North Lake Road (Hammond to Kentucky)	168,844	1,589,680	0	1,420,836	✓	Committed order of \$73k. Design caused the initial delay but has been completed. Construction underway. Expected to spend approx \$420k, with \$3.7 million to be carried forward.
Sub Total	1,333,069	4,700,018	422,720	3,366,949		
<b><u>Works in Progress - Drainage</u></b>						
3556 - Phoenix Rd & Bullfinch St - Drainage Upgrade stage 3	298,364	130,000	0	(168,364)	✗	Initial pipes needed to cleared and dug again at a deeper depth with required higher materials and Road employees. As a consequence Timesheet charges are \$117k.
2939 - Mala Wy/Sutton Dr - Drainage Upgrade	18,978	175,000	69,500	156,022	✓	Design issues with this project. Begun major works March 2014, and expected to spend the funds before the financial year.
2932 - 14 Elderberry Dr - Drainage Upgrade	3,378	250,000	115,558	246,623	✓	Design caused the initial delay. The project expected to be finished before financial year with a saving.
Sub Total	320,720	555,000	185,058	234,280		
<b><u>Works in Progress - Footpaths</u></b>						
2448 - Banjup - Footpath	9,613	150,000	350,000	140,387	✓	In the design stage. Construction to begin before end of financial year and completed July 14. \$75k to be carried forward.
Sub Total	9,613	150,000	350,000	140,387		
<b><u>Works in Progress - Parks Hard Infrastruc</u></b>						
5407 - Park Development - Coogee Beach Master Plan	3,328	105,806	50,000	102,478	✓	\$33k in committed orders. Committee is consulting on the project. Carry forward of \$147k.
5487 - Irrigation Renewal - Michigan Park	11,802	120,000	0	108,198	✓	Expected to spend the budget before the end of financial year.
Sub Total	15,130	225,806	50,000	210,676		
<b><u>Works in Progress - Landfill Site Infr</u></b>						
1954 - Household Hazardous Waste Shed	9,247	150,000	0	140,753	✓	The project estimated to cost \$300k not \$150k budgeted for. The project in the consultancy stage and the remaining \$140k budget to be carried forward.
1929 - Henderson Waste Recovery Park Commercial Transfer Station	4,650	188,750	200,000	184,100	✓	No design has been submitted. Project going to tender. Carry forward of the remaining budget.

# Capital Expenditure

#REF!

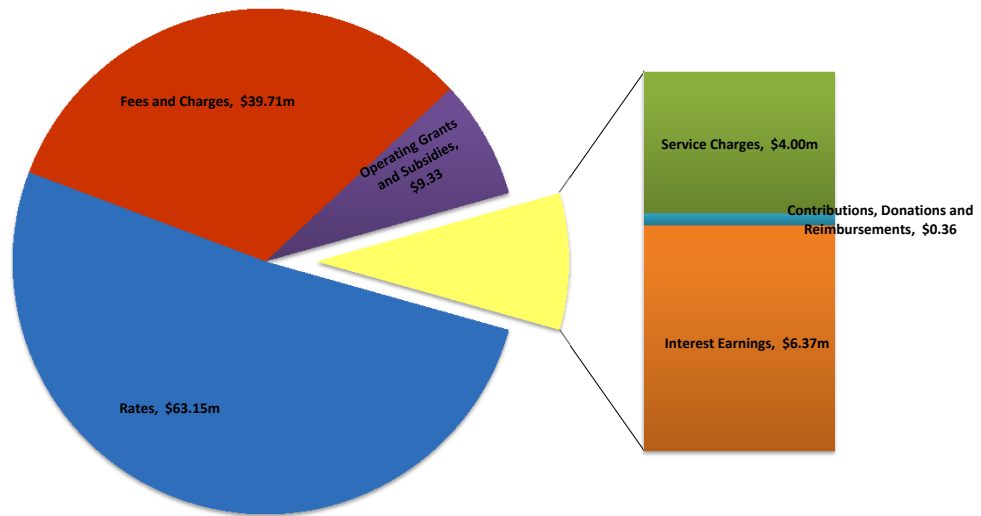
	Actuals	YTD Revised Budget	Full Year Revised Budget	\$ Variance to YTD Budget	V = Favourable X = Unfavourable	Explanation
	\$	\$	\$	\$		
Sub Total	13,897	338,750	200,000	324,853		
<b>Freehold Land</b>						
1584 - Subdivision and development of Lot 1, 4218 and 4219 Quarimor	25,100	133,333	0	108,233	✓	In the design stage with Porter consultants to provide suitable pavement and drainage.
1554 - Purchase of portion of Koorilla School Site aged persons lan	0	125,000	150,000	125,000	✓	Waiting on third parties to progress. Expected to finish the project before the end of the financial year.
1585 - Lot 23 Russell Road, Hammond Park	6,082	150,000	0	143,918	✓	Committed order of \$17k for architect design work done March 14
1553 - Subdivision and development of Lot 915 and Reserve 38537	9,453	325,140	400,000	315,687	✓	Anticipated to begin major works May 14. Approval from department of housing needed to progress. \$100k to be carried forward.
1539 - Subdivision Lot 702 Bellier Pl & Lot 65 Erpingham Rd	2,455	489,000	604,700	486,545	✓	Project has been delayed due to accessing potential joint ventures. Expected to start major works May 14. Expected carry forward of \$500k.
Sub Total	43,090	1,222,473	1,154,700	1,179,384		
<b>Works in Progress - Buildings</b>						
006 - Coogee Surf Life Saving Club	914,172	723,038	5,235,144	(191,134)	X	Project completed December 2013 on time. \$350k to received in mid year budget review.
026 - Cockburn Central Aquatic Recreation Ctr	1,195,511	2,165,057	0	969,546	✓	Currently \$2.43 million in committed orders. Includes the Cockburn Aquatic and Recreation center. Consultancy underway.
005 - Cockburn Integrated Health Facilities	15,520,088	17,053,808	29,269,466	1,533,720	✓	Initial delay due to change of construction methodology and changing builders from Gavin construction to Jaxon. Currently \$11. 3 million in committed orders.
4464 - Coogee Toilet Upgrade sewerage from domestic system	1,778	111,320	70,000	109,542	✓	In progress, 25% complete. Possible carry forward of \$200k.
4504 - Manning Southern Toilet Block Replacement	27,046	250,000	0	222,954	✓	In Progress. Approximately 35% complete with expected c/fwd of \$100k. Currently \$350k committed orders
4471 - Civic Bldg Energy Reduction Initiative	0	262,000	1,106,900	262,000	✓	Full year budget amended to 262k. Project still in the scoping stage. Expected to being major works May/June, with no carry forward expected at this stage.
Sub Total	17,658,595	20,565,222	35,681,510	2,906,627		
<b>Computers</b>						
010 - CCTV	48,068	243,990	908,575	195,922	✓	Project held up by Department of contracts and development. Expected to finish before June 2014.
1366 - EDMS	121,781	295,000	771,700	173,219	✓	In the tender stage to complete the Content Management System. Expected to spend the budget with a possible \$100k over spend.
Sub Total	169,848	538,990	1,680,275	369,142		
<b>Plant &amp; Machinery</b>						
7704 - Mitsubishi Flocon Roads	0	135,000	0	135,000	✓	Currently \$138k in committed orders. Expected delivery May 14
7701 - Isuzu FVR 950L Tipper - Roads	0	150,000	0	150,000	✓	Delivered April 14. Currently \$174k in committed orders to be paid.
7757 - Isuzu FVZ 1400 Water Truck - Roads	0	280,000	0	280,000	✓	Expected delivery July 14. Carry Forward of the \$280k budget.
7756 - New Waste Collection Truck PL756-1	0	318,000	0	318,000	✓	Currently \$325k in committed orders. Expected delivery August-14 with the budget to be carried forward.
7755 - Heavy Fleet-Waste Iveco F2350G/260 Rubbish Truck PL7551	0	323,000	0	323,000	✓	Currently \$343k in committed orders. Expected delivery August 14 with the budget to be carried forward.
7783 - Heavy Fleet Side Loader Recycling Waste Truck	0	340,000	0	340,000	✓	Expected delivery July 14. Carry Forward of the \$340k budget.
Sub Total	0	1,546,000	0	1,546,000		



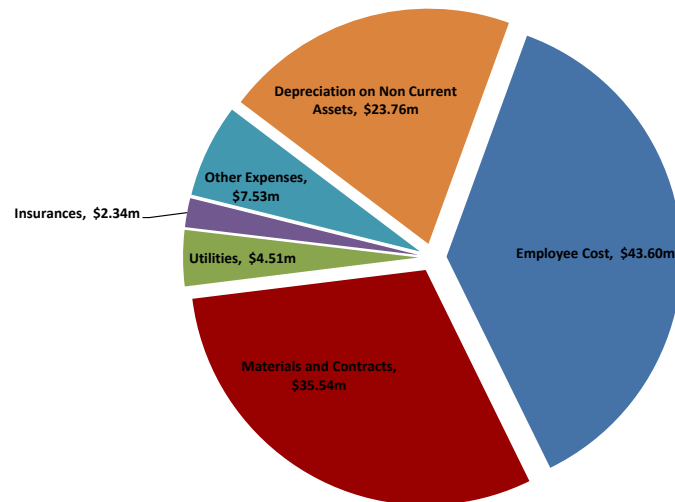
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## BUDGET AT A GLANCE

### OPERATING REVENUES

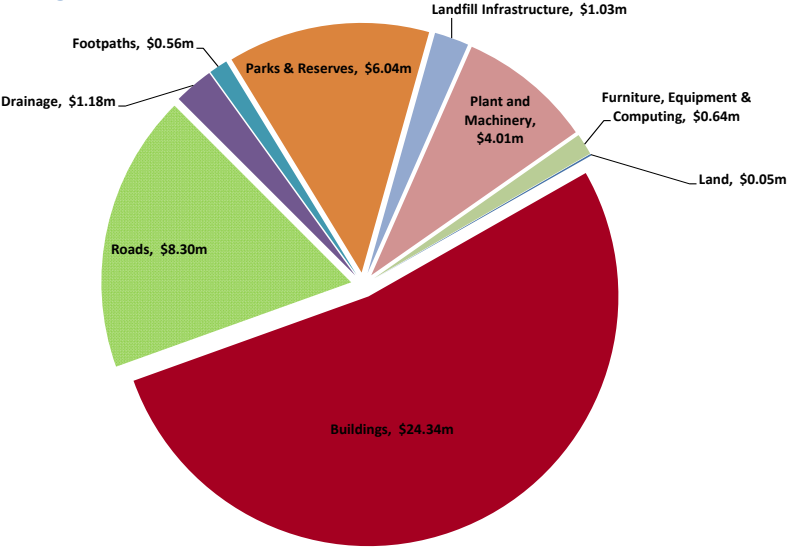


### OPERATING EXPENSES

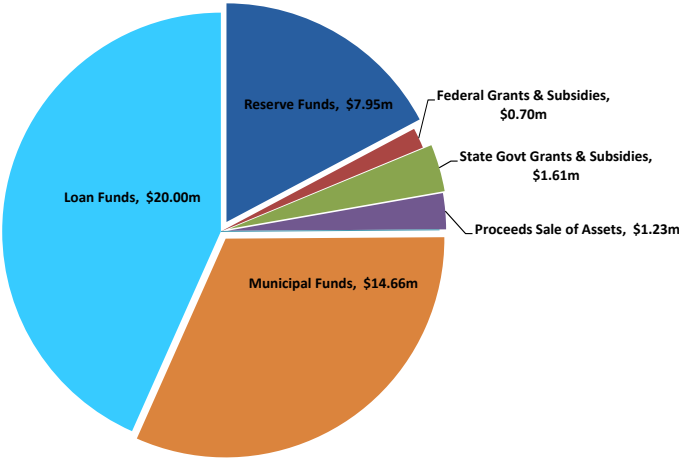




CAPITAL EXPENDITURE



CAPITAL FUNDING SOURCES  
(Internal & External)



## 2014/15 Budget

### SOURCE & APPLICATION OF FUNDS

	<b>Budget 2014/15 \$</b>
<b>Application of Funds</b>	
Operating Expenditure	114,147,951
Less: Depreciation	(23,755,157)
<b>Cash used for Operating Expenses</b>	<b>90,392,794</b>
Loan Repayments	1,373,356
<b>Capital Expenditure</b>	
Land	50,000
Buildings	24,337,000
Infrastructure Assets - Roads	8,300,323
Infrastructure Assets - Drainage	1,178,000
Infrastructure Assets - Footpaths	563,605
Infrastructure Assets - Parks & Reserves	6,044,100
Landfill Infrastructure	1,030,000
Plant and Machinery	4,007,500
Furniture, Equipment & Computing	640,000
<b>Cash used for Asset Acquisitions</b>	<b>46,150,528</b>
<b>Total Cash Expenditure</b>	<b>137,916,678</b>
Transfer to Reserves	35,534,109
<b>Total Budgeted Cash Commitments</b>	<b>173,450,788</b>
<b>Funding Sources</b>	
Rates	63,150,000
Fees and Charges	39,708,911
Service Charges	4,000,000
Operating Grants, Subsidies and Contributions	9,689,705
Proceeds from Sale of Assets	2,525,125
Capital Grant and Contributions	6,726,309
Interest Earnings	6,369,391
Transfer from Reserves	18,281,347
Loan Borrowings	20,000,000
<b>Funding Sources Total</b>	<b>170,450,788</b>
<b>Movement in Net Current Assets (adjusted for Restricted Assets)</b>	
Opening Funds (as per Rate Setting Statement)	3,000,000
Closing Funds (as per Rate Setting Statement)	0
<b>Net Movement in Current Assets</b>	<b>3,000,000</b>
<b>Total Funding for Cash Commitments</b>	<b>173,450,788</b>

# RATE SETTING STATEMENT

## Adopted Budget for the Year Ending 30 June 2015

		Budget 2014/15	Budget 2013/14	Actual Apr 14
	Notes	\$	\$	\$
<b>Operating Revenue</b>				
General Purpose Funding (Excluding Rates)		11,467,282	9,966,572	8,615,943
Governance		118,550	133,816	138,039
Law, Order and Public Safety		3,473,890	3,129,380	3,321,145
Health		225,500	327,116	399,253
Education and Welfare		6,486,183	6,445,310	5,802,152
Community Amenities		30,944,885	37,568,353	29,883,457
Recreation and Culture		3,923,060	3,823,580	3,356,982
Transport		(102,087)	(217,403)	595,243
Economic Services		2,250,864	2,334,700	1,768,554
Other Property and Services		1,546,932	3,194,147	1,521,372
<b>Total Operating Revenue</b>		<b>60,335,060</b>	<b>66,705,571</b>	<b>55,402,139</b>
<b>Operating Expenditure</b>				
General Purpose Funding		(772,762)	(1,177,887)	(506,764)
Governance		(9,633,833)	(9,597,488)	(7,046,150)
Law, Order and Public Safety		(5,370,859)	(4,917,772)	(3,811,546)
Health		(2,446,898)	(2,473,969)	(1,994,997)
Education and Welfare		(11,476,920)	(11,095,475)	(8,764,683)
Community Amenities		(30,626,704)	(30,160,851)	(22,811,660)
Recreation and Culture		(27,098,500)	(24,197,824)	(20,675,964)
Transport		(23,443,879)	(22,631,694)	(18,310,796)
Economic Services		(2,457,921)	(2,273,639)	(1,916,059)
Other Property and Services		(819,677)	(1,027,719)	(2,526,071)
<b>Total Operating Expenditure</b>		<b>(114,147,951)</b>	<b>(109,554,318)</b>	<b>(88,364,689)</b>
<b>Change in Net Assets Resulting from Operations before Rates</b>		<b>(53,812,892)</b>	<b>(42,848,747)</b>	<b>(32,962,550)</b>
<b>Add Back: non-cash expenses and income</b>				
Profit/(Loss) on Assets Disposals	3d	567,053	2,156,559	1,168,669
Depreciation on Assets	3b	(23,755,157)	(22,206,447)	(18,283,793)
		<b>(30,624,787)</b>	<b>(22,798,859)</b>	<b>(15,847,426)</b>
Less Crown Land Under Road Expenses		-	-	-
Less Loan Repayments		(1,373,356)	(1,325,149)	(656,657)
Less Underground Power Expenses		-	(1,040,000)	(36,586)
		<b>(31,998,143)</b>	<b>(25,164,008)</b>	<b>(16,540,670)</b>
<b>Less Capital Expenses</b>				
Purchase of Land and Buildings		(24,387,000)	(25,506,000)	(19,092,692)
Purchase of Infrastructure Assets		(17,116,028)	(17,598,224)	(9,047,108)
Purchase of Plant and Machinery		(4,007,500)	(3,899,500)	(2,030,940)
Purchase of Furniture and Equipment		(206,000)	(139,000)	(26,209)
Purchase of Computer Equipment		(434,000)	(540,000)	(487,213)
Transfer to Reserves	5	(35,534,109)	(33,226,292)	(19,588,115)
		<b>(113,682,781)</b>	<b>(106,073,024)</b>	<b>(66,812,948)</b>
<b>Add Funding from</b>				
Contributions/Grants for the development of Assets		6,726,309	5,629,495	10,614,421
Proceeds on Sale of Assets	3d	2,525,125	6,007,500	3,752,827
Reserves	5	18,281,347	36,284,216	28,339,017
Deferred Pensioners Adjustment		-	-	-
Proceeds from New Loans		20,000,000	-	-
(Increase)/Decrease in Restricted Grants & Contributions		-	-	6,281,369
(Increase)/Decrease in Bonds & Deposits Held		-	-	263,758
		<b>(66,150,000)</b>	<b>(58,151,813)</b>	<b>(17,561,555)</b>
Add: Opening Funds	9a	3,000,000	-	20,077,168
Less: Closing Funds	9b	-	-	60,905,665
<b>Amount Required to be Raised from Rates</b>	3a	<b>(63,150,000)</b>	<b>(58,151,813)</b>	<b>(58,390,051)</b>

The Rate Setting Statement should be read in conjunction with the accompanying notes.

## Statement of Comprehensive Income

*BY NATURE OR TYPE*

**Adopted Budget for the Year Ending 30 June 2015**

	Notes	Budget 2014/15 \$	Budget 2013/14 \$	Actual Apr-13 \$
<b>OPERATING REVENUES</b>				
Rates		63,150,000	58,151,814	58,365,161
Fees and Charges		39,708,911	46,273,232	37,179,589
Service Charges		4,000,000	3,700,000	3,817,094
Operating Grants and Subsidies		9,325,765	9,046,274	6,841,808
Contributions, Donations and Reimbursements		356,840	474,614	1,033,433
Interest Earnings		6,369,391	5,044,826	5,346,210
Other revenue and Income		7,100	10,066	15,336
<b>Total Operating Revenues</b>		<b>122,918,007</b>	<b>122,700,826</b>	<b>112,598,631</b>
<b>OPERATING EXPENSES</b>				
Employee Cost		(43,596,453)	(41,713,156)	(33,713,356)
Materials and Contracts		(35,536,617)	(33,543,022)	(27,422,991)
Utilities		(4,513,005)	(4,315,599)	(3,650,659)
Interest Expenses		(123,300)	(171,505)	(91,671)
Insurances		(2,340,500)	(2,005,067)	(2,243,713)
Other Expenses		(7,526,702)	(8,685,393)	(5,307,892)
Depreciation on Non Current Assets		(23,755,157)	(22,206,447)	(18,283,793)
Less: Indirect Charges to Capital		3,243,783	3,085,871	2,349,386
<b>Total Operating Expenses</b>		<b>(114,147,951)</b>	<b>(109,554,318)</b>	<b>(88,364,689)</b>
<b>Change in Net Assets Resulting from Operating Activities</b>		<b>8,770,056</b>	<b>13,146,507</b>	<b>24,233,942</b>
<b>NON-OPERATING ACTIVITIES</b>				
Underground Power Costs		-	(1,040,000)	(36,586)
Capital Grants & Subsidies		2,361,387	2,081,658	3,122,134
Non-Govt Capital Contributions		4,364,922	3,547,837	7,492,288
Profit/(Loss) on Sale of Assets		567,053	2,156,559	1,168,669
<b>Total Non-Operating Activities</b>		<b>7,293,362</b>	<b>6,746,054</b>	<b>11,746,504</b>
<b>Net Result</b>		<b>16,063,417</b>	<b>19,892,561</b>	<b>35,980,446</b>
Other Comprehensive Income		-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>16,063,417</b>	<b>19,892,561</b>	<b>35,980,446</b>

# Statement of Comprehensive Income

## BY PROGRAM

Adopted Budget for the Year Ending 30 June 2015

	Notes	Budget 2014/15 \$	Budget 2013/14 \$	Actual Apr-13 \$
<b>OPERATING REVENUES</b>				
General Purpose Funding		74,617,282	68,118,386	66,981,104
Governance		118,550	133,816	138,039
Law Order & Public Safety		3,473,890	3,129,380	3,321,145
Health		225,500	327,116	399,253
Education & Welfare		6,456,183	6,401,310	5,775,022
Community Amenities		30,944,885	37,568,353	29,883,457
Recreation & Culture		3,923,060	3,823,580	3,352,432
Transport		285,200	201,083	269,289
Economic Services		2,250,864	2,334,700	1,768,554
Other Property & Services		622,593	663,102	710,336
<b>Total Operating Revenue</b>		<b>122,918,007</b>	<b>122,700,826</b>	<b>112,598,631</b>
<b>OPERATING EXPENSES</b>				
General Purpose Funding		(772,762)	(1,177,887)	(506,764)
Governance		(9,633,833)	(9,597,488)	(7,046,150)
Law Order & Public Safety		(5,370,859)	(4,917,772)	(3,811,546)
Health		(2,446,898)	(2,473,969)	(1,994,997)
Education & Welfare		(11,476,920)	(11,095,475)	(8,764,683)
Community Amenities		(30,626,704)	(30,160,851)	(22,811,660)
Recreation & Culture		(27,098,500)	(24,197,824)	(20,675,964)
Transport		(23,443,879)	(22,631,694)	(18,310,796)
Economic Services		(2,457,921)	(2,273,639)	(1,916,059)
Other Property & Services		(819,677)	(1,027,719)	(2,526,071)
<b>Total Operating Expenditure</b>		<b>(114,147,951)</b>	<b>(109,554,318)</b>	<b>(88,364,689)</b>
<b>Change in Net Assets Resulting from Operating Activities</b>		<b>8,770,056</b>	<b>13,146,507</b>	<b>24,233,942</b>
<b>NON-OPERATING REVENUES</b>				
<b>Grants/Contributions/Gifted Assets</b>				
General Purpose Funding		85,557	82,001	40,566
Governance		-	-	394,756
Community Amenities		100,000	40,000	605,182
Recreation & Culture		-	158,000	55,376
Transport		2,210,830	1,801,657	2,861,602
Other Property & Services		4,329,922	3,547,837	6,656,940
		<b>6,726,309</b>	<b>5,629,495</b>	<b>10,614,421</b>
<b>Profit/(loss) on Disposal of Assets</b>				
Education & Welfare		30,000	44,000	27,130
Recreation & Culture		-	-	4,550
Transport		(387,287)	(418,486)	325,954
Other Property & Services		924,339	2,531,045	811,035
		<b>567,053</b>	<b>2,156,559</b>	<b>1,168,669</b>
<b>NON-OPERATING EXPENSES</b>				
Underground Power Costs		-	(1,040,000)	(36,586)
<b>Net Result</b>		<b>16,063,417</b>	<b>19,892,561</b>	<b>35,980,446</b>
Other Comprehensive Income		-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>16,063,417</b>	<b>19,892,561</b>	<b>35,980,446</b>

*This statement should be read in conjunction with the accompanying notes.*

**STATEMENT of Cash Flows**  
**Adopted Budget for the year ending 30 June 2015**

		Budget 2014/15	Budget 2013/14	Actual Apr 14
	Notes	\$	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Payments				
Employee Cost		(43,000,473)	(41,713,156)	(33,648,933)
Materials and Contracts		(39,292,834)	(38,697,150)	(36,616,796)
Utilities		(4,513,005)	(4,315,599)	(3,650,659)
Interest Paid		(123,300)	(171,505)	(91,671)
Insurances		(2,340,500)	(2,005,067)	(2,243,713)
Depreciation		(1)	-	1,522,211
Net Book Value of Assets Sold		-	-	576,925
Other Expenses		(7,526,702)	(8,685,393)	(5,307,892)
		(96,796,815)	(95,587,871)	(79,460,528)
Receipts				
Rates		63,150,000	58,151,814	57,918,188
Fees and Charges		43,708,911	50,273,232	42,427,577
Service Charges		4,000,000	3,700,000	3,817,094
Contributions, Donations and Reimbursements		356,840	474,614	1,033,433
Grants & Subsidies - Operating		9,825,765	9,546,274	7,341,808
Interest Received		6,369,391	5,044,826	5,346,210
GST Refunded by ATO		2,500,000	2,700,000	2,868,906
Other Revenue/Income		7,100	10,066	15,336
		129,918,007	129,900,826	120,768,553
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	8a	<b>33,121,192</b>	<b>34,312,954</b>	<b>41,308,025</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from Sale on Non Current Assets	3d	2,525,125	6,007,500	3,752,827
Grants/Contributions for Asset Development		6,726,309	5,629,495	10,614,421
Purchase Furniture and Equipment		(206,000)	(24,000)	11,555
Purchase Computer Equipment		(434,000)	(540,000)	(486,367)
Purchase Infrastructure Assets		(17,116,028)	(17,713,224)	(9,117,959)
Purchase Plant and Equipment		(4,007,500)	(3,899,500)	(3,456,058)
Purchase of Land		(50,000)	(400,000)	(823,715)
Purchase of Buildings		(24,337,000)	(25,106,000)	(18,915,091)
Work in Progress		-	-	-
<b>NET CASH FLOWS FROM INVESTING</b>		<b>(36,899,094)</b>	<b>(36,045,729)</b>	<b>(18,420,387)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Increase/Decrease in Bonds Held		-	-	263,758
Proceeds from New Borrowings		18,626,644	(1,325,149)	(656,657)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>18,626,644</b>	<b>(1,325,149)</b>	<b>(392,899)</b>
NET INCREASE/DECREASE IN CASH HELD		14,848,742	(3,057,924)	22,494,739
CASH AT BEGINNING OF REPORTING PERIOD		67,064,180	68,467,702	95,137,816
<b>CASH and CASH EQUIVALENTS AT END OF REPORTING PERIOD</b>	8b	<b>81,912,923</b>	<b>65,409,779</b>	<b>117,632,554</b>

*The Statement of Cash Flows should be read in conjunction with the accompanying notes.*



**Statement of Financial Position**  
**Adopted Budget for the Year Ending 30 June 2015**

	Notes	Budget 2014/15 \$	Budget 2013/14 \$	Actual Apr-13 \$
<b>CURRENT ASSETS</b>				
Investments		4,550,000	-	4,521,152
Cash and Cash Equivalents		81,912,923	65,409,779	115,925,501
Trade & Other Receivables		4,250,000	-	5,181,513
Inventories		20,000	-	18,211
Total Current Assets		90,732,923	65,409,779	125,646,377
<b>CURRENT LIABILITIES</b>				
Interest Bearing Liabilities		(1,373,356)	(1,325,149)	750,496
Trade & Other Payables		4,947,640	-	4,166,000
Provisions		4,595,980	-	4,555,958
Total Current Liabilities		8,170,264	(1,325,149)	9,472,453
<b>NET CURRENT ASSETS</b>		<b>82,562,659</b>	<b>66,734,928</b>	<b>116,173,924</b>
<b>NON CURRENT ASSETS</b>				
Investments		10,432,740	-	10,431,754
Other Receivables		570,000	-	576,996
Property, Plant, & Infrastructure		821,210,680	21,625,336	800,765,656
Total Non Current Assets		832,213,420	21,625,336	811,774,406
<b>NON CURRENT LIABILITIES</b>				
Interest Bearing Liabilities		23,457,847	-	3,457,847
Other Payables		2,789,342	-	2,812,301
Provisions		(2,273,408)	-	1,481,371
Total Non Current Liabilities		23,973,781	-	7,751,519
<b>NET ASSETS</b>		<b>890,802,298</b>	<b>88,360,264</b>	<b>920,196,811</b>
<b>EQUITY</b>				
Accumulated Surplus		379,261,907	(389,612,717)	407,629,555
Change in Net Assets resulting from				
Operations		16,063,417	19,892,561	35,980,446
Reserves		495,476,973	458,080,419	476,586,810
<b>TOTAL EQUITY</b>		<b>890,802,298</b>	<b>88,360,264</b>	<b>920,196,811</b>

*The Balance Sheet should be read in conjunction with the accompanying notes.*

**STATEMENT of changes in equity**  
**Adopted Budget for the Year Ending 30 June 2015**

	Notes	Budget 2014/15 \$	Budget 2013/14 \$	Actual Apr-13 \$
<b>RESERVES CASH BACKED</b>				
Balance at beginning of year		68,275,960	65,367,702	75,389,461
Transfer from accumulated surplus		35,534,109	33,226,292	19,588,115
Transfer to accumulated surplus		(18,281,347)	(36,284,216)	(28,339,017)
Balance at end of reporting period		85,528,723	62,309,778	66,638,559
<b>RESERVES OTHER</b>				
Asset Revaluation Reserve				
Balance at beginning of year		409,948,250	395,770,641	409,948,251
Revaluation of assets during year		-	-	-
Balance at end of reporting period		409,948,250	395,770,641	409,948,251
<b>TOTAL RESERVES</b>		<b>495,476,973</b>	<b>458,080,419</b>	<b>476,586,810</b>
<b>ACCUMULATED SURPLUS</b>				
Balance at beginning of year		402,179,077	(392,670,641)	393,679,170
Change in Net Assets resulting from				
Operations		16,063,417	19,892,561	35,980,446
Transfer from reserves		28,562,694	36,284,216	28,339,017
Transfer to reserves		(56,679,346)	(33,226,292)	(19,588,115)
Balance at end of reporting period		390,125,842	(369,720,156)	438,410,519
<b>TOTAL EQUITY</b>		<b>885,602,815</b>	<b>88,360,264</b>	<b>914,997,328</b>

*The Statement of Changes in Equity should be read in conjunction with the accompanying notes.*

# NOTES to and forming part of the Budget 2014/15

## NOTE 1. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies that have been adopted in the preparation of this budget are:

(a) **Basis of Accounting**

The budget has been prepared in accordance with applicable Australian Accounting Standards (as they apply to local government and not-for-profit entities), other mandatory professional reporting requirements, the Local Government Act 1995 (as amended) and accompanying regulations (as amended). The budget has also been prepared on the accrual basis under the convention of historical cost accounting.

(b) **The Local Government Reporting Entity**

All Funds through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this budget.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated.

(c) **2013/14 Actual Balances**

Balances shown in this budget as 'Estimated Actual 2013/14, are those available at the time of budget preparation and are subject to final adjustments.

(d) **Rounding Off Figures**

All figures shown in this budget, other than a rate in the dollar, are rounded to the nearest dollar for display purposes only.

(e) **Rates, Grants, Donations and Other Contributions**

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions.

Control over assets acquired from rates is obtained on the date rates are levied. As outstanding rates are a charge against the land and will ultimately be collected, provision for doubtful rate debts will not be made.

Control over granted assets is normally obtained upon their receipt. Where contributions are only secured in arrears on satisfaction of specific conditions, control is deemed to occur upon satisfaction of the grant conditions.

(f) **Goods and Services Tax**

In accordance with recommended practice, revenues, expenses and assets capitalised are stated net of any GST recoverable. Receivables and payables are stated inclusive of applicable GST.

(g) **Cash and Cash Equivalents**

Cash and cash equivalents comprise cash at bank and in hand and short-term deposits with an original maturity 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.

For the purposes of the Cash Flow Statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of any outstanding bank overdrafts. Any bank overdrafts are included as short-term borrowings in current liabilities.

(h) **Trade and Other Receivables**

Trade receivables, which generally have 30 - 90 day terms, are recognised at fair value and interest is not charged on overdue amounts.

Collectability of trade receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is only raised when there is objective evidence that they will not be collectible and the value concerned is materially significant.

The credit terms relating to rate debtors are in accordance with the legislative requirements of the Local Government Act 1995 and are detailed separately at note 11.

(i) **Inventories**

**General**

Inventories are valued 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.

Inventories held from trading are classified as current even if not expected to be realised in the next 12 months.

**Land Held for Resale**

Land purchased for development and/or resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development and interest incurred on the financing of that land during its development. Interest and holding charges incurred after development is complete are recognised as expenses.

Revenue arising from the sale of property is recognised in the Income Statement as at the time of signing a binding contract of sale.

Land held for resale is classified as current except where it is held as non-current based on Council's intentions to release for sale.

(j) **Fixed Assets**

**Initial Recognition**

All non-current 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 includes the cost of all materials, direct labour and variable and fixed overheads.

The following categories are used to classify non-current assets owned or controlled by the City. The following capitalisation threshold levels have been applied to the recognition of non-current assets. Where a quantity of assets is purchased and they are under the threshold limit, aggregation of these assets may apply and be capitalised accordingly.

	\$
Land & Buildings	0
Furniture and Equipment and Computer Equipment	5,000
Plant, Machinery and Equipment	5,000
Infrastructure Assets	5,000
Software	100,000

**Revaluation**

Effective from 1 July 2012, the Local Government (Financial Management) Regulations were amended and the measurement of non-current assets at Fair Value became mandatory.

The amendments allow for a phasing in of fair value in relation to fixed assets over three years as follows:

- for the financial year ending on 30 June 2014, the fair value of all of the assets of the local government that are plant and equipment; and

- for the financial year ending on 30 June 2014, the fair value of all of the assets of the local government –
  - o that are plant and equipment and
  - o that are –
    - land and buildings; or
    - infrastructure;

and

- for a financial year ending on or after 30 June 2015, the fair value of all of the assets of the local government.

Council has completed the process of adopting Fair Value for all asset categories ahead from the Regulation requirements.

Subsequent to initial recognition of assets, non-current assets are measured at fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arm's length transaction. For those assets carried at revalued amount, revaluations are made with sufficient regularity to ensure that the carrying amount of each class of non-current asset does not differ materially from its fair value at the reporting date. Annual assessments of fair value are made by Council, supplemented by independent assessments where required.

For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset less, where applicable, accumulated depreciation calculated on a basis to reflect the already consumed or expired future economic benefits.

#### **Land Under Control**

In accordance with Local Government (Financial Management) Regulation 16(a), the Council is required to include as an asset (by 30 June 2014), Crown Land operated by the local government as a golf course, showground, racecourse or other sporting or recreational facility of state or regional significance.

Council does not control any land being used for these purposes.

#### **Land Under Roads**

In Western Australia, all land under roads is Crown Land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elects 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 fact Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

Whilst this treatment is inconsistent with the requirements of AASB 1051, Local Government (Financial Management) Regulation 4(2) provides, in the event of such an inconsistency, for the Local Government (Financial Management) Regulations to prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the Council.

### **(k) Depreciation of Non-Current Assets**

Non current assets (excluding infrastructure) are depreciated over their useful lives on a straight-line basis.

Infrastructure assets are depreciated on a basis that reflects their consumed economic benefit, which is reviewed each reporting period. Assets are depreciated from the date of acquisition, or in respect of internally constructed assets, from the time an asset is completed and held ready for use.

Depreciation is recognised, as follows:

#### **Property, Plant and Equipment**

Buildings

30-50 years

Furniture and Equipment	3-10 Years
Computer & Electronic Equipment	3-5 years
Plant & Machinery	3-10 years

#### **Infrastructure Assets**

Infrastructure – Footpaths	20-50 years
Infrastructure – Drainage	30-100 years
Infrastructure – Roads: Surface	15-25 years
Infrastructure – Roads: Base	50-80 years
Infrastructure – Roads: Sub-Base	80-100 years
Infrastructure – Roads: Kerbing	20-50 years
Infrastructure – Bridges	30-50 years
Infrastructure – Parks Equipment & Furnishings	10-30 years
Bus Shelters	15-40 Years

### **(I) Investments and Other Financial Assets**

#### **Classification**

Council classifies its investments in the following categories:

- Financial assets at fair value through profit or loss,
- Loans and receivables,
- Held-to-maturity investments; and
- Available-for-sale financial assets.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

#### **(i) Financial assets at fair value through profit and loss**

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Derivatives are classified as held for trading unless they are designated as hedges. Assets in this category are classified as current assets.

#### **(ii) Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date, which are classified as non-current assets. Loans and receivables are included in trade and other receivables in the balance sheet.

#### **(iii) Held-to-maturity investments**

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council's management has the positive intention and ability to hold to maturity. If Council were to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale. Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

#### **(iv) Available-for-sale financial assets**

Available-for-sale financial assets, comprising principally marketable equity securities, are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date. Investments are designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

#### **Recognition and derecognition**

Regular purchases and sales of financial assets are recognised on trade date, being the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.



When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the income statement as gains and losses from investment securities.

#### **Subsequent measurement**

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Available-for-sale financial assets and financial assets at fair value through profit and loss are subsequently carried at fair value. Gains or losses arising from changes in the fair value of the financial assets at fair value through profit or loss category are presented in the income statement within other income or other expenses in the period in which they arise. Dividend income from financial assets at fair value through profit and loss is recognised in the income statement as part of revenue from continuing operations when Council's right to receive payments is established. Changes in the fair value of other monetary and non-monetary securities classified as available-for-sale are recognised in equity.

#### **Impairment**

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered as an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss-measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments classified as available-for-sale are not reversed through the income statement.

### **(m) Estimation of Fair Value**

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity-specific inputs.

Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

### **(n) Impairment**

In accordance with Australian Accounting Standards the Council's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an estimate of the recoverable amount of the asset is made in accordance with AASB 136 "Impairment of Assets" and appropriate adjustments made.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the Income Statement.

For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the depreciated replacement cost of the asset.

At the time of adopting the budget, it is not possible to estimate the amount of impairment losses (if any) as at 30 June 2011.

In any event, an impairment loss is a non-cash transaction and consequently, has no impact on this budget document.

(o) **Trade and Other Payables**

Trade and other payables are carried at amortised cost. They represent liabilities for goods and services provided to the Municipality prior to the end of the financial year that are unpaid and arise when the Municipality becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30 days of recognition.

(p) **Employee Benefits**

The provisions for employee benefits relates to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

(i) **Wages, Salaries, Annual Leave & Long Service Leave (Short-term Benefits)**

The provision for employees' benefits to wages, salaries, annual leave and long service leave expected to be settled within 12 months represents the amount the municipality has a present obligation to pay resulting from employees services provided to balance date. The provision has been calculated at nominal amounts based on remuneration rates the Council expects to pay and includes related on-costs.

(ii) **Long Service Leave (Long-term Benefits)**

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where Council does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

(q) **Interest-bearing Loans and Borrowings**

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.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

**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.

(r) **Provisions**

Provisions are recognised when:

- the council has a present legal or constructive obligation as a result of past events;
- it is more likely than not that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

**(s) Superannuation**

The Council is a member of the Western Australian Local Government Superannuation Plan (LGSP) and contributes 9% on behalf of employees for the Superannuation Guarantee Charge, plus matching contributions of up to 4% where employees also contribute. LGSP is a defined contribution plan.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent a cash refund or a reduction in the future payments is available.

**(t) Current and Non-Current Classification**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave and annual leave, the liability is classified as current even if not expected to be settled within the next 12 months.

Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for resale where it is held as non-current based on Council's intentions to release for sale.

**(u) 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 company, are classified as finance leases. Finance leases are capitalised recording an asset and a liability equal to the present value of the minimum lease payments, including any guaranteed residual value. Leased assets are amortised over their estimated useful lives. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Lease payments under operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

**(v) Comparative Figures**

Comparative figures have been adjusted to conform to changes in presentation for the current financial year where required.

## **NOTES to and forming part of the Budget 2014/15**

### **NOTE 2. STATEMENT OF OBJECTIVE**

#### **MISSION STATEMENT**

***Our mission is to make the district of the City of Cockburn the most attractive place to live, work and visit in the Perth metropolitan area.***

The City of Cockburn has adopted the program/activity structure outlined in Schedule 1 of the Local Government (Financial Management) Regulations. The City has incorporated the allocation of internal service provision costs throughout the various programs/activities.

Council operations as disclosed in this budget encompass the following service orientated programs/activities:

#### **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.

#### **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.

#### **Law, Order And 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 community health services including the regulation and monitoring of food premises, pollution and noise complaints, pest control and managing contaminated sites.

#### **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**

The provision of a waste and recyclables collection service and disposal and waste recovery services at the Waste Recovery Park. Providing services for the protection and management of the natural environment. The administration of the Town Planning Scheme and all associated land use planning issues.

#### **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**

All activities relating to road, drainage and footpath construction and maintenance. The creation and maintenance of streetscapes. Provision of and operating 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). Includes all other unclassified activities.

## NOTES to and forming part of the Budget 2014/15

### 3a. Change in Net Assets

	Budget 2014/15	Budget 2013/14	Actual Apr 13
The change in net assets resulting from Operations was arrived at after charging/crediting the following items:	\$	\$	\$
<b>AFTER CHARGING</b>			
Depreciation			
By ASSET CLASS			
Buildings	4,261,656	3,943,239	2,725,492
Plant and Equipment	2,969,268	3,236,760	2,484,312
Furniture and Equipment	250,853	303,924	268,396
Infrastructure - Roads	9,467,952	9,283,992	7,510,126
Infrastructure - Drainage	2,290,068	2,253,252	1,816,522
Infrastructure - Footpaths	1,161,348	1,118,532	921,195
Infrastructure - Parks Equipment	3,354,012	2,066,748	2,557,750
	<b>23,755,157</b>	<b>22,206,447</b>	<b>18,283,793</b>
By PROGRAM			
Governance	101,921	137,436	128,244
Law Order & Public Safety	177,493	272,976	182,099
Health	4,526	2,556	3,191
Education & Welfare	19,792	33,372	28,944
Community Amenities	8,736	10,632	7,267
Recreation & Culture	4,387,635	3,205,176	3,396,993
Transport	12,923,722	12,661,020	10,252,298
Economic Services	2,073	3,516	3,159
Other Property & Services	6,129,259	5,879,763	4,281,597
	<b>23,755,157</b>	<b>22,206,447</b>	<b>18,283,793</b>
Interest on Borrowings			
Profit/(Loss) on Sale of Assets			
Proceeds from Disposal of Non Current Assets	2,525,125	6,007,500	3,752,827
Carrying Amount of Non Current Assets	1,958,072	3,850,941	2,584,158
	<b>567,053</b>	<b>2,156,559</b>	<b>1,168,669</b>
<b>AFTER CREDITING</b>			
Interest Earnings			
Interest received on Reserve Funds	2,263,551	2,388,986	1,564,801
Interest received on Other Funds	4,105,840	2,655,840	3,781,409
	<b>6,369,391</b>	<b>5,044,826</b>	<b>5,346,210</b>

## NOTES to and forming part of the Budget 2014/15

### 3b. Acquisition of Assets

The following assets are budgeted to be acquired during the year:

#### **BY PROGRAM**

	<b>Budget 2014/15</b>	<b>Budget 2013/14</b>	<b>Actual Apr 13</b>
<b><u>Governance</u></b>			
Computers	310,000	450,000	306,167
Plant & Machinery	284,000	241,000	227,425
Buildings	100,000	300,000	-
<b><u>Law Order &amp; Public Safety</u></b>			
Computers	24,000	-	90,194
Plant & Machinery	182,500	163,000	56,948
Buildings	-	40,000	35,728
Parks Hard Infrastructure	-	60,000	423
<b><u>Health</u></b>			
Furniture & Equipment	-	20,000	19,695
Plant & Machinery	-	-	(770)
Buildings	-	15,000	9,970
<b><u>Education &amp; Welfare</u></b>			
Plant & Machinery	225,000	149,000	102,554
Buildings	-	-	608
<b><u>Community Amenities</u></b>			
Computers	50,000	-	-
Plant & Machinery	1,119,000	72,000	76,748
Buildings	50,000	-	-
Drainage	-	-	49,209
Footpaths	-	25,000	96,927
Landfill Infrastructure	1,030,000	1,307,000	270,693
Parks Hard Infrastructure	610,500	457,000	296,781
Parks Soft Infrastructure	-	150,000	88,368
Roads Infrastructure	-	-	16,468
<b><u>Recreation &amp; Culture</u></b>			
Computers	15,000	-	10,800
Furniture & Equipment	11,000	4,000	-
Plant & Machinery	150,000	10,000	5,410
Buildings	24,132,000	24,736,000	18,472,011
Parks Hard Infrastructure	4,613,600	3,864,400	1,030,236
Parks Soft Infrastructure	820,000	609,500	474,691
<b><u>Transport</u></b>			
Furniture & Equipment	195,000	115,000	6,514
Plant & Machinery	1,783,000	2,819,500	1,192,524
Drainage	1,178,000	1,005,000	634,355
Footpaths	563,605	1,284,300	954,988
Parks Hard Infrastructure	-	-	130
Roads Infrastructure	8,300,323	8,836,024	5,138,178
<b><u>Economic Services</u></b>			
Plant & Machinery	34,000	-	-
Buildings	20,000	15,000	608
<b><u>Other Property &amp; Services</u></b>			
Computers	35,000	90,000	80,053
Freehold Land	50,000	400,000	573,767
Plant & Machinery	230,000	445,000	370,101
Buildings	35,000	-	-
<b>Total</b>	<b>46,150,528</b>	<b>47,682,724</b>	<b>30,688,499</b>

#### **BY ASSET CLASS**

Computers	434,000	540,000	487,213
Freehold Land	50,000	400,000	573,767
Furniture & Equipment	206,000	139,000	26,209
Plant & Machinery	4,007,500	3,899,500	2,030,940
Buildings	24,337,000	25,106,000	18,518,925
Drainage	1,178,000	1,005,000	683,564
Footpaths	563,605	1,309,300	1,051,914
Landfill Infrastructure	1,030,000	1,307,000	270,693
Parks Hard Infrastructure	5,224,100	4,381,400	1,327,570
Parks Soft Infrastructure	820,000	759,500	563,058
Roads Infrastructure	8,300,323	8,836,024	5,154,646
<b>Total</b>	<b>46,150,528</b>	<b>47,682,724</b>	<b>30,688,499</b>



## NOTES to and forming part of the Budget 2014/15

### 3c. Analysis of Asset Spending

	Renewal / Rehabilitation	Upgrade / Improvements	New Infrastructure	Total Spending
	\$	\$	\$	\$
<b>Infrastructure</b>				
Council Owned Buildings	21,340,000	1,511,000	1,486,000	24,337,000
Landfill Site	30,000	0	1,000,000	1,030,000
Parks Hard Infrastructure	1,035,600	175,000	4,013,500	5,224,100
Parks Soft Infrastructure	0	0	820,000	820,000
Roads	2,415,322	1,650,001	4,235,000	8,300,323
Footpaths	268,010	50,000	245,595	563,605
Drainage	35,000	875,000	268,000	1,178,000
<b>Total Infrastructure Spending</b>	<b>25,123,932</b>	<b>4,261,001</b>	<b>12,068,095</b>	<b>41,453,028</b>
<b>Other Assets</b>				
Freehold Land	0	50,000	0	50,000
Plant & Machinery	1,405,500	28,000	2,574,000	4,007,500
Computing Equipment	35,000	115,000	284,000	434,000
Furniture & Equipment	75,500	0	130,500	206,000
<b>Total Asset Spending</b>	<b>26,639,932</b>	<b>4,454,001</b>	<b>15,056,595</b>	<b>46,150,528</b>

## NOTES to and forming part of the Budget 2014/15

### 3d. Disposal of Assets

	NET BOOK VALUE			SALE PRICE			PROFIT/(LOSS)		
	Budget 2014/15	Budget 2013/14	Actual Apr 14	Budget 2014/15	Budget 2013/14	Actual Apr 14	Budget 2014/15	Budget 2013/14	Actual Apr 14
BY FUNCTION	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance	-	-	-	-	-	-	-	-	-
Law, Order and Public Safety	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-
Education and Welfare	-	-	-	30,000	44,000	27,130	30,000	44,000	27,130
Community Amenities	-	-	-	-	-	-	-	-	-
Recreation and Culture	-	-	-	-	-	4,550	-	-	4,550
Transport	1,015,912	960,486	30,009	628,625	542,000	355,963	(387,287)	(418,486)	325,954
Economic Services	-	-	-	-	-	-	-	-	-
Other Property and Services	942,161	2,890,455	2,554,149	1,866,500	5,421,500	3,365,184	924,339	2,531,045	811,035
<b>Total</b>	<b>1,958,072</b>	<b>3,850,941</b>	<b>2,584,158</b>	<b>2,525,125</b>	<b>6,007,500</b>	<b>3,752,827</b>	<b>567,053</b>	<b>2,156,559</b>	<b>1,168,669</b>
BY ASSET CLASSIFICATION									
Land	150,000	2,890,455	2,083,188	1,300,000	5,100,000	2,958,818	1,150,000	2,209,545	875,630
Buildings			-	-	-	-	-	-	-
Furniture and Equipment			10,715	-	-	4,550	-	-	(6,165)
Computers			-	-	-	-	-	-	-
Plant and Equipment	1,808,072	960,486	490,255	1,225,125	907,500	789,459	(582,947)	(52,986)	299,204
<b>Total</b>	<b>1,958,072</b>	<b>3,850,941</b>	<b>2,584,158</b>	<b>2,525,125</b>	<b>6,007,500</b>	<b>3,752,827</b>	<b>567,053</b>	<b>2,156,559</b>	<b>1,168,669</b>

## NOTES to and forming part of the Budget 2014/15

### 4. Long-Term Borrowings

	Budget 2014/15	Budget 2013/14	Actual Apr 13
<b>NON-CURRENT</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Secured by Floating Charge:			
Debenture	23,457,847	-	3,457,847
	<b>23,457,847</b>	<b>-</b>	<b>3,457,847</b>

## NOTES to and forming part of the Budget 2014/15

### 5. Reserves

	Budget 2014/15	Budget 2013/14	Actual Apr 14
	\$	\$	\$
<b>CASH BACKED RESERVES</b>			
<b>Staff Payments &amp; Entitlements</b>			
Opening Balance	2,314,621	2,291,917	2,261,717
Transfer from Accumulated Surplus - Interest	157,540	150,530	45,811
Transfer from Accumulated Surplus	110,000	105,000	-
Transfer to Accumulated Surplus	(180,000)	(186,000)	(149,000)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>2,402,161</b>	<b>2,361,447</b>	<b>2,158,528</b>
This Reserve provides for payment of staff entitlements including leave, separation, bonus, awards and other payments made to Staff either through contractual or statutory entitlement. The purpose of this Reserve was broadened during the reporting year from it's previous purpose of providing only for Leave Liability.			
<b>Plant &amp; Vehicle Replacement</b>			
Opening Balance	4,369,651	3,349,030	3,731,633
Transfer from Accumulated Surplus - Interest	76,610	92,640	72,976
Transfer from Accumulated Surplus	3,450,000	3,357,000	-
Transfer to Accumulated Surplus	(2,373,375)	(2,819,000)	(949,855)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>5,522,886</b>	<b>3,979,670</b>	<b>2,854,753</b>
This Reserve provides for the orderly replacement of plant and vehicles. Annual transfers into this Reserve are equivalent to the depreciation charge for plant each year. Funds are drawn as required to meet annual plant replacement costs.			
<b>Information Technology</b>			
Opening Balance	96,922	70,206	428,166
Transfer from Accumulated Surplus - Interest	37,220	34,740	8,058
Transfer from Accumulated Surplus	100,000	124,671	-
Transfer to Accumulated Surplus	-	(40,000)	(218,578)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>234,142</b>	<b>189,617</b>	<b>217,646</b>
This Reserve Fund was set up to provide for the upgrading/replacement of Council's computer hardware and software depreciated over five years. An amount equivalent to the annual depreciation charge for computers is transferred to the Reserve each year. Funds are drawn as required to cover capital computer replacement costs.			
<b>Major Building Refurbishment</b>			
Opening Balance	5,399,865	2,412,121	2,409,325
Transfer from Accumulated Surplus - Interest	25,930	40,530	51,320
Transfer from Accumulated Surplus	-	2,500,000	-
Transfer to Accumulated Surplus	-	-	(30,043)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>5,425,795</b>	<b>4,952,651</b>	<b>2,430,602</b>
This Reserve Fund was set up to provide funds for future major refurbishment requirements for Council buildings as they become necessary. The identified target balance for this Reserve is 10% of the insured value of buildings (\$7.5M). Annual transfers will be made to this Reserve (as able to be accommodated within any end of year surplus) in order to reach this target.			
<b>Waste &amp; Recycling</b>			
Opening Balance	18,077,935	13,094,956	13,772,203
Transfer from Accumulated Surplus - Interest	626,270	636,850	287,166
Transfer from Accumulated Surplus	3,518,824	6,798,832	-
Transfer to Accumulated Surplus	(1,110,000)	(2,343,112)	(857,710)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>21,113,029</b>	<b>18,187,526</b>	<b>13,201,660</b>
This Reserve Fund was initially set up for the funding of capital costs associated with the development of a rubbish disposal site. It was recognised that land would be expensive to purchase and the stringent environmental standards required would result in high development costs. Transfers to this Reserve are made based on planned future capital funding requirements.			

	Budget 2014/15	Budget 2013/14	Actual Apr 14
	\$	\$	\$
<b>Land Development and Investment Fund Reserve</b>			
Opening Balance	4,351,747	10,110,579	13,933,953
Transfer from Accumulated Surplus - Interest	283,600	347,370	288,692
Transfer from Accumulated Surplus	1,529,690	5,321,000	2,958,818
Transfer to Accumulated Surplus	(225,000)	(10,827,837)	(6,496,979)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>5,940,037</b>	<b>4,951,112</b>	<b>10,684,483</b>

This Reserve Fund 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 funds of the City.

#### Roads & Drainage Infrastructure

Opening Balance	439,415	1,305,440	2,087,403
Transfer from Accumulated Surplus - Interest	101,580	98,430	29,552
Transfer from Accumulated Surplus	1,250,000	1,250,000	-
Transfer to Accumulated Surplus	(1,570,000)	(2,640,014)	(1,208,222)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>220,995</b>	<b>13,856</b>	<b>908,733</b>

The purpose of this Reserve Fund 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.

#### Naval Base Shacks

Opening Balance	549,020	592,990	596,438
Transfer from Accumulated Surplus - Interest	16,420	18,530	12,679
Transfer from Accumulated Surplus	151,413	158,854	-
Transfer to Accumulated Surplus	(550,000)	(135,000)	(3,944)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>166,853</b>	<b>635,374</b>	<b>605,173</b>

This Reserve Fund was initially set up to provide funds for the development & refurbishment of the Naval Base Chalet Resort. It is envisaged that it will also fund rehabilitation costs required to be incurred 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 chalet sites.

#### Mobile Rubbish Bins

Opening Balance	60,325	195,472	209,552
Transfer from Accumulated Surplus - Interest	24,440	22,000	2,855
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	(170,000)	(170,000)	(170,000)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>(85,235)</b>	<b>47,472</b>	<b>42,407</b>

In 1989 Council introduced the use of Mobile Rubbish Bins for its waste collection service. In 1992, this reserve was established to provide for the replacement of the bins in due course. Based on current pricing for the bins, no additional transfers to this Reserve are required. Future interest earnings will maintain an adequate balance in this Reserve.

#### Community Infrastructure

Opening Balance	8,511,568	12,282,643	10,890,947
Transfer from Accumulated Surplus - Interest	202,840	254,740	204,810
Transfer from Accumulated Surplus	4,508,068	3,825,600	-
Transfer to Accumulated Surplus	(8,070,000)	(12,724,563)	(9,245,519)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>5,152,476</b>	<b>3,638,420</b>	<b>1,850,238</b>

This Reserve Fund was set up to fund 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. A transfer of \$8.0m is made from this Reserve into the Cockburn Central West Recreation Facility Reserve in the 2014/15 budget

	Budget 2014/15	Budget 2013/14	Actual Apr 14
	\$	\$	\$
<b>Workers Compensation</b>			
Opening Balance	382,655	400,820	399,501
Transfer from Accumulated Surplus - Interest	15,480	16,220	8,398
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	(26,088)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>398,135</b>	<b>417,040</b>	<b>381,811</b>
Council's Workers Compensation cover is provided by Municipal Workcare, which is a self-insurance scheme. If at a future date claims exceed income, then Council will be required to contribute further funds towards any deficit. These funds are held so that any additional contribution that may be called for would not impact on the annual budget.			
<b>Greenhouse Action Fund</b>			
Opening Balance	283,845	309,895	579,053
Transfer from Accumulated Surplus - Interest	13,880	16,220	12,135
Transfer from Accumulated Surplus	200,000	200,000	-
Transfer to Accumulated Surplus	(500,000)	(507,000)	(96,726)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>(2,275)</b>	<b>19,115</b>	<b>494,462</b>
This Reserve will be used to purchase carbon offsets and fund projects to support energy efficiency, waste management and renewable energy installations.			
<b>Development Contribution Plans</b>			
Opening Balance	4,174,064	3,555,631	4,325,532
Transfer from Accumulated Surplus - Interest	(101,205)	60,405	90,353
Transfer from Accumulated Surplus	1,535,922	1,534,827	1,038,502
Transfer to Accumulated Surplus	(109,985)	(115,410)	(773,196)
	<b>5,498,796</b>	<b>5,035,453</b>	<b>4,681,192</b>
This Reserve was established for the management of contributions and costs with respect to Development Contribution Areas as established by and in accordance with Town Planning Scheme 3.			
<b>Family Day Care Accumulation Fund</b>			
Opening Balance	63,933	64,432	64,233
Transfer from Accumulated Surplus - Interest	3,000	2,500	1,368
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	(30,000)	-	-
	<b>36,933</b>	<b>66,932</b>	<b>65,601</b>
This is a Reserve Fund that applies to grant funded welfare services. It is fully funded from the operating grants received by the service and thus has no effect on the Municipal Fund.			
<b>Aged and Disabled Asset Replacement Reserve</b>			
Opening Balance	430,614	413,361	424,948
Transfer from Accumulated Surplus - Interest	9,855	9,170	8,578
Transfer from Accumulated Surplus	62,625	68,496	6,696
Transfer to Accumulated Surplus	(145,000)	(72,000)	(46,047)
	<b>358,095</b>	<b>419,027</b>	<b>394,175</b>
This is a Reserve Fund that applies to grant funded welfare services. It is fully funded from the operating grants received by the service and thus has no effect on the Municipal Fund.			
<b>Welfare Projects Employee Entitlements</b>			
Opening Balance	385,135	400,362	452,182
Transfer from Accumulated Surplus - Interest	12,452	16,911	9,078
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	(72,899)
	<b>397,587</b>	<b>417,273</b>	<b>388,361</b>
This is a Reserve Fund that applies to grant funded welfare services. It is fully funded from the operating grants received by the service and thus has no effect on the Municipal Fund.			



	Budget 2014/15	Budget 2013/14	Actual Apr 14
	\$	\$	\$
<b>Bibra Lake Nutrient Management</b>			
Opening Balance	316,020	306,924	305,625
Transfer from Accumulated Surplus - Interest	12,230	12,740	6,510
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>328,250</b>	<b>319,664</b>	<b>312,135</b>
This Reserve Fund was established in 2002/03 to provide funds to manage the nutrients in Bibra Lake once an acceptable solution to the problem is found. An annual allocation of \$25,000 is made.			
<b>Contaminated Sites</b>			
Opening Balance	2,343,639	1,764,335	1,999,849
Transfer from Accumulated Surplus - Interest	51,520	59,060	42,307
Transfer from Accumulated Surplus	-	500,000	-
Transfer to Accumulated Surplus	(100,000)	(200,000)	(31,726)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>2,295,159</b>	<b>2,123,395</b>	<b>2,010,430</b>
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.			
<b>Municipal Elections</b>			
Opening Balance	14,559	492,988	493,285
Transfer from Accumulated Surplus - Interest	13,270	15,060	8,278
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	(490,000)	(403,865)
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>27,829</b>	<b>18,048</b>	<b>97,697</b>
This Reserve has been established to provide funding to cover election expenses during election years. An amount will be transferred into this reserve in non-election years.			
<b>DCD Redundancies Reserve</b>			
Opening Balance	2,916	2,824	2,916
Transfer from Accumulated Surplus - Interest	-	-	62
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus-Impairment	-	-	-
	<b>2,916</b>	<b>2,824</b>	<b>2,978</b>
This Reserve was created for the purpose of covering potential future redundancy costs for DCD funded services, as the funding agreement does not allow for these costs.			
<b>Port Coogee Special Maintenance - SAR</b>			
Opening Balance	966,771	773,924	809,083
Transfer from Accumulated Surplus - Interest	23,060	25,480	17,625
Transfer from Accumulated Surplus	270,000	235,000	267,834
Transfer to Accumulated Surplus	(117,925)	(96,907)	(96,907)
	<b>1,141,906</b>	<b>937,497</b>	<b>997,636</b>
This Reserve was established to manage the funds raised through the specified area rate for the Port Coogee development. These funds are required for the specialised maintenance requirements of the development. The City commenced rating issued lots in 2008/09.			
<b>Port Coogee Waterways Reserve</b>			
Opening Balance	-	-	-
Transfer from Accumulated Surplus - Interest	-	-	-
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
	-	-	-
This Reserve was established this year 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 when it comes under the City's control.			

	Budget 2014/15	Budget 2013/14	Actual Apr 14
	\$	\$	\$
<b>Public Open Space (POS) Cash in Lieu Trust</b>			
Opening Balance	3,708,119	3,546,626	4,031,593
Transfer from Accumulated Surplus - Interest	132,710	142,470	80,483
Transfer from Accumulated Surplus	-	-	547,000
Transfer to Accumulated Surplus	(888,000)	-	(436,363)
	<b>2,952,829</b>	<b>3,689,096</b>	<b>4,222,713</b>
This Reserve was established in 2009/10 for holding Council's public open space cash in lieu trust funds.			
<b>Community Surveillance Levy Reserve</b>			
Opening Balance	462,822	101,452	498,556
Transfer from Accumulated Surplus - Interest	29,690	28,950	10,208
Transfer from Accumulated Surplus	503,160	193,294	-
Transfer to Accumulated Surplus	(90,000)	-	(38,429)
	<b>905,672</b>	<b>323,696</b>	<b>470,335</b>
This Reserve was established this year to fund activities in relation to Community Surveillance			
<b>Carbon Pollution Reduction Scheme Reserve (CPRS)</b>			
Opening Balance	(1,915)	1,120,000	-
Transfer from Accumulated Surplus - Interest	(2,250)	-	4,293
Transfer from Accumulated Surplus	-	1,100,000	-
Transfer to Accumulated Surplus	-	-	-
	<b>(4,165)</b>	<b>2,220,000</b>	<b>4,293</b>
This reserve will contain funds that are levied for the purpose of CPRS including payments to the Federal Government.			
<b>Community Infrastructure – Development Contributions Reserve</b>			
Opening Balance	5,338,005	2,970,314	3,361,786
Transfer from Accumulated Surplus - Interest	140,180	105,715	120,911
Transfer from Accumulated Surplus	3,000,000	2,000,000	5,557,096
Transfer to Accumulated Surplus	(359,999)	(5,310)	-
	<b>8,118,186</b>	<b>5,070,719</b>	<b>9,039,792</b>
This reserve has been established to account for the funds generated from the proposed Community Infrastructure Developer Contributions Scheme. Subject to ministerial approval, funds could commence flowing during 2011/12.			
<b>Waste Collection Levy Surplus</b>			
Opening Balance	444,110	2,000	132,072
Transfer from Accumulated Surplus - Interest	1,540	2,320	2,813
Transfer from Accumulated Surplus	190,955	310,732	-
Transfer to Accumulated Surplus	(200,000)	-	-
	<b>436,605</b>	<b>315,052</b>	<b>134,886</b>
This Reserve is used to manage any surplus' generated from the annual waste collection levy versus the service costs.			
<b>Cockburn Super Clinic</b>			
Opening Balance	15,000	176,310	4,242,180
Transfer from Accumulated Surplus - Interest	169,220	173,690	72,139
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	(350,000)	(2,274,171)
	<b>184,220</b>	<b>(0)</b>	<b>2,040,148</b>
This reserve was established for the purpose of managing and meeting the accountability requirements for the federal grant funds towards the construction of the GP super clinic on Wentworth Pde, Success.			

	Budget 2014/15	Budget 2013/14	Actual Apr 14
	\$	\$	\$
<b>Naval Base Leaseholder Dwelling Removal</b>			
Opening Balance	330,032	263,232	272,408
Transfer from Accumulated Surplus - Interest	4,270	5,715	6,138
Transfer from Accumulated Surplus	54,693	54,000	54,000
Transfer to Accumulated Surplus	-	-	-
	<b>388,995</b>	<b>322,947</b>	<b>332,546</b>
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 site rehabilitated to its prior state.			
<b>Underground Power - SAR</b>			
Opening Balance	524,840	1,826,959	1,301,740
Transfer from Accumulated Surplus - Interest	(11,570)	-	30,800
Transfer from Accumulated Surplus	1,200,000	1,200,000	1,305,999
Transfer to Accumulated Surplus	(1,372,063)	(2,412,063)	(1,179,972)
	<b>341,207</b>	<b>614,896</b>	<b>1,458,566</b>
This Reserve is being established to account for and manage the funds raised through the specified area rate for the undergrounding of power in East Coolbellup. The funds are completely restricted to this purpose.			
<b>Environmental Offset</b>			
Opening Balance	216,136	223,187	357,376
Transfer from Accumulated Surplus - Interest	(3,110)	-	7,169
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	(45,909)
	<b>213,026</b>	<b>223,187</b>	<b>318,635</b>
Purpose of the reserve is to receive funds so as to undertake environmental rehabilitation of land associated with road construction as approved by the relevant government agency.			
<b>Bibra Lake Management Plan Reserve</b>			
Opening Balance	814,892	946,772	1,014,207
Transfer from Accumulated Surplus - Interest	(9,120)	-	21,238
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	(120,000)	(150,000)	(88,198)
	<b>685,772</b>	<b>796,772</b>	<b>947,247</b>
Purpose of the reserve is to receive funds so as to implement the Bibra Lake Management Plan as adopted by Council.			
<b>Restricted Grants &amp; Contributions Reserve</b>			
Opening Balance	2,888,699	-	-
Transfer from Accumulated Surplus - Interest	-	-	-
Transfer from Accumulated Surplus	-	-	6,287,369
Transfer to Accumulated Surplus	-	-	(3,398,671)
	<b>2,888,699</b>	<b>-</b>	<b>2,888,698</b>
Purpose of the reserve is to quarantine monies received for restricted purposes across financial years			
<b>NEW - CIHF Building Maintenance Reserve</b>			
Opening Balance	-	-	-
Transfer from Accumulated Surplus - Interest	-	-	-
Transfer from Accumulated Surplus	600,000	-	-
Transfer to Accumulated Surplus	-	-	-
	<b>600,000</b>	<b>-</b>	<b>-</b>
Purpose of the reserve is to provide funding for major building maintenance of the Cockburn Integrated Health Facility at Cockburn Central			
<b>NEW - Cockburn Central West Recreation Facility Reserve</b>			
Opening Balance	-	-	-
Transfer from Accumulated Surplus - Interest	-	-	-
Transfer from Accumulated Surplus	11,241,207	-	-
Transfer to Accumulated Surplus	-	-	-
	<b>11,241,207</b>	<b>-</b>	<b>-</b>
Purpose of the reserve is to manage funds for the development of the Cockburn Central West Recreation Facility. \$8.0m has been diverted from the Community Infrastructure Reserve into this new reserve.			

	Budget 2014/15	Budget 2013/14	Actual Apr 14
	\$	\$	\$
<b>SUMMARY CASH BACKED RESERVES</b>			
Opening Balance	68,275,960	65,367,702	75,389,461
Transfer from Accumulated Surplus - Interest	2,057,552	2,388,986	1,564,801
Transfer from Accumulated Surplus	33,476,557	30,837,306	18,023,314
Transfer to Accumulated Surplus	(18,281,347)	(36,284,216)	(28,339,017)
Transfer to Accumulated Surplus-Impairment	-	-	-
<b>TOTAL CASH BACKED RESERVES</b>	<b>85,528,723</b>	<b>62,309,778</b>	<b>66,638,559</b>
<b>RESERVES OTHER</b>			
<b>Asset Revaluation Reserve</b>			
Opening Balance	409,948,250	395,770,641	409,948,251
Revaluation net increments made during the year	-	-	-
<b>TOTAL RESERVES OTHER</b>	<b>409,948,250</b>	<b>395,770,641</b>	<b>409,948,251</b>
<b>TOTAL RESERVES</b>	<b>495,476,973</b>	<b>458,080,419</b>	<b>476,586,810</b>

## NOTES to and forming part of the Budget 2014/15

### 6. Fees and Charges

	Budget 2014/15	Budget 2013/15	Actual Apr 14
	\$	\$	\$
<b>General Purpose Funding</b>			
Administration Fees	250,000	230,000	246,764
Rate Search Fees	70,000	65,000	82,460
Admin Fee - FESA	85,000	85,000	84,430
Other Fees & Charges	100,000	140,000	112,805
	<b>505,000</b>	<b>520,000</b>	<b>526,459</b>
<b>Governance</b>			
Administration Service Charges	-	1,000	730
Advertising Cockburn Soundings	-	-	-
Other Fees & Charges	7,000	16,504	8,994
	<b>7,000</b>	<b>17,504</b>	<b>9,724</b>
<b>Law, Order and Public Safety</b>			
Dog & Cat Registration Fees	100,000	85,000	234,931
Licences	12,911	12,837	10,979
Impounding Fees	45,000	41,218	46,542
Fines, Infringements & Penalties	194,145	220,169	179,426
Security Patrol Levy	-	-	-
Other Fees & Charges	36,440	2,122	26,782
	<b>388,496</b>	<b>361,346</b>	<b>498,660</b>
<b>Health</b>			
Administration, Application & Inspection Fees	32,000	33,022	19,542
Administration Fees & Licences	168,000	139,050	164,508
Fines & Penalties	15,000	15,914	4,167
Sundry Sales	-	309	-
Lease / Rental Income	-	-	-
Other Fees & Charges	500	1,030	185
	<b>215,500</b>	<b>189,325</b>	<b>188,402</b>
<b>Education and Welfare</b>			
Client Fees	325,526	404,120	241,829
Lease / Rental Income	64,435	59,471	51,209
Other Fees & Charges	863,155	889,788	677,157
	<b>1,253,116</b>	<b>1,353,378</b>	<b>970,194</b>
<b>Community Amenities</b>			
Planning Fees & Charges	1,686,600	1,356,600	1,687,980
Rubbish Removal Charges	18,695,101	16,807,430	17,053,602
Rubbish Tipping Fees	9,513,023	18,386,811	10,440,935
Other Fees & Charges	1,045,746	975,127	648,860
	<b>30,940,470</b>	<b>37,525,968</b>	<b>29,831,376</b>
<b>Recreation and Culture</b>			
Client Fees	-	16,000	11,814
Hall Hires	277,250	266,250	259,762
Reserve Hires	157,800	143,880	126,078
Leasehold Rentals	50,720	46,515	48,572
Recreation Centre Charges	2,984,596	2,940,217	2,413,260
Other Fees & Charges	91,586	86,227	63,813
	<b>3,561,952</b>	<b>3,499,089</b>	<b>2,923,298</b>
<b>Transport</b>			
Reinstatements Revenue	-	-	-
Supervision Fees	200,000	154,500	206,011
Other Fees & Charges	61,200	21,800	20,066
	<b>261,200</b>	<b>176,300</b>	<b>226,077</b>
<b>Economic Services</b>			
Building Licences	1,207,500	1,415,000	878,527
Caravan Park Leases / Licences	715,164	692,334	624,737
Assessment & Application Fees	3,000	3,000	2,375
Swimming Pool Inspection Fees	232,200	187,180	185,497
Fines & Penalties	21,000	5,000	39,481
Other Fees & Charges	70,000	30,000	36,572
	<b>2,248,864</b>	<b>2,332,514</b>	<b>1,767,190</b>
<b>Other Property and Services</b>			
Private Works Revenue	3,425	3,167	5,037
Lease / Rental Income	-	-	4,115
Other Fees & Charges	323,888	294,640	229,057
	<b>327,313</b>	<b>297,807</b>	<b>238,209</b>
<b>TOTAL</b>	<b>39,708,911</b>	<b>46,273,232</b>	<b>37,179,589</b>

## NOTES to and forming part of the Budget 2014/15

### 7. Other Expenses

	<b>Budget 2014/15</b>	Budget 2013/14	Actual Apr 14
	\$	\$	\$
<b>Councillor's Remuneration</b>			
The following fees, expenses and allowances are budgeted for councillors and the mayor:			
Meeting Fees	324,450	250,000	236,889
Members Vehicle Allowances	30,000	35,000	8,312
Mayoral/Deputy Mayoral Allowances	109,438	75,000	79,687
Communication Expenses	36,050	34,100	35,224
	<b>499,938</b>	<b>394,100</b>	<b>360,113</b>



## NOTES to and forming part of the Budget 2014/15

### 8. Notes to Statement of Cash Flows

	Budget 2014/15	Budget 2013/14	Actual Apr-14
	\$	\$	\$
<b>8a</b>			
<b>Reconciliation of Net Cash Used in Operating Activities to Change in Net Assets Resulting from Operations.</b>			
Change in net assets	16,063,417	19,892,561	40,411,981
<b>Add (Less) non-cash items:</b>			
Depreciation	23,755,157	22,206,447	18,283,793
(Profit)/Loss on Sale of Assets	(567,053)	(2,156,559)	(1,648,058)
Amounts set aside to provisions	595,980	-	(6,208,876)
<b>Less: Grants/Contributions for Asset Development</b>	<b>(6,726,309)</b>	<b>(5,629,495)</b>	<b>(11,212,548)</b>
<b>Change in Assets and Liabilities:</b>			
[Increase)/Decrease in Rates Debtors & Deferred Rates	-	-	(370,325)
(Increase)/Decrease in Sundry Debtors	-	-	801,555
(Increase)/Decrease in Stock on Hand	-	-	26,126
Increase/(Decrease) in Creditors & Accruals	-	-	(5,166,774)
(Increase)/Decrease in Rubbish Debtors	-	-	(15,368)
Increase/(Decrease) on Income Received in Advance	-	-	(52,856)
(Increase)/Decrease in Prepayments	-	-	128,724
<b>NET CASH USED IN OPERATING ACTIVITIES</b>	<b>33,121,193</b>	<b>34,312,954</b>	<b>34,977,373</b>
<b>8b</b>			
<b>Reconciliation of Cash</b>			
For the purpose of Statement of Cash Flows, the entity considers cash to include Cash on Hand and in Banks and investments in Money Market Instruments. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows: -			
Cash at Bank	17,868,830	(2,346,910)	(4,924,290)
Term Deposits	64,044,092	67,756,688	112,400,000
	<b>81,912,923</b>	<b>65,409,779</b>	<b>107,475,710</b>

## NOTES to and forming part of the Budget 2014/15

### 9a. Determination of Opening Funds

		Budget 2014/15 \$
<b>Net Current Assets (Estimate)</b>		<b>66,936,540</b>
<b>Less:</b> Reserve funds	(68,275,960)	
<b>Add back:</b> Reserve funds held in Non Current Investments	4,339,420	
		(63,936,540)
<b>Opening Funds in Rate Setting Statement</b>		<b>3,000,000</b>
<b><u>Opening Funds Comprised Of:</u></b>		
Budgeted Surplus (brought forward from 2013/14)		3,000,000
		<b>3,000,000</b>

### 9b. Determination of Closing Funds

		Budget 2014/15 \$
<b>Net Current Assets</b>		<b>82,562,659</b>
<b>Less:</b> Reserve funds	(85,528,723)	
Loan Repayments	(1,373,356)	
<b>Add back:</b> Reserve funds held in Non Current Investments	4,339,420	
		(82,562,659)
<b>Closing Funds in Rate Setting Statement</b>		<b>0</b>

## NOTES to and forming part of the Budget 2014/15

### 10. Information on Borrowings

#### Debenture Repayments

Particulars/Purpose	New Loans	Principal 1 July 2014	Interest Rate	Maturity Date	Principal Repayments		Principal		Interest Repayments	
					2014/15 Budget \$	2013/14 Actual \$	30/06/15 Budget \$	30/06/14 Actual \$	2014/15 Budget \$	2013/14 Actual \$
<b>Governance</b>										
To assist fund the Cockburn Central West development	20,000,000	0	TBA	TBA	0	0	20,000,000	0	0	0
<b>Law Order &amp; Public Safety</b>										
To assist fund the Emergency Services Head Quarters in Cockburn Central (FESA Funded)		917,999	4.29%	4 June 2023	85,557	40,566	832,442	959,434	39,034	21,730
<b>Other Property &amp; Services</b>										
Loan to assist fund the costs associated with the undergrounding of power in Coolbellup East and Hamilton Hill (repayment to be funded from the applicable Specified Area Rate).		2,621,852	3.56%	4 June 2016	1,287,799	616,091	1,334,053	3,248,909	84,265	69,941
<b>Total</b>	<b>20,000,000</b>	<b>3,539,851</b>			<b>1,373,356</b>	<b>656,657</b>	<b>22,166,495</b>	<b>4,208,343</b>	<b>123,300</b>	<b>91,671</b>

# NOTES to and forming part of the Budget 2014/15

## 11. RATES INFORMATION

### Rates & Charges

In accordance with Section 6.36 of the Local Government Act 1995 and the Notice of the Council's intention to Levy Differential Rates for the 2014/15 Financial Year on certain properties within the City, the Objects and Reasons for those proposals are detailed below.

### Overall Objective

The overall objective of the proposed rates and charges in the 2014/15 Budget is to provide for the net funding requirement of the Council's Operational and Capital Program of \$170M. These are based on an overall increase of 4.00% in the rates for all improved and vacant properties, both for those rated under the Gross Rental Value (GRV) method (apart from two caravan parks) and those under the Unimproved Value (UV) method.

The impact of such an increase for an average residential improved property in the City will be \$36 per annum or 69¢ per week and those on the minimum payment rate the increase will be \$26 per annum or 50¢ per week.

Property values for those properties rated under the GRV method will be updated based on the revaluation of all properties effective 1 July 2014, as per the triennial revaluation statutory requirement. For properties rated under the UV method, the values are determined annually and will apply from 1 July 2014. Property values have increased an average of 20.4% for all GRV rated properties and 7.6% for all UV rated properties. To ensure these valuation increases are not passed on in full, the rate in the dollar has been reduced by the equivalent increase in valuation for each rating category and only then has an increase of 4% been applied.

All GRV and UV property values are provided by the independent State Government authority, the Valuer General of WA. The Council pays a fee for this service but has no role in determining the value for any property nor does Council have the ability to appeal a value provided by the Valuer General.

### Differential General Rating

The purpose of imposing a differential general rate between improved and vacant properties in the residential, commercial and industrial areas (all rated on GRV valuations) is to obtain fair income from unimproved land within the municipal district. Utilisation of GRV values for vacant land means that the revenue generated is vastly different to that which would be applicable under the UV system.

Council believes that the commercial and industrial sectors generate high traffic volumes with heavy loads and therefore should contribute at a higher level than residential for road construction, maintenance and refurbishment including road drainage systems.

The rural/urban farmland areas are rated based on the UV valuations issued by the Valuer General of WA every year.

Under the Local Government Act, Section 6.33 - Differential general rates, the Council can introduce differential rates as follows:

*A local government may impose differential general rates according to any, or a combination, of the following characteristics —*

- (a) the purpose for which the land is zoned under a local planning scheme in force under the planning and Development Act 2005;*
- (b) the predominant purpose for which the land is held or used as determined by the local government;*
- (c) whether or not the land is vacant land; or*
- (d) any other characteristic or combination of characteristics prescribed.*

### Differential Rating Categories

Relevant Characteristics for each rating category:

#### GENERAL RATES

##### *Residential Improved (GRV basis)*

Any land zoned, or held or used for residential purposes and having improvements erected on it.

##### *Residential Vacant Land (GRV basis)*

Any land zoned or held for residential purposes and being vacant land.

##### *Commercial and Industrial Improved (GRV basis under \$700k)*

Any land zoned, or held or used for commercial or industrial purposes and having improvements erected on it. This category applies to properties with GRV's under \$700k.

##### *Commercial and Industrial Vacant Land (GRV basis)*

Any land zoned or held for industrial or commercial purposes and being vacant land.

##### *Large Commercial and Industrial Improved (GRV basis \$700k+)*

Any land zoned, or held or used for large commercial or industrial purposes and having improvements erected on it. Large is defined as any property with a GRV of \$700k or greater, which was increased from \$500k this year to account for revaluation increases.

##### *Rural General Improved (UV basis)*

Any land zoned, or held or used for rural general or rural general urban farm land purposes and having relevant buildings erected on it including those being used for commercial or industrial purposes.

##### *Rural Vacant Land (UV basis)*

Any land zoned, or held or used for rural purposes and being vacant land.

##### *Commercial Caravan Park (GRV basis)*

Any land zoned, or held or used for the purpose of a commercial caravan park and catering for permanent trailer homes and non-permanent caravans.

#### SPECIFIED AREA RATES (SAR)

##### *Specified Area Rate - Port Coogee Special Maintenance (GRV basis)*

All land located within the Port Coogee precinct.

(Although not required to be published by current legislation covering the imposition of differential rates, as a SAR is not a general rate, it is included in this document to allow affected ratepayers to make submissions on its imposition.)

Land definitions are informed by the provisions of the City of Cockburn Town Planning Scheme (TPS3). Section 6.33(1) of the Local Government Act sets out characteristics for categories of differential general rates, and each of the differential general rates referred to above has been categorised accordingly. So far as the 'Commercial Caravan Park' category is concerned, the predominant land use has been taken for the title of the category.

#### Proposed Rates & Minimum Charges for 2014/15

Proposed rates in the dollar and minimum rates for each rating category are shown below for the 2014/15 financial year with 2013/14 comparisons:

Rate Category	Rate in \$	Min. Payment	Rate in \$	Min. Payment
	2013/14		2014/15	
General Rates				
Residential Improved (GRV)	5.089c	\$657	4.303c	\$683
Residential Vacant Land (GRV)	10.129c	\$657	8.600c	\$683
Commercial & Industrial Improved (GRV)	7.667c	\$657	6.994c	\$683
Commercial & Industrial Vacant Land (GRV)	10.129c	\$657	8.600c	\$683
Large Commercial & Industrial Improved (GRV)	8.755c	\$657	8.058c	\$683
Rural General Improved (UV)	0.242c	\$990	0.235c	\$1,030
Rural Vacant Land (UV)	0.374c	\$990	0.362c	\$1,030
Commercial Caravan Park (GRV)	9.305c	\$657	8.058c	\$683
Specified Area Rates				
Specified Area Rate - Port Coogee Special Maintenance (GRV)	1.643c	N/A	1.389c	N/A

#### Residential Improved (GRV)

The proposed rate in the dollar is 4.303¢ of GRV value, being a proposed net decrease of 18.3% after adjustment for the GRV uplift of 23% then increasing the rate in the dollar by 4%. The rates revenue generated by this category, including from the minimum payment rate amount of \$683 (an increase of 4% over the 2013/14 Minimum Payment of \$657), is approximately 52% of the total rates requirement of Council. The rate in the dollar has been increased to reflect the increase in rates required to meet the City's increased costs in providing services at the current level.

#### Commercial & Industrial Improved (GRV)

The proposed rate in the dollar is 6.994¢ of GRV value, being a proposed net decrease of 9.5% after adjustment for GRV uplift. The rates revenue generated by this category, including from the minimum payment rate amount of \$683, is approximately 22% of the total rates requirement of Council. The increased rate reflects the continuing high level of funding being allocated towards roads and drainage, a key service consumed by the commercial and industrial ratepayers of the City.



#### Residential Vacant Land (GRV)

The proposed rate in the dollar is 8.600¢ of GRV value, being a proposed net decrease of 17.8% after adjustment for GRV uplift. Rates provided by this category, including from the minimum payment rate amount of \$683, are approximately 5% of the total rates requirement of Council. The City continues to set vacant land rates in the dollar higher than the improved land rates in the dollar as an incentive to promote land development rather than land banking. The shortage of both residential and commercial/industrial land is a priority for both the State and Federal Governments and this initiative is aimed at promoting development by making it cheaper to develop the land as against holding the land vacant.

#### Commercial & Industrial Vacant Land (GRV)

The proposed rate in the dollar is 8.600¢ of GRV value, being a proposed net decrease of 17.8% after adjustment for GRV uplift. Rates provided by these categories, including from the minimum payment rate amount of \$683, is approximately 3% of the total rates requirement of Council. The City continues to set vacant land rates in the dollar higher than the improved land rates in the dollar as an incentive to promote land development rather than land banking. The shortage of both residential and commercial/industrial land is a priority for both the State and Federal Governments and this initiative is aimed at promoting development by making it cheaper to develop the land as against holding the land vacant.

#### Large Commercial & Industrial Improved (GRV)

The proposed rate in the dollar is 8.058¢ of GRV value, being a proposed net decrease of 8.6% after adjustment for GRV uplift. Rates provided by this category are approximately 17% of the total rates requirement of Council. This rate provides for additional infrastructure refurbishment costs of Council assets heavily utilised by large commercial and industrial properties with a gross rental value of over \$0.5m. The minimum payment rate will be set at \$683, although rates for all properties under this category will exceed this amount.

#### Rural General Improved (UV)

The proposed rate in the dollar is 0.235¢ of the UV value of the land, being a proposed net decrease of 3.0% after adjustment for UV uplift. The minimum payment amount proposed is \$1,030 also up 4.00%. UV values are updated annually as provided to Council by the Valuer General of Western Australia. Rates from this category make up less than 1% of the total rates requirement of Council. This is land zoned Rural in the Town Planning Scheme and consists of land with small landholdings with commercial/industrial use on the land and in some cases including private dwellings. Much of the land in this category is future urban land and a number of property owners have already lodged structure plans. The Town Planning Scheme has a full list of allowable activities.

### Rural Vacant Land (UV)

This category of rate reflects the increasing parcels of land being left vacant in the expectation of imminent future development. The proposed rate in the dollar is 0.362¢ of the UV value of the land, being a proposed net decrease of 3.3% after adjustment for UV uplift. The minimum payment amount proposed is \$1,030 also up 4.00%. This is land where there are no dwellings, no business run from the property, the land is subject to development plans or the predominant use of the land is vacant land for future small lot urban development.

### Commercial Caravan Park (GRV)

The proposed rate in the dollar is 8.058¢ of GRV value, being a proposed net decrease of 15.5% after adjustment for GRV uplift. This rate was introduced to provide for equity with other small land holders/strata lots in the district. An increasing number of permanent residents use caravan parks as well as casual renters. Each user of a bay/cabin in a caravan park consumes similar services to any other residential rate payer but to date, has been charged a nominal rate equivalent to 50% of the Council current minimum rate. The aim of this new rate is to lift the rate over five years to the current minimum equivalent being paid by approximately 6,000 residential ratepayers. This cost will add 47¢ to an overnight stay.

### Specified Area Rate – Port Coogee (GRV)

This rate is for the provision of a special maintenance service in the Port Coogee area. This service is provided at a level higher than the City provides to the other parts of its district. The City adopts a standard cost for parks, roads and other services provided as part of the rates paid by ratepayers. Where the city inherits areas requiring a more intense management program, the City will provide that special service at the marginal cost. It is considered that the ratepayers and residents of the area benefit from the additional works and have access to the facilities affected. The additional cost is to be met by this SAR on all landholders in the Port Coogee area. The new rate in the dollar is 1.389¢ of GRV value, being a proposed decrease of 18.3% after adjustment for GRV uplift.

### Other Charges

The annual charge for rateable land provided with a Rubbish Collection and Recycling Service is estimated to be \$424, an increase of 3.9% from \$408 per 240 litre bin (but this rate is still subject to finalisation of gate fees from the Southern Metropolitan Regional Council). Exempt Property Rubbish Services is also estimated to increase by 3.9% from \$450 to \$468.

The Community Surveillance Levy (to fund the Co-Safe program) is proposed to be \$65.00, an increase from \$60.00 per property.

The Swimming Pool Levy for 2014/15 will increase to \$36.00 from \$30.60 per swimming pool. This levy works on a full cost recovery basis and all funds raised by this levy will go to the inspection of swimming pools as required by legislation.

### *Overall Impact of rates and related charges*

For an average house the proposed increase in rates, waste and the community surveillance levy will total \$57 per annum or \$1.09 per week. For properties on a minimum rate payment the impact will be \$47 per annum or \$0.90 per week.

### Other Charges - Underground Power

The City has implemented five year underground power charge schemes for parts of Coolbellup and Hamilton Hill. Underground power charges will continue to apply for the next four years for Hamilton Hill and the next three years for Coolbellup. Affected dwellings will pay \$610 pa or \$510 pa where a green dome is located at the front of the property. A rebate will apply to the charge where a property owner qualifies under the existing pensioner/seniors rebate scheme. When a property is sold in the affected area, the vendor will be required to pay the remaining balance as a charge against the property at settlement, like all other rates and charges.

### Payment by Instalments

Instalment payment options of either one or four payments will again be available.

The following instalment options are offered:

- Payment in full by 2 September 2014

Four instalment plan:

- First payment due 2 September 2014
- Second payment due 4 November 2014
- Third payment due 6 January 2015
- Fourth payment due 10 March 2015

### Payment Options & Costs

Payment options will again include either payment in full within 35 days of issue or payment over four instalments. The instalment method attracts an administration charge of \$5.00 per instalment (excluding the first instalment) and interest charges at the rate of 4% on outstanding instalment amounts not yet due.

The administration charge is made to cover the additional costs involved in administering the instalment scheme and is budgeted to yield \$250k in 2014/15. Interest is charged to cover the cost of the lost investment opportunity due to the extended period over which payment is received and is expected to yield \$320k in 2014/15.

Interest will be levied at a higher penalty rate where payment in full or instalment payments are not received within their respective due dates at the rate of 8% per annum. This is expected to yield \$250k in 2014/15.

The City recovers credit card merchant fees charged by the bank at the equivalent rate paid by the City to the relevant financial institution.

## Submissions

6.36 (3)(b)(ii) of the Local Government Act 1995 requires Council to invite submissions from electors and ratepayers in respect of the rates and minimum payments proposed for the differential general rating categories. Although not required to, Council is also willing to accept submissions on any specified area rate proposed.

By the closing date, the City had received one submission from a commercial property owner rated under the Large Commercial & Industrial Improved category.

The proposed rates in the dollar contained in the 2014/15 Objects and Reasons for commercial and industrial improved, commercial and industrial large, commercial and industrial vacant and residential vacant have been amended as a result of modelling completed after all new values were received from the Valuer General. The initial modelling had been completed on estimated data.

The following table compares the original proposed rates with the amended rates after all data was received from the Valuer General.

<b>Rating Class</b>	<b>Proposed Rate in the Dollar</b>	<b>Recommended Rate in the Dollar</b>	<b>Comment</b>
Commercial & Industrial – Improved	7.000	6.994	Adjusted to reflect the growth in revaluations
Commercial & Industrial -Improved Large	8.606	8.058	Adjusted to reflect the growth in revaluations.
Caravan Parks	8.606	8.058	Rate aligned with large commercial & industrial category
Commercial & Industrial - Vacant	7.515	8.600	Adjusted to reflect the growth in revaluations. This represents a real reduction in rates over the revaluation period.
Residential - Vacant	7.100	8.600	Adjusted to reflect the growth in revaluations. This represents a real reduction in rates over the revaluation period.

The City has also increased the base used to determine where the Large Commercial and Industrial rating category applies since advertising the objects and reasons. The base has increased from \$500,000 to \$700,000 to reflect the increased values over the last two revaluation periods.

## NOTES to and forming part of the Budget 2014/15

### Note 12 STATEMENT OF RATING INFORMATION FOR YEAR ENDED 30TH JUNE 2015

GENERAL RATES	NON-MINIMUM				MINIMUMS				TOTALS			% of Ratebase
	Qty	Rateable value \$	Rate in \$	Yield \$	Rateable Value \$	Amount \$	Qty	Yield \$	Qty	Rateable Value \$	Yield \$	
<b>GRV</b>												
(CaravanPks) Commercial Caravan Park	2	1,778,244	0.080580	143,291	0	683		0	2	1,778,244	143,291	0.23%
(ImpComInd) Improved Commercial & Industrial	2,249	174,696,152	0.069940	12,218,249	1,073,445	683	147	100,401	2,396	175,769,597	12,318,650	20.01%
(ImpComIndLrge) Improved Commercial & Industrial - Large	51	112,206,621	0.080580	9,041,610	0	683		0	51	112,206,621	9,041,610	14.69%
(ImpRes) Improved Residential	30,042	650,073,066	0.043030	27,972,644	91,009,146	683	6,271	4,283,093	36,313	741,082,212	32,255,737	52.39%
(VacComInd) Vacant Commercial & Industrial	310	18,585,597	0.086000	1,598,361	16,150	683	6	4,098	316	18,601,747	1,602,459	2.60%
(VacRes) Vacant Residential	1,478	30,065,520	0.086000	2,585,635	5,519,316	683	882	602,406	2,360	35,584,836	3,188,041	5.18%
Airport - Large Commercial (Ex-Gratia Rates)	1	16,166,000	0.080580	1,302,656					1	16,166,000	1,302,656	
Airport - Commercial (Ex-Gratia Rates)	1	13,551,390	0.069940	947,784					1	13,551,390	947,784	
<b>Total GRV</b>	<b>34,134</b>	<b>1,017,122,590</b>		<b>55,810,230</b>	<b>97,618,057</b>		<b>7306</b>	<b>4,989,998</b>	<b>41,440</b>	<b>1,114,740,647</b>	<b>60,800,228</b>	<b>95.10%</b>
<b>UV</b>												
(VacUV) Vacant UV	48	58,800,000	0.003620	212,856	257,000	1,030	2	2,060	50	59,057,000	214,916	0.35%
(VacImp) Vacant Improved	265	224,250,000	0.002350	526,988	4,965,795	1,030	25	25,750	290	229,215,795	552,738	0.90%
<b>Total UV</b>	<b>313</b>	<b>283,050,000</b>		<b>739,844</b>	<b>5,222,795</b>		<b>27</b>	<b>27,810</b>	<b>340</b>	<b>288,272,795</b>	<b>767,654</b>	<b>1.25%</b>
<b>Total Rates Levied</b>											<b>61,567,882</b>	
Part Year Rating - GRV & UV											1,312,118	2.1%
<b>Total General Rates</b>	<b>34,447</b>	<b>1,300,172,590</b>		<b>56,550,074</b>	<b>102,840,852</b>		<b>7,333</b>	<b>5,017,808</b>	<b>41,780</b>	<b>1,403,013,442</b>	<b>62,880,000</b>	<b>96%</b>
Specified Area Rates (Note 13)											270,000	
<b>Total Rates</b>											<b>63,150,000</b>	
<b>RATING RELATED CHARGES</b>												
Rate Interest (4% p.a.)											320,000	
Rate Penalty (8% p.a.)											250,000	
Administration Charge (\$5/instalment)											250,000	
<b>Total Rating Related Charges</b>											<b>820,000</b>	

## NOTES to and forming part of the Budget 2014/15

### 13. Specified Area Rate

#### Port Coogee Development

	Rate in	Rateable Value (GRV)	2014/15 Budgeted Revenue	2014/15 Budget Applied to Costs	2013/14 Cost Est Actuals
	\$	\$	\$	\$	\$
Specified Area Rate - Port Coogee Maintenance	0.014	19,438,445	270,000	117,925	96,907

The specified area rate for the Port Coogee development is for those properties in the Port Coogee locality which are connected to the scheme. The proceeds of the rate will be applied in full to the specialised maintenance of the scheme. Transfers to or from the Reserve Fund will occur based on the amount raised and the expenditure within each year.

### 14. Prescribed Service Charges

#### Property Surveillance & Security

	Amount of Charge	2014/15 Budgeted Revenue	2014/15 Budget Applied to Costs	2013/14 Cost Est Actuals
	\$	\$	\$	\$
Property Surveillance & Security	65.00	2,800,000	2,800,000	1,738,624

This service charge is for the provision of a district wide vehicle patrol security service. The proceeds of the service charge are applied in full to the costs of the operations. Interest of 8% will be charged on a daily basis on overdue service charges, however this excludes ratepayers entitled to a full pension rebate.

#### Underground Power Service Charges - Coolbellup East & Hamilton Hill

	Amount of Charge	2014/15 Budgeted Revenue	2014/15 Budget Applied to Costs	2013/14 Cost Est Actuals
	\$	\$	\$	\$
Infrastructure and Connection Fees	610.00	1,200,000	1,200,000	36,586

An underground power scheme will continue for Coolbellup East and Hamilton Hill in 2013/14. This involves an annual service charge of \$510 for infrastructure costs and \$100 for the connection fee. These charges apply over a five year period for each project. This is the third year for Coolbellup East and second year for Hamilton Hill.



**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
<b>FINANCE &amp; CORPORATE SERVICES</b>				
<b>FINANCE</b>				
<u>Property, Rating &amp; Revenue Services</u>				
• Rate Account Search	C	No	30.00	30.00
• Rates Instalment Fee (per instalment)	C	No	5.00	5.00
• Administration Fee Special Payment Arrangements	C	Yes	20.00	20.00
• Rate Notice Reprint (previous years) per notice up to max \$100 per property	C	No	20.00	20.00
• Notice of Discontinuance	C	Yes	250.00	250.00
• Debt Recovery Charge	C	Yes	135.00	135.00
• Transaction Information Search/Rates Certificate	C	No	20.00	20.00
• Processing Fee - refund of rates paid in error	C	Yes	20.00	20.00
• Merchant Credit/Debit Card Surcharge Fee	C	Yes	0.55%	0.50%
• Dishonoured Cheque Processing Fee	C	Yes	35.00	35.00
• BCITF Admin. Fee	S	Yes	8.25	8.25
• BRB Admin. Fee	S	Yes	5.50	5.50
• Direct Debit Admin Fee	C	Yes	20.00	20.00
• Direct Debit Default Fee	C	Yes	15.00	15.00
• Rates Settlement Statement Reprint/Resend Fee	C	No	20.00	20.00
<b>FREEDOM OF INFORMATION (FOI) FEES</b>				
Application Fee	S	No	30.00	30.00
<u>Charges</u>				
Charge for time dealing with application (per hour, or pro-rata for a part of an hour)	S	No	30.00	30.00
Charge for access time supervised by staff (per hour, or pro-rata for a part of an hour)	S	No	30.00	30.00
Charges for photocopying				
• per hour, or pro-rata for a part of an hour of staff time	S	No	30.00	30.00
• per copy	S	No	0.20	0.20
Charge for time taken by staff transcribing information from a tape or other device (per hour, or pro-rata for part of an hour)	S	No	30.00	30.00
Charge for duplicating a tape, film or computer information	S	No	Actual Cost	Actual Cost
<u>Advance Deposit</u>				
• Advance deposit which may be required by agency under Section 18(1) of the Act, as a percentage of the estimated charges which will be payable in excess of the application fee.	S	No	25%	25%
• Further advance deposit which may be required on agency under Section 18(40) of the Act, expressed as a percentage of the estimated charges will be payable in excess of the application fee.	S	No	75%	75%
<b>COMMUNITY SERVICES</b>				
<b>ADMINISTRATION</b>				
Sale of Publications				
Cockburn - The Making of a Community	C	Yes	10.00	10.00
Agenda Subscription (per copy)	C	Yes	13.99	13.99
<b>ANIMAL CONTROL</b>				
Kennel Licences (p.a.)	S	No	15.00 (per dog)	15.00 (per dog)
Impounding Livestock (any age or type)				
Ranger	S	No	-	-

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
Impounding	S	No	60.00	60.00
Sustenance (per day of part thereof)	S	Yes	20.00	20.00
Impounded after the hours of 7pm - 7am	S	No	90.00	90.00
Impounding Signs	S	No	30.00	30.00
<b>Impounding Dogs</b>				
• Impounding Dog	S	No	80.00	80.00
• Sustenance (per day or part thereof)	S	Yes	20.00	20.00
<b>Impounding Cats</b>				
• Impounding Cat (from 1 Nov 2013)	S	No	35.00	35.00
• Sustenance (per day or part thereof) - from 1 Nov 2013	S	Yes	10.00	10.00
• <b>Euthanasia</b>				
• Cats (from 1 Nov 2013)	S	Yes	40.00	40.00
• Dogs	S	Yes	90.00	90.00
• Pups	S	Yes	25.00	25.00
• Pension Cardholders	S	Yes	45.00	45.00
• Dangerous Dog - Inspection of property	S	No	50.00	50.00
• Sale of Dog - (add \$60 microchipping costs if the dog is not microchipped yet)	S	Yes	40.00	40.00
• Sale of Cat - from 1 Nov 2013 (Will be conducted by Cat Haven under MOU)- otherwise the following cost applies in addition to registration, sterilisation, microchipping costs	S	Yes	20.00	20.00
<b>OTHER LAW, ORDER &amp; PUBLIC SAFETY</b>				
Impounding Fees Vehicles				
• Towing Fee	C	Yes	110.00	110.00
• Holding fee (per day)	C	No	20.00	20.00
• Impounded Trolley	C	No	25.00	25.00
<b>FIRE PREVENTION</b>				
Administration Fee	C	Yes	30.00	30.00
Fire Break Inspection Fee for repeat offenders:				
• 2nd visit	C	Yes	70.00	70.00
• 3rd visit	C	Yes	100.00	100.00
Title Search and 4th visit	C	Yes	110.00	110.00
<b>SECURITY</b>				
Security Levy	C	No	60.00	65.00
<b>AFTER SCHOOL CARE FEES</b>				
• Coolbellup	S	No	30.00	Service Closed
• South Lake	S	No	30.00	31.00
• Yangebup	S	No	-	Service Closed
(Coolbellup, Yangebup, South Lake) (per 3 hour session)				
<u>LATE FEE: Please note that an extra fee of \$5.00 per child will be charged for every 15 minutes the child remains at the Centre after 6 pm.</u>				
EARLY CLOSING FEE: Per 4 hour session	S	No	34.00	34.00
<b>BEFORE SCHOOL CARE FEES</b>				

*City of Cockburn*  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Coolbellup			N/A	N/A
• South Lake	S	No	22.00	BSC Service Closed
• Yangebup			N/A	N/A
• Atwell			N/A	N/A
• Harvest Lakes			N/A	N/A
FEES (per 2.25 hours session)				
<b>FAMILY SERVICES</b>				
Atwell Playclub (fees reviewed every Calendar year) - July to Dec 2014	S	Yes	97.00	100.00
Atwell Playclub (fees reviewed every Calendar year) Jan to June 2015	S	Yes	100.00	103.00
<b>COCKBURN FAMILY DAY CARE</b>				
The Family Day Care (FDC) Service required Policy establishes a Fee Statement Guideline within which Service Registered FDC Educators set their Fee Schedule ( or provide written justification for approval outside these guidelines ). The fees listed below are the Fees charged by Council for coordinating, supporting and resourcing the FDC Service.				
FDC Service Educator Levy ( \$6 per week/ paid fortnightly when Educator working)	S	No	Weekly Rate remains unchanged	\$6 per week worked per FDC Educator
FDC Service Parent Levy ( \$10 plus 50 cents per booked care hour/ per child per week )	S	No	Wkly rate increase to \$8. Hrly rate unchanged. Wkly caps increased to \$25 and \$35	\$10 PLUS 50 cents per booked childcare hour per week per child.
Transport Fee \$5.00 per trip.	S	No	No charge so no "F " Class fee	\$8 per round trip to and from Play Session for Educator and children in care
Training Fee per Program	S	No	Training fee incl. in Educator Annual Levy	\$20 - Child Protection On Line Training organised through FDC Service
FDC Service Parent Levy capped \$27 per week ( 1st child in care); \$37 per family per week ( 2 or more children in care).	S	No	Parent Service Levy capped \$25 per week for 1st child and \$35 per family for 2 or more chn in care.	Service Weekly Parent Levy Capped at \$27 (1 child in care) \$37 ( 2 or more chn in care)

*The above Service Fees are fees charged by Council to either the FDC Educator or the parent who is enrolled in the FDC Service. All other fees are negotiated and agreed between the FDC Service and the Educator as per Commonwealth requirements*

**HOME & COMMUNITY CARE PROGRAM**

HACC Fees were prescribed by WA Dept of Health in July 2012. Fees are means tested with three levels. The maximum level 3 fee (full cost recovery) is included as well as the more indicative level 1 Fee. The total level 3 fee charged to an individual for all services was capped at \$150 pw in July 2012. There has been no indication of an increase in 2013/2014 but fees have been increased "to max" to allow for prescribed increases if necessary.

Sundry Income

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Centre-Based Day Care (max fee per day)	S	No	115.00	300.00
• Cockburn Centre-Based Respite (level 1 fee per day) to max	S	No	9.00	9.00
Centre-Based Day Care Transport (max per trip)	S	No	19.50	30.00
Centre-Based Day Care Transport (level 1 fee per trip)	S	No	3.00	3.00
• Kwobarup (max fee per day)	S	No	115.00	300.00
• Kwobarup (level 1 fee per day)	S	No	9.00	9.00
• Kwobarup transport (max fee per trip)	S	No	19.50	30.00
• Kwobarup transport (level 1 fee per trip)	S	No	3.00	3.00
• Respite Care (fee level 2 max per hour)	S	No	56.00	60.00
• Respite Care (fee level 1 per hour)	S	No	9.00	9.00
• Domestic Assistance level 2 max	S	No	56.00	60.00
• Domestic Assistance level 1	S	No	9.00	9.00
• Home Maintenance (fee per hour level 2 max)	S	No	53.00	60.00
• Home Maintenance (fee per hour level 1)	S	No	9.00	9.00
• Meals for Centre Based Respite (to maximum)	S	No	10.00	12.00
• Meals for Kwobarup	S	No	10.00	0.00
Transport 0-10km level 2 max (0 - 30km 2013)	S	No	36.00	40.00
Transport 0-10km level 1 (0-30km 2013)	S	No	9.00	7.00
Transport 11-30km level 2 max (0-30km 2013)	S	No	36.00	40.00
Transport 11-30km level 1 (0-30 km 2013)	S	No	9.00	10.00
Transport 31-60km level 2 max per trip	S	No	36.00	45.00
Transport 31-60km level 1 per trip	S	No	12.00	12.00
Transport 61km or more level 2 max per trip	S	No	36.00	50.00
Transport 61km or more level 1 per trip	S	No	19.00	17.00
Social Support Outing per occasion level 2 max	S	No	52.00	60.00
Social Support Outing per occasion level 1	S	No	9.00	9.00
• Personal Care (per hour) level 2 max	S	No	57.00	62.00
• Personal Care (per hour) level 1	S	No	9.00	9.00
<b>Community Aged Care Packages (CACP)</b>				
For those care recipients whose income exceeds the basic rate of pension, the maximum fee is 17.5% of the person's income to the level of the basic pension, plus up to 50% of income (minus tax and the Medicare levy) above the basic pension.				
* Max fee based on cost recovery (per hour)	S	No	56.00	56.00
* Full Fee per week (17.5% of single pension)	S	No	66.00	66.00
* 85% of Fee per week (Fee reduction determined by Financial assessment)	S	No	56.00	56.00
* 75% of Fee per week (Fee reduction determined by Financial assessment)	S	No	51.00	51.00
* 50% of Fee per week (Fee reduction determined by Financial assessment)	S	No	34.00	34.00
* 25% of Fee per week (Fee reduction determined by Financial assessment)	S	No	17.00	17.00
<b>IN HOME CARE PROGRAM</b>				
IHC Service Parent Levy capped \$24 per week for the first child in care and \$34 per family per week for 2 or more children in care.			Parent Levy capped at \$26 pwk per family for 1st child/ \$36 pwk per family 2 or more chn in care	Parent Levy capped at \$26 pwk per family for 1st child/ \$36 pwk per family 2 or more chn in care
IHC Service Educator Levy (\$5 per week, paid fortnightly when Educator working)	S	No	Educator Levy to be charged on wkly basis on receipt of at least 1 child's Time Sheet for the CCMS process.	Educator Levy to be charged on wkly basis on receipt of at least 1 child's Time Sheet for the CCMS process.

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• IHC Service Parent Levy ( \$8 per week + 30c per booked hr of care), per child per week with weekly cap	S	No	30 cents per hour remains unchanged. Weely Fee increased to \$8 per week with capping as above	30 cents per hour remains unchanged. Weely Fee increased to \$8 per week with capping as above
<b>VACATION CARE FEES</b>				
• South Lake (fee per child)	S	No	\$58 / \$63 Incursion Day \$68 Excursion Day	\$58 / \$63 Incursion Day \$68 Excursion Day
• Coolbellup	S	No	\$58 / \$63 Incursion Day \$68 Excursion Day	\$58 / \$63 Incursion Day \$68 Excursion Day
<u>Childcare Benefit:</u> Child Care Rebate is available to eligible families				
<u>Late Fee:</u> Please note an extra fee of \$5.00 per child will be charged for every 15 minutes the child remains at the Centre after 6 pm.				
<b>COMMUNITY BUS HIRE</b>				
<u>Bonds</u>				
• Promo 33 Seater	S	No	200.00	200.00
• Rosa 24 Seater	S	No	150.00	150.00
• Hi Ace 12 seater	S	No	150.00	150.00
• Hi Ace (Seniors) 10 seater plus wheelchair access	S	No	150.00	150.00
<u>Hire Charges:</u>				
• Half day (6 hrs or less) - Promo 33 Seater	S	Yes	63.00	65.00
• Half day (6 hrs or less) - Rosa 24 Seater	S	Yes	47.25	49.00
• Half day (6 hrs or less) - Hi Ace 12 seater	S	Yes	31.50	32.50
• Half day (6 hrs or less) - Hi Ace 10 seater plus wheelchair access	S	Yes	31.50	32.50
• Full day - Promo 33 Seater	S	Yes	126.00	130.00
• Full day - Rosa 24 Seater	S	Yes	94.50	97.50
• Full day - Hi Ace 12 seater	S	Yes	63.00	65.00
• Full day - Hi Ace 10 seater plus wheelchair access	S	Yes	63.00	65.00
<b>Teen Vacation Programs</b>				
• Activity, cost recovery to a maximum	S	Yes	25.80	27.00
<b>Cockburn Youth Centre</b>				
Main Hall - off peak time, per hour (8 am – 4 pm)	S	Yes	42.40	43.90
Main Hall - peak time, per hour (4 pm – 9 pm)	S	Yes	51.00	52.80
BOND	S	Yes	1,000.00	1,000.00
Activity/Creche, per hour (8 am – 4 pm)	S	Yes	24.70	24.70
Activity/Creche, per hour (4 pm – 9 pm)	S	Yes	33.00	33.00
BOND	S	Yes	500.00	500.00
Computer/Training Room, per hour (8 am – 4 pm)	S	Yes	25.40	26.20
Computer/Training Room, per hour (4 pm – 9 pm)	S	Yes	34.00	35.20
BOND	S	Yes	500.00	500.00

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
Blender Activity Room available for hire outside normal operating hours including all equipment, per hour	S	Yes	47.80	49.50
Minor Equipment Hire per item	S	Yes	3.60	3.60
Kitchen all hours, per hour	S	Yes	19.00	19.70
BOND	S	Yes	50.00	50.00
Music Room, per 5 hour block (rate for bands & group rehearsal only)	S	Yes	26.60	27.50
BOND	S	Yes	100.00	100.00
Foyer/Exhibition Space				
Fee per day (+ \$50 bond)	S	Yes	55.00	55.00
Fee per week (+ \$50 bond)	S	Yes	220.00	220.00
<i>All of the above less 20% for community groups, "Out of hours and weekend groups may attract additional costs for staff attendance"</i>				
<b>Program Fees</b>				
(maximum fee charged)	S	Yes	20.60	20.60
<b>Holiday Activity Fees</b>				
(maximum fee charged)	S	Yes	20.60	20.60
<b>Event Entry Fees</b>				
(maximum fee charged)	S	Yes	30.90	30.90
<i>Fees will be waived by the Coordinator for young people who are assessed as "at risk" by one of the City's Youth Workers</i>				
<b>Seniors Centre - NEW</b>				
Membership (Annually)	S	Yes	38.00	39.00
Casual Attendance (Daily)	S	Yes	3.00	3.00
Commercial Room Main Hall Hire (Hourly)	S	Yes	26.50	27.50
Dining Room	S	Yes	22.50	23.50
Activity Room	S	Yes	16.50	17.00
Lounge	S	Yes	11.50	12.00
Community Group Main Hall Hire (Hourly)	S	Yes	22.50	23.50
Dining Room	S	Yes	16.50	17.00
Activity Room	S	Yes	11.50	12.00
Lounge	S	Yes	6.00	7.00
Rent for Hairdresser/Podiatrist (daily)	S	Yes	32.00	33.50
Rent for Hairdresser/Podiatrist (half daily)	S	Yes	16.50	17.00
Meals 2 Courses	S	Yes	9.50	9.00
Meals 3 Courses Special events with tea and coffee (to maximum)	S	Yes	25.00	25.00
Main meal only including Take Away (to maximum)	S	Yes	6.00	6.50
Lemon, Lime Bitters	S	Yes	3.50	3.50
Can/ stubbie of light or mid strength beer	S	Yes	3.50	3.50
Can/ stubbie of full strength beer	S	Yes	4.50	4.50
Soft drink	S	Yes	1.50	1.50
Glass of wine	S	Yes	4.50	4.50
Cakes and desserts (max)	S	Yes	5.00	5.00
Tea, coffee, milo with packet of biscuits	S	Yes	0.50	0.50
Endless tea Coffee, Milo	S	Yes	1.00	1.00
Round of Sandwiches (max)	S	Yes	6.00	6.00
Activity (Cost recovery to maximum)	S	Yes	10.00	10.00
Outing (Cost recovery to daily maximum)	S	Yes	150.00	150.00
Centre Transport (per trip) per person	S	Yes	2.50	2.50



*City of Cockburn*  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
Centre Transport (per trip) per couple	S	Yes	3.50	3.50
Bus Fare for Outing Less than 40km round trip (per outing every passenger)	S	Yes	5.00	6.00
Bus Fare for Outing greater than 40km round trip (per outing every passenger)	S	Yes	10.00	11.00
<b>HOURLY HALL HIRE CHARGES</b>				
<b>Small Room - Commercial Rate p/h</b>	C	Yes	22.00	22.00
<b>Small Rooms - Not for Profit Rate p/h</b>	C	Yes	13.00	13.00
• Atwell Activity Area				
• Atwell Multi-purpose (Rooms 1 or 2)				
• Bibra Lake Activity Room				
• Centenary Hall - Supper Room				
• Harvest Lakes Activity Area				
• Harvest Lakes Child Activity Room				
• Harvest Lakes Environmental Room				
• Joe Cooper Meeting Rooms				
• Memorial Hall				
• Yangebup Activity Room				
• Len Packham Meeting Room				
<b>Medium Room - Commercial Rate p/h</b>	C	Yes	25.00	25.00
<b>Medium Room - Not for Profit Rate p/h</b>	C	Yes	15.00	15.00
• Atwell Main hall				
• Atwell Multi-purpose combined				
• Banjup Hall				
• Bibra Lake Hall				
• East Beelihar Comm. Centre Meeting Room				
• Harvest Lakes Community Room				
• Jandakot Hall				
• Joe Cooper Dance Room				
• Joe Cooper Undercroft				
• South Coogee				
<b>Large Room - Commercial Rate p/h</b>	C	Yes	31.00	31.00
<b>Large Room - Not for Profit Rate p/h</b>	C	Yes	18.00	18.00
• Coogee Community Hall				
• East Beelihar Comm. Centre Main Hall				
• Joe Cooper Main Hall				
• Memorial Hall				
• Yangebup Community Centre				
• Len Packham Main Hall				
• Coolbellup Community Hub - Activity Room				
<b>HALL HIRE-FUNCTION CHARGES (Booked from 2 pm-1 am)</b>				
<b>Small Halls (0-50 people)</b>	C	Yes	200.00	200.00
• Atwell Activity Area				
• Atwell Activity Room 1 and 2				
• Bibra Lake Activity Room				
• Coolbellup Community Hub - Public Meeting Room				
• Harvest Lakes Activity Area				
• Harvest Lakes Child Activity Room				
• Harvest Lakes Environmental Room				

*City of Cockburn*  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Joe Cooper Meeting Rooms				
• Memorial Hall				
• Yangebup Activity Room				
• Len Packham Meeting Room				
<b>Medium Halls (50-150 people)</b>	C	Yes	350.00	350.00
• Aubin Grove Community Room				
• Atwell Main Hall				
• Atwell Multipurpose Room 1 & 2 combined				
• Banjup Hall				
• Bibra Lake Hall				
• East Beeliam Comm. Centre Meeting Room				
• Harvest Lakes Community Room				
• Jandakot Hall				
• Joe Cooper Dance Room				
• Joe Cooper Undercroft				
• South Coogee				
• Success Community Room				
<b>Large Halls (150+ people)</b>	C	Yes	500.00	500.00
• Coogee Community Hall				
• East Beeliam Comm. Centre Main Hall				
• Joe Cooper Main Hall				
• Memorial Hall				
• Yangebup Community Centre				
• Len Pakham Main Hall				
<b>Theatre Group/Exhibition Hire (per week)</b>				
<b>Community/Amateur</b>				
Main Hall	C	Yes	500.00	500.00
Lesser Hall	C	Yes	350.00	350.00
<b>Professional Hire</b>				
Main Hall	C	Yes	750.00	750.00
Lesser Hall	C	Yes	550.00	550.00
<b>Key Charge (New)</b>				
- Additional Abby key	C	Yes	50.00	50.00
- Additional Swipe card	C	Yes	50.00	50.00
<b>Security Call Out Fee (New)</b>				
- Casual hirer	C	Yes	80.00	80.00
- Regular hirer	C	Yes	50.00	50.00
<b>TENNIS COURTS</b>				
All Tennis Courts				
• Tennis Courts with lights (per hour)	C	Yes	15.00	15.00
<b>RESERVE HIRE</b>				
• Active Reserve Hire per day (Sports Only)	C	Yes	90.00	90.00
• Active Reserve Hire per hour (Sports Only)	C	Yes	25.00	25.00
• Active Reserve Hire with Lights per hour (Sports Only)	C	Yes	27.00	27.00
• Changeroom Hire per hour	C	Yes	30.00	30.00
• Toilet Block Hire per hour	C	Yes	20.00	20.00
• Passive Reserve Hire	C	Yes	-	-
• Reserve Hire - Weddings	C	Yes	50.00	50.00

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
•Reserve Power Charge per day	C	Yes	100.00	100.00
<b>SCHOOL CARNIVAL (NEW)</b>				
•Full Day Reserve Hire (Over 5hrs)	C	Yes	55.00	55.00
•Half Day Reserve Hire	C	Yes	35.00	35.00
•Toilet/Changerooms - Full Day	C	Yes	30.00	30.00
•Toilet/Changerooms - Half Day	C	Yes	15.00	15.00
•Changeroom Hire per hour	C	Yes	25.00	25.00
• Toilet Block Hire	C	Yes	15.00	15.00
Reserve Power (if power required a call out fee of \$50.00 is charged)	C	Yes	50.00	50.00
<b>SPORTS GROUND SEASONAL HIRE</b>				
<u>Seasonal Hire (per player per season)</u>				
<b>Juniors Fees (per player)</b>				
Grass Fees	C	Yes	4.00	4.00
Changerooms	C	Yes	4.00	4.00
Clubrooms	C	Yes	4.00	4.00
<b>Seniors Fees (per player)</b>				
Grass Fees (Training and Match)	C	Yes	48.00	48.00
Grass Fees (Training)	C	Yes	28.00	28.00
Grass Fees (Match)	C	Yes	26.00	26.00
Hard Court Fees (Training and Match)	C	Yes	35.00	35.00
Hard Court Fees (Training)	C	Yes	21.00	21.00
Hard Court fees (Match)	C	Yes	19.00	19.00
Changerooms	C	Yes	6.00	6.00
Clubrooms	C	Yes	6.00	6.00
(All fees for seasonal hire are attributed to the appropriate ground Account No.)				
<b>Recreation Traders License</b>				
1 session (up to 5 hrs)	C	Yes	20.00	20.00
Monthly License Fee (3 sessions per week)	C	Yes	216.00	216.00
Yearly License Fee	C	Yes	1,500.00	1,500.00
Application Fee	C	Yes	50.00	50.00
<b>Events Application</b>				
Application Fee - Private/Commercial Events	C	Yes	150.00	150.00
Facility/Park Clean per hour	C	Yes	50.00	50.00
Bin Hire for events - Cost/Bin	C	Yes	10.00	10.00
<b>SOUTH LAKE LEISURE CENTRE</b>				
Creche/Studio 2	C	Yes	22.00	23.00
Youth Room Day	C	Yes	30.00	31.50
Youth Room Evening (after 5 pm)	C	Yes	30.00	31.50
<b>Room Hire</b>				
<u>Recreation Room</u> (per hour)				
• Day (until 5 pm)	C	Yes	30.00	31.50
• Evening (after 5 pm)	C	Yes	35.00	36.50
• Bond	C	No	280.00	300.00
<u>Sports Stadium</u> (per hour)				
• Day	C	Yes	39.00	41.00

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Evening (after 5 pm)	C	Yes	42.50	44.50
• Bond	C	Yes	600.00	620.00
Equipment Hire per item (tables, chairs(10), sporting equipment)	C	Yes	4.50	5.00
<b><u>Swimming Lessons</u></b>				
• Adult Swimming Lessons (up-front)	C	Yes	182.00	190.00
• Pre-School Swimming Lesson (up front )	C	No	140.00	145.00
• School age (up front)	C	No	140.00	145.00
• Parent/Child Lessons	C	Yes	140.00	145.00
• Individual Lesson - 15 minute (up front)	C	Yes	230.00	240.00
• Casual Lesson	C	Yes	35.00	36.50
<b><u>Fitness</u></b>				
• Casual Gymnasium and Swim	C	Yes	19.00	20.00
• Casual Aerobic/Aquarobic	C	Yes	11.70	12.50
• Over 50	C	Yes	7.80	8.20
• Club 50 Voucher x 10	C	Yes	70.20	73.80
• Aerobic/Aquarobics Voucher x 10	C	Yes	105.30	112.50
• 1 Option x 1 month	C	Yes	105.00	110.00
• 1 Option x 3 months	C	Yes	243.00	255.00
• 1 Option x 6 months	C	Yes	415.00	440.00
• 1 Option x 12 months	C	Yes	618.00	648.00
• 1 Option Direct Debit	C	Yes	59.00	60.00
• 2 Options x 1 month	C	Yes	125.00	130.00
• 2 Options x 3 months	C	Yes	273.00	285.00
• 2 Options x 6 months	C	Yes	480.00	495.00
• 2 Options x 12 months	C	Yes	720.00	748.00
• 2 Options Direct Debit	C	Yes	64.00	65.00
• 3 Options x 1 month	C	Yes	140.00	145.00
• 3 Options x 3 months	C	Yes	303.00	315.00
• 3 Options x 6 months	C	Yes	515.00	540.00
• 3 Options x 12 months	C	Yes	798.00	828.00
• 3 Options Direct Debit	C	Yes	68.00	70.00
• 4 Options x 1 month	C	Yes	155.00	160.00
• 4 Options x 3 months	C	Yes	343.00	345.00
• 4 Options x 6 months	C	Yes	550.00	575.00
• 4 Options x 12 months	C	Yes	850.00	888.00
• 4 Options Direct Debit	C	Yes	73.00	74.00
• Off peak 1 month (Gym & Aquatics only)	C	Yes	95.00	100.00
• Off peak 3 months (Gym & Aquatics only)	C	Yes	203.00	215.00
• Off peak 6 months (Gym & Aquatics only)	C	Yes	340.00	365.00
• Off peak 12 months (Gym & Aquatics only)	C	Yes	550.00	578.00
• Off peak Direct Debit (Gym & Aquatics only)	C	Yes	52.00	53.00
• Joining Fee (Varies/membership options)	C	Yes	Varies	Varies
• Direct Debit Cancellation Fee	C	Yes	140.00	145.00
• Membership Suspension Fee			14.00	15.00
<b><u>Aquatics</u></b>				
• Adult Entry	C	Yes	5.50	5.80
• Adult Combined	C	Yes	9.00	9.50
• Student Entry	C	Yes	4.50	4.80
• Student Combined	C	Yes	7.20	7.60
• Pensioner Entry	C	Yes	4.50	4.80

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Spectator Entry	C	Yes	2.30	2.40
• School Entry	C	Yes	3.30	3.60
<u>Vacation</u>				
• One Child	C	Yes	61.00	65.00
• Two Children	C	Yes	101.00	107.00
• Three Children	C	Yes	141.00	149.00
• Four Children	C	Yes	181.00	191.00
• Five Children	C	Yes	221.00	234.00
• Six Children	C	Yes	261.00	276.00
• Adult Vouchers x 10	C	Yes	49.50	52.20
• Adult Vouchers x 20	C	Yes	99.00	104.40
• Adult Vouchers x 50	C	Yes	247.50	261.00
• Student Vouchers x 10	C	Yes	40.50	43.20
• Student Vouchers x 20	C	Yes	81.00	86.40
• Student Vouchers x 50	C	Yes	202.50	216.00
• Pensioner Vouchers x 10	C	Yes	40.50	43.20
• Pensioner Vouchers x 20	C	Yes	81.00	86.40
• Pensioner Vouchers x 50	C	Yes	202.50	216.00
• Spa/Sauna/Steam	C	Yes	10.00	10.50
• Pensioner – Spa/Sauna/Steam	C	Yes	8.50	9.00
• Lane Hire	C	Yes	18.00	19.00
• Dolphin 60	C	Yes	210.00	222.00
• Dolphin 200	C	Yes	610.00	645.00
• Family Swim (2 adults and 2 children)	C	Yes	17.00	17.80
<u>Creche</u>				
• 1 <sup>st</sup> child (1.5 hours)	C	No	4.00	4.20
• Additional child (1.5 hours)	C	No	3.00	3.20
• 1 <sup>st</sup> child (2.5 hours)	C	No	6.00	6.30
• Additional child (2.5 hours)	C	No	5.00	5.30
• 1 <sup>st</sup> child Voucher x 10 (1.5 hours)	C	No	36.00	37.80
• 1 <sup>st</sup> child Voucher x 10 (2.5 hours)	C	No	54.00	56.70
• 0.5 hour upgrade	C	No	1.00	1.20
Childcare facilities are for South Lake Leisure Centre patrons only.				
<u>Hours:</u>				
Monday to Friday - 8.45 am to 1.00 pm				
<u>Programs</u>				
• Senior Team Registration (AM)	C	Yes	93.00	98.00
• Senior Team Registration (PM)	C	Yes	110.00	115.00
• Weekly Team Fees (AM)	C	Yes	50.00	52.00
• Weekly Team Fees (PM)	C	Yes	60.00	63.00
• Weekly Team Fees (Soccer)	C	Yes	53.00	56.00
• Weekly Team Fees (Hockey)	C	Yes	53.00	56.00
• Junior Team Registration (per player)	C	Yes	15.00	16.00
• Junior Team Competition	C	Yes	42.00	45.00
• Adult Courses/Term (excl. Yoga/Pilates & Craft Classes)	C	Yes	120.00	126.00
• Junior Courses/Term (excluding Ballet and Art)	C	Yes	85.00	90.00
<b>LIBRARY SERVICE ADMINISTRATION</b>				
Overdue Book Fine	C	No	5.00	5.00
Lost and damaged items are charged for at replacement cost				
Sundry Minor Revenue				

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Replacement plastic readers' ticket	C	Yes	2.00	2.00
• Readers' tickets lost through theft or misadventure, eg. house fire, flood	C	N/A	-	-
<b>Basic Facsimile Charges</b>				
• Metropolitan Area – up to 100kms.				
* 1st page	C	Yes	3.00	1.00
* Subsequent	C	Yes	0.60	0.60
• Rest of Australia, NZ & PG				
* 1st page	C	Yes	3.00	3.00
* Subsequent	C	Yes	1.00	1.00
• Rest of the World				
* 1st page	C	Yes	7.00	7.00
* Subsequent	C	Yes	1.50	1.50
<b>SPEARWOOD LIBRARY</b>				
<u>Printing &amp; Photocopying</u>				
• A4 and A3 monochrome	C	Yes	0.20	0.20
• A4 and A3 colour	C	Yes	1.00	1.00
• A4 computer print (monochrome)	C	Yes	0.20	0.20
• A4 computer print (colour)	C	Yes	1.00	1.00
<u>Document Laminating</u>				
• A4	C	Yes	2.00	2.00
• A3	C	Yes	4.00	4.00
• Business Card	C	Yes	0.50	0.50
<b>COOLBELLUP LIBRARY</b>				
<u>Printing &amp; Photocopying</u>				
• A4 and A3 monochrome	C	Yes	0.20	0.20
• A4 and A3 colour	C	Yes	1.00	1.00
• A4 computer print (monochrome)	C	Yes	0.20	0.20
• A4 computer print (colour)	C	Yes	1.00	1.00
<u>Document Laminating</u>				
• A4	C	Yes	2.00	2.00
• A3	C	Yes	4.00	4.00
• Business Card	C	Yes	0.50	0.50
<b>SUCCESS LIBRARY</b>				
<u>Printing &amp; Photocopying</u>				
• A4 and A3 monochrome	C	Yes	0.20	0.20
• A4 and A3 colour	C	Yes	1.00	1.00
• A4 computer print (monochrome)	C	Yes	0.20	0.20
• A4 computer print (colour)	C	Yes	1.00	1.00
• A4	C	Yes	2.00	2.00
• Business Card	C	Yes	0.50	0.50
<b>PLANNING &amp; DEVELOPMENT</b>				
• Head lice Starter Packs	C	Yes	5.00	5.00
<b>LICENCE/REGISTRATION FEES</b>				
Transfer of Licence Fee	S	No	41.00	41.00
Application for consent to establish an Offensive Trade	S	No	277.00	277.00
Offensive Trade Licence				
• Slaughterhouses (per year)	S	No	285.00	285.00
• Piggeries	S	No	285.00	285.00



*City of Cockburn*  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Artificial Manure Depots	S	No	202.00	202.00
• Bone Mills	S	No	163.00	163.00
• Places for Storing, Drying or Preserving Bones	S	No	163.00	163.00
• Fat Melting, Fat Extracting or Tallow Melting Establishment				
* Butcher Shops and similar	S	No	163.00	163.00
* Larger Establishments	S	No	285.00	285.00
• Blood Drying	S	No	163.00	163.00
• Gut Scrapping, preparation of sausage skins	S	No	163.00	163.00
• Fellmongeries	S	No	163.00	163.00
• Manure Works	S	No	202.00	202.00
• Fish Curing Establishment	S	No	202.00	202.00
• Laundries, Dry Cleaning Establishments	S	No	139.00	139.00
• Bone Merchant Premises	S	No	163.00	163.00
• Flock Factories	S	No	163.00	163.00
• Knackeries	S	No	285.00	285.00
• Poultry Processing Establishments	S	No	285.00	285.00
• Poultry Farming	S	No	285.00	285.00
• Rabbit Farming	S	No	285.00	285.00
• Any other Offensive Trade not specified	S	No	285.00	285.00
• Fish processing establishments in which whole fish is cleaned and prepared	S	No	285.00	285.00
• Shellfish and Crustacean Processing	S	No	285.00	285.00
<b>CARAVAN PARKS (Sch 3)</b>				
• Licence/Renewal	S	No	200.00	200.00
• Long stay sites	S	No	6.00	6.00
• Short stay sites and sites in transit camps	S	No	6.00	6.00
• Camp site	S	No	3.00	3.00
• Overflow site (per site)	S	No	1.50	1.50
• Renewal after expiry	S	No	20.00	20.00
• Temporary Licence - pro-rata amount of the fee payable for the period of time for which the licence is to be in force (per minute)	S	No	100.00	100.00
• Transfer of Licence	S	No	100.00	100.00
<b>ONSITE WASTE WATER DISPOSAL</b>				
• Septic Tank Application Fee	S	No	113.00	113.00
• Issuing a permit to use an apparatus	S	No	113.00	113.00
<b>HAWKER AND STALLHOLDERS AND TRADERS LICENSES</b>				
Licence Fee (Initial & Renewal. This fee is not applicable to Food Operators)	C	No	72.00	74.00
Additional charge for weekend and public holidays only - per year	C	No	512.00	527.00
Additional charge for other than the weekend operators:				
• Per day	C	No	15.00	20.00
• Per week	C	No	92.00	95.00
• Per month	C	No	217.00	223.00
• Per year	C	No	1,970.00	2,029.00
<b>LODGING HOUSES</b>				
• Initial application	C	No	447.00	460.00
• Annual registration	C	No	156.00	160.00

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
<b>KEEPING OF ANIMALS</b>				
Registration of miniature horse and miniature pig (one-off application)	C	No	110.00	110.00
Approval to keep more than 50 poultry in a rural area	C	No	110.00	110.00
Annual registration of a cattery	C	No	110.00	110.00
Annual registration to keep more than 20 pigeons	C	No	110.00	110.00
• Approval to keep a beehive in a residential or Special Rural Zone	C	No	110.00	110.00
• Approval to keep more than 2 beehives on a non-residential lot	C	No	110.00	110.00
Stable Registration				
• Min. charge	C	No	133.00	133.00
• Min. per stall	C	No	16.00	16.00
<b>ADMINISTRATION FEES</b>				
Provision of Section 39 Certificate (Liquor Act), Section 55 Certificate (Gaming Act) or Written Report to Settlement Agent				
• No inspection required	C	Yes	82.00	84.00
• Inspection required				
• Min. charge	C	Yes	165.00	170.00
• Hourly rate > 1 hour	C	Yes	82.00	84.00
Approval of Dust Management Plan, Noise Management Plan (other than Reg 18 approval) or similar				
Min Charge				
• Min. charge	C	Yes	165.00	170.00
• Hourly rate > 2 hours	C	Yes	82.00	84.00
Completion of a Historical File Search for Contaminated Sites Survey; Property Search or similar				
Min Charge				
• Min. charge	C	Yes	165.00	170.00
• Hourly rate > 2 hours	C	Yes	82.00	84.00
Other Inspections, monitoring or reporting by EHO's on request (subject to approval by MHS)				
• Min. charge (being for 2 hours per officer)	C	Yes	165.00	170.00
• Hourly rate > 2 hours	C	Yes	82.00	84.00
Expedited Approval/Service Fee				
• Minimum (or 25% of normal fee whichever is the greater)	C	Yes	165.00	170.00
<b>FOOD PREMISES FEES AND CHARGES</b>				
Food ACT 2008				
- Notification Fee	C	No	54.00	55.00
Annual Risk Assessment/Inspection Fee				
- Primary Classification				
- High Risk	C	Yes	435.00	448.00
- Medium Risk	C	Yes	435.00	448.00
- Low Risk	C	Yes	217.00	223.00
- Very Low Risk	C	Yes	-	-
- Additional Classification				
- High Risk	C	Yes	217.00	223.00
- Medium Risk	C	Yes	217.00	223.00
- Low Risk	C	Yes	108.00	111.00
- Very Low Risk	C	Yes	-	-
Application fee construction and establishment of food premises (includes a one off notification fee)				
• High, Medium Risk	C	Yes	471.00	485.00
• Low Risk	C	Yes	252.00	259.00
• Very Low Risk	C	Yes	54.00	55.00

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
Application Fee - Amended or Refurbished Food Premises				
• Minor	C	Yes	165.00	170.00
• Major	C	Yes	320.00	329.00
<b>SAFE FOOD HANDLER TRAINING SESSIONS</b>				
Safe Food Handler Training Sessions.				
Scheduled session per person (work in food premises in the City)	C	Yes	12.00	13.00
Scheduled session per person (do not work in food premises in the City)	C	Yes	74.00	76.00
. Training session on request outside of business hours (within the City) additional to per person fee	C	Yes	190.00	195.00
. Training session on request (business not within the City) additional to per person fee	C	Yes	681.00	701.00
Overtime surcharge (for outside of the City)	C	Yes	122.00	125.00
<b>PUBLIC BUILDINGS</b>				
Application for approval to construct, extend or alter a public building				
• Maximum	S	Yes	856.00	856.00
• Minimum (non-community and charitable)	C	Yes	165.00	170.00
• Minimum (community and charitable)	C	Yes	82.00	84.00
• Hourly rate	C	Yes	82.00	84.00
<b>NOISE</b>				
• Fee for approval of Noise Management Plan for out of hours construction work (Reg. 13)	S	Yes	165.00	170.00
• Application fee for approval of a non-complying event (Reg.18). The fee is set under Reg 18 at \$500.00.	S	Yes	500.00	500.00
Noise Monitoring Fee:	C			
• Minimum Charge 2 hours	C	Yes	165.00	170.00
• Hours in excess of the minimum charge of 2 hours shall be charge at a flat rate per hour	C	Yes	82.00	84.00
<b>TOWN PLANNING</b>				
Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is :				
• (a) <\$50,000	S	No	147.00	147.00
• (b) >\$50,000 - \$500,000	S	No	0.32% of estimated development cost	0.32% of estimated development cost
• (c ) >\$500,000 - \$2.5M	S	No	\$1,700+0.257% for every \$1 in excess of \$500,000	\$1,700+0.257% for every \$1 in excess of \$500,000
• (d) >\$2.5M - \$5M	S	No	\$7,161+0.206% for every \$1 in excess of \$2.5 million	\$7,161+0.206% for every \$1 in excess of \$2.5 million
• (e) >\$5M - \$21.5M	S	No	\$12,633+0.123% for every \$1 in excess of \$5 million	\$12,633+0.123% for every \$1 in excess of \$5 million
• (f) More than \$21.5M	S	No	\$34,196	34,196.00
If the development has commenced or been carried out, an additional amount, by way of penalty, that is twice the amount of the maximum fee payable for the determination of the application under paragraph (a), (b), (c ), (d), (e) or (f) applies.	S			

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Renewal and Modifications to Development Approvals	S	No	50% of applicable Development Application fee	50% of applicable Development Application fee
Change of Use	S	No	295.00	295.00
Extractive Industry	S	No	739.00	739.00
<i>If the development has commenced or been carried out, the following additional fee amount by way of penalty applies.</i>	S	No	1,478.00	1,478.00
Home Occupations-Initial fee	S	No	222.00	222.00
<i>If the home occupation has commenced, the following additional fee amount by way of penalty applies.</i>	S	No	444.00	444.00
Home Occupations-Renewal fee	S	No	73.00	73.00
<i>If the approval to be renewed has expired, the following additional fee amount by way of penalty applies</i>	S	No	219.00	219.00
Application for change of use or for alteration or extension or change of a non conforming use	S	No	295.00	295.00
<i>If the change of use or the alteration or extension or change of non conforming use has commenced, the following additional fee amount by way of penalty applies</i>	S	No	590.00	590.00
<b>Advertising of development application</b>				
0-9 Letters	C	Yes	220.00	220.00
10-50 Letters	C	Yes	330.00	330.00
51-500 Letters	C	Yes	550.00	550.00
501+ Letters	C	Yes	1,110.00	1,110.00
<b>Built Strata Fees</b>				
• Not more than 5 lots	C	No	\$43.50 per lot + base rate \$66.00	\$43.50 per lot + base rate \$66.00
• More than 5 lots but not more than 100 lots	C	No	\$43.50 per lot for lot no. 6 to 100 + base rate \$981.00	\$43.50 per lot for lot no. 6 to 100 + base rate \$981.00
• More than 100 lots	C	No	5,113.50	5,113.50
<b>Subdivision clearances</b>				
• Not more than 5 lots	C	No	73.00	73.00
• More than 5 lots but not more than 195 lots	C	No	\$73.00 per lot for first 5 lots & \$35.00 per lot thereafter	\$73.00 per lot for first 5 lots & \$35.00 per lot thereafter
• More than 195 lots	C	No	7,393.00	7,393.00
Section 40 Liquor Licencing Certificate	C	No	200.00	200.00
Zoning Certificates/Statements	S	No	73.00	73.00
Written Planning Advice that a proposal complies with the R codes, TPS no. 3, and/or council policies, and does not require Planning approval	S	No	73.00	73.00
Written Planning Advice where the advice sought is less specific and warrants more detailed response. (Refer to WAPC Schedule of Fees part 2). Minimum fees of \$66 applies.	S	Yes	(Refer to WAPC Schedule of Fees part 2). Minimum fees of \$66 applies.	(Refer to WAPC Schedule of Fees part 2). Minimum fees of \$66 applies.
<b>Detailed Area Plan</b>				
Detailed Area Plan	C	No	1,500.00	1,500.00
Modification to Detailed Area Plan	C	No	750.00	750.00
<b>Reports</b>				
• Scheme Text	C	Yes	50.00	50.00
• Other (per page)	C	Yes	0.35	0.35
<b>Maps (per sheet)</b>				
• A3	C	Yes	15.00	15.00
• A2	C	Yes	20.00	20.00
• A1	C	Yes	30.00	30.00
• A0	C	Yes	60.00	60.00
Scheme Amendments/Structure Plans				

*City of Cockburn*  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Major Amendments	S	Yes		
• General Amendments	S	Yes		
• Minor Amendments	S	Yes		
(Excludes sign and advertising costs.)				
<u>Information Research</u>				
• Planning enquiries-Reply to Property Settlement Questionnaire [2]	S	Yes	73.00	73.00
Rural Street Numbering Signs	S	Yes	30.00	30.00
<u>Pedestrian Access Way and Road Closure</u>				
• Administration Fee	C	Yes	750.00	750.00
+ advertising fee (additional \$500 to \$750 per application, to be invoiced separately)				
<u>Licence Agreement for the management of illuminated street signs (per licence agreement), per annum</u>	C	Yes	400.00	1,500.00
<b>NAVAL BASE CARAVAN PARK</b>				
• Lease Fee	C	No	2,060.00	\$2120 (ESTIMATE UNTIL CPI PUBLISHED)
• Rubbish Fee	C	No	-	-
• FESA Levy Fee	S	No	-	-
• Security Levy Fee	C	No	-	-
• Shack Removal Levy	C	No	309.00	309.00
<b>Total Lease</b>	C	No	2,060.00	\$2120 (EST UNTIL CPI)
Payment Plan Administration Fee	C	Yes	20.00	20.00
Penalty Interest for overdue payments	C	No	In accordance with Rates penalty interest amounts	In accordance with Rates penalty interest amounts

## BUILDING PERMITS

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
Uncertified Building Permits Application - Class 1 & 10 Buildings s. 16 (l)	S	No	0.32% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$90.	0.32% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$90.
Certified Building Permits Application - Class 1 & 10 Buildings s. 16 (l)	S	No	0.19% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$90.	0.19% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$90.
Certified Building Permit Application Class 2 to 9 building or incidental structure – s.16 (l)	S	No	0.09% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$90.	0.09% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$90.
Application to extend the time during which a Building Permit has effect, (s. 32 (3) (f))	S	No	90.00	90.00
<b>OCCUPANCY PERMITS - CLASS 2 -9 BUILDINGS</b>				
Application for an Occupancy Permit for a completed Class 2-9 Building (s.46)	S	No	90.00	90.00
Application for a temporary Occupancy Permit for a incomplete building – Class 2 – 9 (s.47).	S	No	90.00	90.00
Application for modification of Occupancy Permit for additional use of a building on a temporary basis – Class 2 - 9 Building (s.48).	S	No	90.00	90.00
Application for replacement Occupancy Permit for permanent change of building's use - Class 2-9 Building (s.49)	S	No	90.00	90.00
Application for Occupancy Permit for a building in respect of which unauthorised work has been done (s.51 (2))	S	No	90.00	90.00
Application to replace an Occupancy Permit for an existing building, Class 2 - 9 Buildings (s. 52 (1))	S	No	90.00	90.00
Application to extend the time during which as Occupancy Permit has affect (s.65 (3)(a)) Class 2 - 9 Buildings	S	No	90.00	90.00
<b>BUILDING APPROVAL CERTIFICATES - CLASS 1 &amp; 10 BUILDINGS</b>				
Application for a Building Approval Certificate for a building in respect of which <u>unauthorised work has been done</u> (s.51 (3)) - Class 1 & 10 Buildings	S	No	0.38% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$90.	0.38% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$90.
Application for a Building Approval Certificate for an existing building where unauthorised work <u>has not been done</u> , Class 1 & 10 Buildings – (s. 52 (2))	S		90.00	90.00
Application to extend the time during which a Building Approval Certificate has effect (s. 65(3)(a))	S	No	90.00	90.00
<b>STRATA TITLES</b>				
Application for an Occupancy Permit - Strata (Class 2 - 9 Buildings) or plan of strata re-subdivision (s.50(1) and (2))	S	No	\$10 for each strata unit covered by the application, but not less than \$100.	\$10 for each strata unit covered by the application, but not less than \$100.
Building Approval Certificate – Strata, ( <u>Class 1 &amp; 10 Buildings</u> ) for registration of strata scheme, or plan of strata re-subdivision (s.50(1) and (2))	S	No	\$10 for each strata unit covered by the application, but not less than \$100.	\$10 for each strata unit covered by the application, but not less than \$100.
<b>DEMOLITION PERMITS</b>				
Demolition Permit Application for the issue of permit for demolition work of Class 1 & 10 Buildings (S 16(1)).	S	No	90	90.00
Demolition Permit Application for the issue of permit for demolition work of Class 2 & 9 Buildings (S 16(1)).	S	No	\$90 for each storey of the building	\$90 for each storey of the building



**City of Cockburn  
FEES & CHARGES  
2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
Application to extend the time during which a Demolition Permit has effect, (s. 32 (3) (f)).	S	No	90	90.00
<b>LEVIES</b>				
<b><u>Building Construction Industry Training Levy, Work Value &gt; \$20, 000</u></b>	S	No	0.2% of value of work	0.2% of value of work
<b><u>Building Services Levy - Authorised Works</u></b>				
Building Permit - Value \$45000 or less	S	No	40.50	40.50
Building Permit - Value > \$45000	S	No	0.09% of value of work	0.09% of value of work
Demolition Permit - Value \$45, 000 or less	S	No	40.50	40.50
Demolition Permit - Value > \$45000	S	No	0.09% of value of work	0.09% of value of work
Occupancy Permit - Authorised Works	S	No	40.50	40.50
Building Approval Certificate - Authorised Works	S	No	40.50	40.50
<b><u>Building Services Levy - Unauthorised Works</u></b>				
Occupancy Permit - Unauthorised - Value \$45, 000 or less	S	No	91.00	91.00
Occupancy Permit - Unauthorised - Value > \$45, 000	S	No	0.18% of value of work	0.18% of value of work
Building Approval Certificate for Unauthorised Work \$45, 000 or less	S	No	91.00	91.00
Building Approval Certificate for Unauthorised Work > \$45, 000	S	No	0.18% of value of work	0.18% of value of work
<b><u>ADDITIONAL COUNCIL SERVICES</u></b>				
	C	Yes	0.19% of estimated construction value but not less than \$200.	0.19% of estimated construction value but not less than \$200.
Request to provide certificate of Design Compliance - Class 1 & 10 Buildings within/outside the City of Cockburn, based on construction cost.				
	C	Yes	Up to \$150, 000 in value - \$270	Up to \$150, 000 in value - \$270
Request to provide certificate of Design Compliance - Class 2 to 9 Buildings within/outside the City of Cockburn, based on construction cost.				
	C	Yes	\$150, 001 to \$500, 000 - \$270 + 0.15% in excess of \$500, 000 in value.	\$150, 001 to \$500, 000 - \$270 + 0.15% in excess of \$500, 000 in value.
	C	Yes	\$500, 001 to - \$1, 000, 000 - \$795 + 0.12% in excess of \$500, 000 in value.	\$500, 001 to - \$1, 000, 000 - \$795 + 0.12% in excess of \$500, 000 in value.
	C	Yes	\$1, 000, 001 and above - \$1395 + 0.1% in excess of \$1, 000, 000 in value.	\$1, 000, 001 and above - \$1395 + 0.1% in excess of \$1, 000, 000 in value.
	C	Yes	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.
REQUEST TO PROVIDE CERTIFICATE OF CONSTRUCTION COMPLIANCE				
	C	Yes	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.
REQUEST TO PROVIDE CERTIFICATE OF BUILDING COMPLIANCE				
REQUEST FOR ADDITIONAL PROFESSIONAL BUILDING SURVEYING SERVICES/ADVICE				

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
Level 1 Building Surveyor - per hour	C	Yes	121.00	126.00
Level 2 Building Surveyor - per hour	C	Yes	104.50	109.00
Assistant Building Surveyor - per hour	C	Yes	88.80	92.00
<b>REQUEST FOR PROFESSIONAL ADVICE</b>				
Request for professional advice from the Health, Planning or Engineering Services - per hour	C	Yes	121.00	126.00
<b>SIGNS (for approval permit)</b>				
• For Sale /Leasing sign exceeding 0.5 square metres	S	No	55.00	55.00
• Development signs	S	No	100.00	100.00
• Display Home Signs	S	No	100.00	100.00
• Horizontal Sign	S	No	35.00	35.00
• A hoarding - per annum	S	No	70.00	70.00
• Pylon Sign or Tower Sign	S	No	35.00	35.00
• Illuminated Sign	S	No	35.00	35.00
* On a roof \$5 per sq.m. per 0.1 sq.m. min.	S	No	50.00	50.00
* Under verandah	S	No	35.00	35.00
• A sign other than a pylon sign or an illuminated sign	S	No	55.00	55.00
Rural Producer's sign	S	No	35.00	35.00
Sign Panel	S	No	35.00	35.00
<b>PLAN COPIES PER BUILDING PERMIT</b>				
Can be obtained on a per property or per Building Licence basis (Residential). The search fee is non-refundable, and shall be tendered prior to a search for plans being carried out.				
<b>• Per Property - Residential</b>				
Generally includes all Building Licences, Floor Plans, and Elevations. Structural Engineer's Plans if available and requested may be provided.	C	Yes	78.00	82.00
<b>OR</b>				
<b>• Per Building Permit – Residential:</b>				
Generally includes Building Licence, Site Plan, Floor Plan, and Elevations. Structural Engineer's Plans if available and requested may be provided. Search fee allows for a maximum of up to 5 x A3 or smaller sheets or 2 x A1 sheets to be copied.	C	Yes	30.00	32.00
<b>Additional sheets if required shall be charged at:</b>				
• A3 or smaller	C	Yes	1.35	1.50
• A1 or smaller	C	Yes	4.10	4.50
<b>• Per Building Permit - Commercial/Industrial</b>				
Generally includes Site Plan, Floor Plan and Elevations. Structural Engineer's plans if available and requested may be provided. Search fee allows for a maximum of up to 13 x A3 or smaller sheets or 5 x A1 sheets to be copied. The fee is a non-refundable. Plans will be provided on a negotiated basis in each instance but shall cost not less than \$38 (GST incl.)	C	Yes	46.50	50.00
<b>Additional Sheets if required shall be charged at:</b>				
• A3 or smaller	C	Yes	1.35	1.50
• A1 or smaller	C	Yes	4.10	4.50
<b>Private Swimming Pool Inspection</b>				
Fee is applicable generally to inspections in addition to those required under legislation every four years (ie. Property sale/settlement inspection)	C	Yes	67.00	70.00
• Mandatory Swimming Pool Inspection Fees per annum	C	No	30.60	36.00

*City of Cockburn*  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Building Summary-written confirmation of Building Licenses issued for a property	C	Yes	41.00	44.00
<b><u>ENGINEERING &amp; WORKS</u></b>				
<b><u>WASTE COLLECTION</u></b>				
Rubbish Collection Levy - Householders	C	No	408.00	435.00
Rubbish Collection Levy - Exempt Properties	C	No	450.00	477.00
Purchase a set of 240 Litre bins annually for 4 years	C	No	27.00	27.00
Service Charge-2nd MSW MGB	C	No	220.00	311.00
Service Charge-2nd REC MGB	C	No	110.00	100.00
MSW MGB 6mth Hire	C	No	140.00	140.00
Recycling MGB 6mth Hire	C	No	70.00	50.00
Service Charge - Bins removed from & returned to an unmanaged bin store	C	No	Levy plus \$415	Levy plus \$520
Service Charge - Bins removed from & returned to a unit within a development	C	No	Levy plus \$830	Levy plus \$860
Service Charge - Litter bin service from non-COC land	C	No	N/A	490.00
Service Charge - Additional MSW Bin Service /Week	C	No	Levy plus \$265	Levy plus \$320
Service Charge - Additional Recycle Bin Service /Week	C	No	Levy plus \$155	Levy plus \$125
Service Charge - One-off event hire MSW Bin	C	No	35.00	35.00
Service Charge - One-off event hire Recycle Bin	C	No	15.00	15.00
<b><u>COMMERCIAL USERS BIN HIRE RATES</u></b>				
Additional 360 litre MSW Bin Annual Cost	C	No	392.00	400.00
Additional 360 Litre Recycle Bin Annual Cost	C	No	315.00	120.00
Purchase a set of 360 Litre bins annually for 4 years	C	No	38.00	38.00
Additional 660 Litre MSW Bin Annual Cost	C	No	670.00	625.00
Additional 660 Litre Recycling Bin Annual Cost	C	No	350.00	275.00
Purchase a set of 660 Litre bins annually for 4 years	C	No	115.00	115.00
<b><u>WASTE DISPOSAL</u></b>				
<b>Gate Entry Fees</b>				
• Per car boot not exceeding 1.0 cu.m.	C	Yes	30.00	30 (Jul-Dec13); 40 (Jan-Jun14)
• COC Trailer Pass (Residents only), per pass	C	Yes	45.00	45 (Jul-Dec13); 56 (Jan-Jun14)
• 2nd COC Trailer Pass (Residents only), 6 passes	C	Yes	270.00	270 (Jul-Dec13); 336 (Jan-Jun14)
• Per car, utility or trailer not exceeding 1.0 cu.m.	C	Yes	45.00	45 (Jul-Dec13); 56 (Jan-Jun14)
• Per trailer, 1.0 cu.m. - 2.5 cu.m.	C	Yes	90.00	90 (Jul-Dec13); 112 (Jan-Jun14)
• Per trailer exceeding 2.5 cu.m.	C	Yes	135.00	135 (Jul-Dec13); 170 (Jan-Jun14)
<b>Putrescible solid waste</b>				
Min. Load	C	Yes	45.00	45 (Jul-Dec13); 56 (Jan-Jun14)
Per Tonne MSW	C	Yes	135.00	135 (Jul-Dec13); 170 (Jan-Jun14)
Per Tonne C&I	C	Yes	135.00	135 (Jul-Dec13); 170 (Jan-Jun14)
Per Tonne C&D	C	Yes	135.00	135 (Jul-Dec13); 170 (Jan-Jun14)

**City of Cockburn**  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
• Clean Fill				
Min. Load	C	Yes	45.00	0.00
Per Tonne (Maximum 100 tonne per day)	C	Yes	5.00	0.00
• Inert Waste (Off Liner)				
Min. Load	C	Yes	45.00	45 (Jul-Dec13); 56 (Jan-Jun14)
Per Tonne	C	Yes	50.00	50 (Jul-Dec13); 85 (Jan-Jun14)
• Environmentally Sensitive (i.e. asbestos) 1 cu.m.				
* Residential Burial Fee-1 pass plus \$9.00 per sheet	C	Yes	8.00	8.00
* Non Residential Burial Fee-\$10.00 per sheet	C	Yes	9.00	9.00
*Contaminated Soil Class 3	C	Yes	165.00	165 (Jul-Dec13); 200 (Jan-Jun14)
*Contaminated Soil Class 2	C	Yes	150.00	150 (Jul-Dec13); 190 (Jan-Jun14)
• When weighbridge is not in use for putrescible and non-putrescible solid waste:				
* In non-compactor truck (per wheel)	C	Yes	60.00	60 (Jul-Dec13); 80 (Jan-Jun14)
* In compactor truck (per wheel)	C	Yes	100.00	100 (Jul-Dec13); 120 (Jan-Jun14)
• Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste				
Timber Packaging Uncontaminated	C	Yes	100.00	100.00
Timber Packaging Contaminated	C	Yes	135.00	135 (Jul-Dec13); 170 (Jan-Jun14)
Power Poles	C	Yes	100.00	110 (Jul-Dec13); 140 (Jan-Jun14)
Tyres-Passenger off rims (Max 4 per driver) cost per tyre	C	Yes	7.00	7.00
Tyres-Light Truck off rims (Max 4 per driver) cost per tyre	C	Yes	13.00	13.00
Washdown Bay Facility	C	Yes	30.00	30.00
Burial Fee/Special Handling Minimum Charge per hour	C	Yes	200.00	200.00
Burial Fee -commercial tonnage rate applies. Min Rate \$50 for Commercial.	C	Yes	250.00	250.00
Burial-Emergency outside business hrs. plus tonnage rate	C	Yes	500.00	500.00
Greenwaste Uncontaminated per tonne	C	Yes	50.00	50.00
Gwaste O/size or Contaminated/tonne	C	Yes	135.00	135 (Jul-Dec13); 170 (Jan-Jun14)
Non Compliance/Special Handling Fee Maximum (in addition to tonnage rate)	C	Yes	1,000.00	1,000.00
Load Weighing for Information Only	C	Yes	-	20.00
<b>DESIGN SERVICES</b> (for requesting, manufacture & installation)				
Direction Signs				
• Application Fee	C	Yes	25.55	45.00
• Manufacture cost for one sign	C	Yes	120.00	143.66
• Installation cost				
* One sign	C	Yes	81.76	99.00
* Two signs	C	Yes	122.64	148.50
Vehicle Traffic Data Collection				
<u>Notes:</u>				
1. the service is not generally provided to the public unless agreed by Design Manager the charge is per traffic counter used not per location.	C	Yes	306.60	306.60

*City of Cockburn*  
**FEES & CHARGES**  
**2014/2015**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2013/14 Incl GST (if applicable) \$	2014/15 Incl GST (if applicable) \$
<u>Information Research (per half hourly)</u>				
• Search for traffic data, drawings and stormwater drainage information.	C	Yes	25.55	25.55
<u>Photocopy drawings/maps (on paper)</u>				
A4	C	Yes	0.31	0.31
A3	C	Yes	0.41	0.41
A1	C	Yes	5.62	5.62
Plan printing from computer (per sheet)	C	Yes	28.11	28.11

# City of Cockburn Corporate Business Plan 2012/13 - 2016/17























*Image: Cockburn Town Centre – which represents Strategic Objective 3.1*

*“Sustainable development that ensures Cockburn Central becomes a Strategic Regional Centre”*

# Growing the City

**Strategic Objective 1.1: To grow our City in a sustainable way by: using land efficiently, protecting the natural environment, and conserving biodiversity**

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 1.1.1 - Ensure our strategic land use planning embraces sustainable development principles and reflects the values held by the community								
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning						Adoption of Strategy by Council	<ul style="list-style-type: none"><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul>
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning						Adoption of Town Planning Scheme	<ul style="list-style-type: none"><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul>
Align the planning and engineering Functions of the City with the <b>Sustainability Strategy (2012)</b>	Manager Strategic Planning						<ul style="list-style-type: none"><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul>	Sustainability Strategy
Develop and implement <b>Housing Affordability and Diversity Strategy</b>	<ul style="list-style-type: none"><li>• Manager Strategic Planning</li><li>• Manager Statutory Planning</li></ul>						Adoption of Strategy by Council	<ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>
Develop and implement an <b>Economic Development Strategy</b> and associated portfolio within the City administration	<ul style="list-style-type: none"><li>• Director Finance &amp; Corporate Services</li><li>• Manager Strategic Planning</li></ul>						<ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Establishment of an Economic Development Office</li></ul>	<ul style="list-style-type: none"><li>• 1.5.1</li><li>• 3.1.1</li><li>• 3.5.1</li></ul>

**Strategic Objective 1.2: Development that is soundly balanced between new and existing areas**





















Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 1.2.1 - Continue with the development of existing urban revitalisation strategies and plan for new ones								
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Strategy by Council	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul>
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Town Planning Scheme	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul>
Develop and implement <b>Revitalisation Staging Plan</b> relating to the timing and progress of revitalisation strategies	Manager Strategic Planning	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>• Adoption of Revitalisation Staging Plan</li><li>• Maintain existing Revitalisation Strategies (Hamilton Hill/Phoenix Central)</li></ul>	<ul style="list-style-type: none"><li>• Town Planning Scheme</li><li>• Hamilton Hill Revitalisation Strategy</li><li>• Phoenix Central Revitalisation Strategy</li></ul>



# Growing the City

Implement the <b>Local Commercial and Activity Centres Strategy (2011 - 2016)</b>	Manager Strategic Planning	✓	✓	✓	✓	✓	Amend Town Planning Scheme	<ul style="list-style-type: none"> <li>3.4.1</li> <li>Local Planning Strategy</li> <li>Town Planning Scheme</li> </ul>
Ensure that the adopted Sustainability principles are incorporated into the <b>Revitalisation Staging Plan</b>	Manager Strategic Planning		✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Relevant KPI's outlined in the City's SAP are achieved.</li> <li>Report on outcomes of the SAP (within the SOS report) annually.</li> </ul>	Sustainability Strategy
Strategy 1.2.2 - Apply structure planning for new development areas which embrace best practice and community creation								
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Town Planning Scheme	<ul style="list-style-type: none"> <li>1.1.1</li> <li>1.2.1</li> <li>1.3.1 &amp; 1.3.2</li> <li>1.4.1</li> <li>1.5.1 &amp; 1.5.2</li> <li>3.1.1</li> <li>3.2.1 &amp; 3.2.2</li> <li>3.5.1</li> <li>6.4.1</li> </ul>
Ensure that the adopted Sustainability principles are incorporated into all structure plans for new development.	Manager Strategic Planning		✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Relevant KPI's outlined in the City's SAP are achieved.</li> <li>Report on outcomes of the SAP (within the SOS report) annually.</li> </ul>	Sustainability Strategy
Develop and implement a new <b>District Structure Plan</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of District Structure Plan	<ul style="list-style-type: none"> <li>Local Planning Strategy</li> <li>Town Planning Scheme</li> </ul>


















## Strategic Objective 1.3: Reduction in energy dependency and greenhouse gas emissions within our City

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 1.3.1 Ensure that our neighbourhoods are designed to be more compact, attractive and energy efficient to accommodate a mixture of uses								
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning						<ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li></ul>	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul>
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning						<ul style="list-style-type: none"><li>• Adoption of Town Planning Scheme</li></ul>	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul>
Align the planning and engineering Functions of the City with the <b>Sustainability Strategy (2012)</b>	Manager Strategic Planning						<ul style="list-style-type: none"><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul>	Sustainability Strategy
Develop and implement a <b>Housing Affordability and Diversity Strategy</b>	Manager Strategic Planning						<ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li></ul>	<ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning</li></ul>
Develop and implement a <b>Digital Economy Strategy</b>	Director Finance and Corporate Services						<ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Digitising the Council Agenda and linking of the business community with City of Cockburn via LinkedIn etc.</li></ul>	<ul style="list-style-type: none"><li>• 1.5.1</li><li>• 3.2.2</li><li>• 3.3.1</li></ul>

# Growing the City

Strategy 1.3.2 Ensure that neighbourhoods are interconnected physically economically, socially and technologically, to minimise energy dependency								
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Strategy by Council	<ul style="list-style-type: none"> <li>1.1.1</li> <li>1.2.1 &amp; 1.2.2</li> <li>1.3.1</li> <li>1.4.1</li> <li>1.5.1 &amp; 1.5.2</li> <li>3.1.1</li> <li>3.2.1 &amp; 3.2.2</li> <li>3.5.1</li> <li>6.4.1</li> </ul>
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Town Planning Scheme	<ul style="list-style-type: none"> <li>1.1.1</li> <li>1.2.1 &amp; 1.2.2</li> <li>1.3.1</li> <li>1.4.1</li> <li>1.5.1 &amp; 1.5.2</li> <li>3.1.1</li> <li>3.2.1 &amp; 3.2.2</li> <li>3.5.1</li> <li>6.4.1</li> </ul>

## Strategic Objective 1.4: Diversity of housing to respond to changing needs and expectations

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 1.4.1 Ensure our strategic land use planning in the form of: the Local Planning Strategy, Town Planning Scheme, revitalisation strategies and structure plans, achieves a robust planning framework delivering adequate supply and diversity in housing choice								
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning						<ul style="list-style-type: none"><li>• Adoption of Strategy by Council.</li><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul>	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Sustainability Strategy</li></ul>
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning						<ul style="list-style-type: none"><li>• Adoption of Scheme by Council.</li><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul>	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Sustainability Strategy</li></ul>
Develop and implement a <b>Housing Affordability and Diversity Strategy</b>	Manager Strategic Planning						<ul style="list-style-type: none"><li>• Adoption of Strategy by Council.</li><li>• Report against KPI in SAP.</li></ul>	<ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li><li>• Sustainability Strategy</li></ul>
Develop and implement ongoing <b>Revitalisation Strategies</b>	Manager Strategic Planning						<ul style="list-style-type: none"><li>• Adoption of Revitalisation Strategies</li><li>• Implementation of Revitalisation Strategy Recommendations</li></ul>	1.2.1




# Growing the City

**Strategic Objective 1.5: Investment in industrial and commercial areas, provide employment, careers and increase economic capacity in the City**

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 1.5.1 Work with stakeholders to ensure serviced and accessible industrial land incorporating technology and education is planned and delivered								
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Strategy by Council	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul>
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Town Planning Scheme	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul>
Develop and implement an <b>Economic Development Strategy</b> and associated portfolio within the City administration	Manager Strategic Planning			✓	✓	✓	<ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Number of jobs created within City of Cockburn</li></ul>	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 3.1.1</li><li>• 3.5.1</li><li>• Local Planning Strategy</li></ul>
Implement the <b>Local Commercial and Activity Centres Strategy (2011 - 2016)</b>	Manager Strategic Planning	✓	✓	✓	✓	✓	% of initiatives of Strategy implemented	<ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>
Align Land use planning and development with the <b>Sustainability Strategy (2012)</b>	<ul style="list-style-type: none"><li>• Manager Strategic Planning</li><li>• Manager Parks &amp; Environment (Sustainability Officer)</li></ul>		✓	✓	✓	✓	<ul style="list-style-type: none"><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul>	Sustainability Strategy
Develop and implement an <b>Integrated Transport Strategy</b> .	Manager Engineering Services		✓	✓	✓	✓	Freight and transport linkages defined and embedded into TPS.	<ul style="list-style-type: none"><li>• 6.1.1</li></ul>
Develop and implement a <b>Digital Economy Strategy</b>	Director Finance and Corporate Services		✓	✓	✓	✓	<ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Digitising the Council Agenda and linking of the</li></ul>	<ul style="list-style-type: none"><li>• 1.3.1</li><li>• 3.2.2</li><li>• 3.3.1</li></ul>
Strategy 1.5.2 Work with stakeholders to establish, renew or expand commercial centres that increase diversity, accessibility, employment and amenity								
Implement the <b>Local Commercial and Activity Centres Strategy (2011 - 2016)</b>	Manager Strategic Planning	✓	✓	✓	✓	✓	% of initiatives of Strategy implemented	<ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>

# Community and Lifestyles

## Strategic Objective 2.1: Community environments that are socially cohesive and embrace diversity











Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 2.1.1 Develop local community plans across the City that create cohesiveness and recognise diversity								
Implement and Review <span>Community Development Strategic Plan (2011 - 2016)</span>	Manager Community Services						<ul style="list-style-type: none"><li>• Number of community organisations assisted each year.</li><li>• Number of consultation processes in which community development was involved.</li><li>• 10% annual increase in page loads on the Cockburn Community Portal</li></ul>	<ul style="list-style-type: none"><li>• 2.3.2</li></ul>
Develop and implement city wide <span>Place Making Strategy</span>	Manager Community Services (Community Development Coordinator)						Adoption of new Strategy by Council	<ul style="list-style-type: none"><li>• 3.5.1</li><li>• Community Development Strategy</li></ul>

## Strategic Objective 2.2: Communities that are connected, inclusive and promote intergenerational opportunities






Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
2.2.1 Provide and facilitate quality community services that meet diverse recreational, cultural and community needs of all age groups								
Implement and Review <a href="#">Library Strategic Plan (2007 - 2010)</a>	Manager Libraries	✓	✓	✓	✓	✓	% of actions in Plan completed	No
Develop and implement an an <a href="#">Arts and Culture Strategy</a> (incorporating it into review of <a href="#">Public Artwork Strategy 2009</a> )	Manager Corporate Communications (Cultural Development Coordinator)			✓	✓	✓	<ul style="list-style-type: none"> <li>Public Artwork Inventory Updated</li> <li>New Arts and Culture Strategy/Public Artworks Strategies Adopted</li> </ul>	<ul style="list-style-type: none"> <li>2.3.1</li> <li>Public Artworks Strategy</li> </ul>
Implement and Review <a href="#">Youth Services Strategic Plan (2011 - 2016)</a>	Manager Human Services	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>% of actions implemented in accordance with the timeline identified in the plan</li> <li>Community perception of services and facilities provided for young people</li> </ul>	No
Implement and Review <a href="#">Reconciliation Action Plan (2011 - 2013)</a>	Manager Human Services (Family Services Manager)	✓	✓	✓	✓	✓	New Reconciliation Action Plan adopted by Council	No
Implement and Review <a href="#">Age Friendly Strategic Plan (2009)</a>	Manager Human Services	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>The Percentage of strategies implemented in accordance with the timeline identified in the plan</li> <li>Community perception of services and infrastructure for seniors</li> </ul>	No
Implement and Review <a href="#">Children's Services Strategic Plan (2010 - 2016)</a>	Manager Human Services	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>The Percentage of strategies implemented in accordance with the timeline identified in the plan</li> <li>Community perception of services provided for children and families</li> </ul>	No
Review <a href="#">Sport and Recreation Strategic Plan (2009)</a>	Manager Community Services	✓	✓	✓	✓	✓	Projects are completed on time and within the allocated budget once approved by Council	<ul style="list-style-type: none"> <li>2.6.1</li> <li>5.1.1</li> <li>5.2.1</li> </ul>
Develop and adopt <a href="#">Public Open Spaces Strategy</a>	Manager Parks and Environment		✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Adoption of strategy</li> <li>Active and Passive Open Space areas meet community expectations.</li> <li>New CAPEX are completed on time and within the allocated budget once approved by Council</li> </ul>	<ul style="list-style-type: none"> <li>Sport and Recreation Strategic Plan.</li> <li>Sustainability Strategy</li> </ul>
Develop and implement <a href="#">Grant and Fee Funded Human Services Plan</a>	Manager Human Services	✓	✓	✓	✓	✓	Adoption of new Strategy by Council	No

# Community and Lifestyles

Strategic Objective 2.3: Communities that take pride and aspire to a greater sense of community

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 2.3.1 Provide and facilitate community activities, events and programs that draw a wide cross-section of the community								
Implement and Review <b>Public Artworks Strategy (2009 - 2013)</b>	Manager Corporate Communications						<ul style="list-style-type: none"><li>• A program will be initiated to incorporate arts works into the design Cockburn Integrated Health Facility (CIHF) (P24 Business plan)</li><li>• Public Art included as part of Friendship Way program. (P27 Business plan)</li></ul>	<ul style="list-style-type: none"><li>• 5.4.2 Arts and Culture Strategy</li></ul>
Develop and implement <b>Events Strategy</b>	Manager Corporate Communications						Adoption of new Strategy by Council	Community Development Strategy
Strategy 2.3.2 Support the development of local community associations and other advocacy groups								
Ensure specific activities and programs are incorporated in the Community Development Strategy	Manager Community Services (Community Development Coordinator)						Reveiwed Strategy adopted including relevant activites	<ul style="list-style-type: none"><li>• 2.1.1 Events Strategy</li></ul>

Strategic Objective 2.4: People of all ages and abilities to have equal access to our facilities and to services in our communities

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 2.4.1 Facilitate equal access for all of the community to our facilities and services								
Implement and Review <b>Disability Access and Inclusion Plan (2012 - 2017)</b>	Manager Human Services						<ul style="list-style-type: none"><li>• Annual reports on the progress that has been made in relation to the DAIP have been submitted to and approved by the Disability Services Commission.</li><li>• Progress on the achievement of outcomes must be reported on in the City of Cockburn annual report.</li><li>• The percentage of strategies implemented in accordance with the nominated time frame will be measured.</li></ul>	<ul style="list-style-type: none"><li>• Walkway Master Plan</li><li>• Cycleway Master Plan</li><li>• Trails Master Plan</li><li>• Sustainability Strategy</li><li>• Enterprise Risk Management Strategy</li></ul>

Strategic Objective 2.5: Safe communities and to improve the community's sense of safety







Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 2.5.1 Provide and facilitate initiatives that improve safety for our communities								
Incorporate a <b>Stakeholder Engagement &amp; Management Strategy</b> to address concerns regarding community safety into <b>Crime Prevention Plan (2011 - 2015)</b>	Manager Community Services (Rangers and Community Safety Services Manager)						Stakeholder Engagement Strategy incorporated into review of Current Plan	<ul style="list-style-type: none"><li>• 5.3.1</li><li>• 7.1.1</li><li>• 7.2.1</li><li>• Crime Prevention Plan</li><li>• Communications Strategy</li></ul>
Implement and Review <b>Crime Prevention Plan (2011 - 2015)</b>	Manager Community Services (Rangers and Community Safety Services Manager)						Community perception survey demonstrates an improvement in the sense of safety and security in the City	No
Implement and Review <b>CCTV Strategy (2011 - 2014)</b>	Manager Community Services (Rangers and Community Safety Services Manager)						<ul style="list-style-type: none"><li>• Installation of CCTV across the identified site is completed and operations</li><li>• Investigate partnerships with businesses in vulnerable areas</li></ul>	No
Implement and Review <b>Local Emergency Risk Management Arrangements (2009) and Community Emergency Risk Management (2009)</b>	Manager Community Services (Rangers and Community Safety Services Manager)						Assessment of effectiveness of current plan by Local Emergency Management Committee	<ul style="list-style-type: none"><li>• 4.2.3</li><li>• 7.7.1</li></ul>
Implement and Review <b>Rangers and Community Safety Review (2012)</b>	Manager Community Services (Rangers and Community Safety Services Manager)						Reviewed and adopted by Council	No

# Community and Lifestyles






## Strategic Objective 2.6: Promotion of active and healthy communities

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 2.6.1 Provide and promote activities, services and recreational facilities that encourage our community towards an active and healthy lifestyle								
Implement and Review <b>Sport and Recreation Strategic Plan(2009)</b> initiatives	Manager Community Services (Recreation Services Coordinator)	✓	✓	✓	✓	✓	% of Initiatives in Plan Implemented	<ul style="list-style-type: none"><li>• 2.2.1</li><li>• 5.1.1</li><li>• 5.2.1</li></ul>
Incorporate and inplement Healthy Lifestyles Initiatives in <b>Public Health Strategy (2013)</b>	Manager Environmental Health	✓	✓	✓	✓	✓	Specific initiatives identified and included in adopted Plan	<ul style="list-style-type: none"><li>• 4.3.1</li></ul>
Develop and implement <b>TravelSmart Program</b>	Manager Environmental Health (TravelSmart Officer)		✓	✓	✓	✓	<ul style="list-style-type: none"><li>• TravelSmart Program adopted by Council</li><li>• Specific initiatives identified and included in adopted Plan</li></ul>	<ul style="list-style-type: none"><li>• 6.1.2</li><li>• 6.2.2</li></ul>

## Strategic Objective 2.7: The significance and richness of our local Indigenous people and diverse multicultural community will be recognised and celebrated

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 2.7.1 Recognise, engage, include and celebrate the significance and richness of local Indigenous and diverse multicultural groups								
Implement and Review <b>Reconciliation Action Plan (2011 - 2013)</b> Initiatives	Manager Human Services (Family Services Manager)						% of Initiatives in Plan Implemented	No
Develop and implement a <b>Multicultural Strategic Plan</b>	Manager Human Services						Adoption of Plan by Council	No

## Strategic Objective 2.8: Conservation of our heritage and areas of cultural significance

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 2.8.1 Protect the heritage of the City through advocacy, statutory controls and promotion								
Maintain and Review the <a href="#">Local Government Inventory and Heritage List (2011)</a>	Manager Strategic Planning						<ul style="list-style-type: none"><li>• The percentage of places of cultural heritage significance that are identified and maintained within the Local Government Inventory, based on identified assessment criteria;</li><li>• The degree to which assessment criteria for local heritage assessment, published by the Heritage Council, are employed</li><li>• The percentage of people who feel they connect with heritage places within their community</li><li>• The percentage of people who are satisfied with the quality and protection of heritage places within their community.</li></ul>	Town Planning Scheme



# A Prosperous City

## Strategic Objective 3.1: Sustainable development that ensures Cockburn Central becomes a Strategic Regional Centre

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 3.1.1 Identify, target and facilitate sustainable development in Cockburn Central reflecting the status of a Strategic Regional Centre								
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning						Adoption of Strategy by Council	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Place Making Strategy</li></ul>
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning						Adoption of Town Planning Scheme	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Place Making Strategy</li></ul>
Develop and implement <b>Economic Development Strategy</b> and associated portfolio within the City administration	<ul style="list-style-type: none"><li>• Director Finance &amp; Corporate Services</li><li>• Manager Strategic Planning</li></ul>						<ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Creation of Cockburn Central as a Regional Centre</li></ul>	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.5.1</li><li>• 3.5.1</li><li>• Local Planning Strategy</li></ul>
Develop and implement <b>Cockburn Central Activity Centre Plan</b>	Manager Strategic Planning						Adoption of Plan by Council	<ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>

## Strategic Objective 3.2: Investment in the local economy to achieve a broad base of services and activities

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 3.2.1 Engage stakeholders on the delivery of industrial, commercial and infrastructure projects								
Develop and implement an <b>Economic Development Strategy</b> and associated portfolio within the City administration	• Director Finance & Corporate Services • Manager Strategic Planning			✓	✓	✓	• Adoption of Strategy by Council • Number of new business's created in City of Cockburn	• Local Planning Strategy • Town Planning Scheme
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Strategy by Council	• 1.1.1 • 1.2.1 & 1.2.2 • 1.3.1 • 1.4.1 • 1.5.1 • 3.1.1 • 3.2.2 • 3.5.1 • 6.4.1 • Place Making Strategy
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Town Planning Scheme	• 1.1.1 • 1.2.1 & 1.2.2 • 1.3.1 • 1.4.1 • 1.5.1 • 3.1.1 • 3.2.2 • 3.5.1 • 6.4.1 • Place Making Strategy
Implement and review of the <b>Local Commercial and Activity Centres Strategy (2011 - 2016)</b>	Manager Strategic Planning	✓	✓	✓	✓	✓	• Adoption of Strategy by Council • Amend Town Planning Scheme	• Local Planning Strategy • Town Planning Scheme
Implementation of the City's Development Guidelines.	Manager Engineering (Senior Development Engineer)	✓	✓	✓	✓	✓	• Development Guidelines followed. • Civil Infrastructure updated through Dspec	Integrated Transport Strategy, District Traffic Study
Strategy 3.2.2 Ensure that the City's sustainable development framework drives and enables diverse business investment and activities								
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Strategy by Council	• 1.1.1 • 1.2.1 & 1.2.2 • 1.3.1 • 1.4.1 • 1.5.1 • 3.1.1 • 3.2.1 • 3.5.1 • 6.4.1 • Place Making Strategy
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning		✓	✓	✓	✓	Adoption of Town Planning Scheme	• 1.1.1 • 1.2.1 & 1.2.2 • 1.3.1 • 1.4.1 • 1.5.1 • 3.1.1 • 3.2.1 • 3.5.1 • 6.4.1 • Place Making Strategy



# A Prosperous City

Implementation of the <b>Local Commercial and Activity Centres Strategy (2011 - 2016)</b>	Manager Strategic Planning	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Adoption of Strategy by Council</li> <li>Amend Town Planning Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Local Planning Strategy</li> <li>Town Planning Scheme</li> </ul>
Develop and implement an <b>Integrated Transport Strategy</b>	Manager Engineering		✓	✓	✓	✓	<ul style="list-style-type: none"> <li>ITS adopted by Council.</li> <li>Freight and transport linkages defined and embedded into Town Planning Scheme.</li> </ul>	
Develop and implement a <b>Digital Economy Strategy</b>	Director Finance and Corporate Services		✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Adoption of Strategy by Council</li> <li>Creation of a website and associated tools to assist local business</li> </ul>	<ul style="list-style-type: none"> <li>1.3.1</li> <li>1.5.1</li> <li>3.3.1</li> </ul>

## Strategic Objective 3.3: Promotion and support for the growth and sustainability of local businesses and local business centres

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 3.3.1 Facilitate and promote economic development aligned to business centre growth								
Develop and implement <b>Business Marketing Strategy</b>	Director Finance and Corporate Services				✓	✓	Adoption of Strategy by Council	Economic Development Strategy
Develop and implement <b>Economic Development Strategy</b> and associated portfolio within the City administration	• Director Finance & Corporate Services • Manager Strategic Planning			✓	✓	✓	• Adoption of Strategy by Council • Liaison Officer appointed to facilitate business growth through planning (Statutory and Strategic)	
Implementation of the <b>Local Commercial and Activity Centres Strategy (2011 - 2016)</b>	Director Finance and Corporate Services	✓	✓	✓	✓	✓	• Adoption of Strategy by Council • Amend Town Planning Scheme	Local Planning Strategy Town Planning Scheme
Develop and implement <b>Digital Economy Strategy</b>	Director Finance and Corporate Services		✓	✓	✓	✓	• Adoption of Strategy by Council • Creation of a website and associated tools to assist local business	• 1.3.1 • 1.5.1 • 3.2.2
Foster Economic Development which is aligned to the Sustainability Strategy	• Manager Strategic Planning • Manager Parks and Environment (Sustainability Officer)			✓	✓	✓	• Relevant KPI's outlined in the City's SAP are achieved. • Report on outcomes of the SAP (within the SOS report) annually.	Sustainability Strategy

## Strategic Objective 3.4: A range of leading educational facilities and opportunities.

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 3.4.1 Identify initiatives and incentives to broaden the range of educational facilities, programs and partnerships								
Develop and implement <b>Economic Development Strategy</b> and associated portfolio within the City administration	<ul style="list-style-type: none"><li>Director Finance &amp; Corporate Services</li><li>Manager Strategic Planning</li></ul>						<ul style="list-style-type: none"><li>Adoption of Strategy by Council</li><li>Number of education institutions in City of Cockburn</li></ul>	1.2.1
Implementation of the <b>Local Commercial and Activity Centres Strategy (2011 - 2016)</b>	Manager Strategic Planning						<ul style="list-style-type: none"><li>Adoption of Strategy by Council</li><li>Amend Town Planning Scheme</li></ul>	<ul style="list-style-type: none"><li>Local Planning Strategy</li><li>Town Planning Scheme</li></ul>

## Strategic Objective 3.5: Creation and promotion of opportunities for destination based leisure and tourism facilities

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 3.5.1 Develop and promote a strategy for the growth of leisure and tourism based activities								
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning						• Adoption of Strategy by Council	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1</li><li>• 1.4.1</li><li>• 1.5.1</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 6.4.1</li><li>• Place Making Strategy</li></ul>
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning						• Adoption of Town Planning Scheme	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1</li><li>• 1.4.1</li><li>• 1.5.1</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 6.4.1</li><li>• Place Making Strategy</li></ul>
Develop and implement an <b>Integrated Transport Strategy</b>	Manager Engineering						<ul style="list-style-type: none"><li>• ITS adopted by Council.</li><li>• Tourism and destination linkages are defined based on the user and embedded into Town Planning Scheme</li></ul>	<ul style="list-style-type: none"><li>• 6.2.2</li><li>• 6.3.2</li></ul>
Develop and implement a <b>Tourism Strategy</b>	Manager Corporate Communications						• Adoption of Strategy by Council	Local Planning Strategy
Develop and implement <b>Economic Development Strategy</b> and associated portfolio within the City administration	<ul style="list-style-type: none"><li>• Director Finance &amp; Corporate Services</li><li>• Manager Strategic Planning</li></ul>						<ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• All tourist sites identified and promoted</li></ul>	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.5.1</li><li>• 3.1.1</li><li>• Local Planning Strategy</li></ul>

# Environment and Sustainability











Strategic Objective 4.1: A community that uses resources in a sustainable manner.

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 4.1.1 - Implement sustainable resource management strategies								
Implement and Review the <b>Water Conservation Strategy (2007)</b>	Manager Parks and Environment						<ul style="list-style-type: none"><li>• Complete review of the Water Conservation Strategy.</li><li>• Targets / KPI's identified in revised strategy.</li><li>• Reduce water consumption by 1/3 of 2005 levels.</li></ul>	
Implement the City's <b>Sustainability Strategy (2012)</b>	Manager Parks and Environment (Sustainability Officer)						<ul style="list-style-type: none"><li>• Annual review of SAP.</li><li>• Produce an annual SoS Report.</li></ul>	All
Develop and implement <b>Sustainable Resource Management Strategy</b>	Manager Infrastructure						<ul style="list-style-type: none"><li>• Review alternative fleet options.</li><li>• Consider energy efficiency opportunities.</li></ul>	
Strategy 4.1.2 - Promote sustainable practices within the community								
Waste education, natural resource usage & conservation education	<ul style="list-style-type: none"><li>• Manager Parks and Environment (Environment Manager)</li><li>• Waste Manager</li></ul>						Delivery of Sustainable September events. Annual Living Smart initiatives	<ul style="list-style-type: none"><li>• 4.4.2</li></ul>
Establish an education program that seeks to demonstrate efficient use of resources for the community.	Manager Parks and Environment (Sustainability Officer)						<ul style="list-style-type: none"><li>• Maintain our partnership with the City of Mandurah to showcase the Sustainable Home initiative.</li><li>• Develop a business case for construction of a Sustainable Home within Cockburn.</li><li>• Develop an education campaign around Sustainable Living.</li></ul>	

Strategic Objective 4.2: To protect, manage and enhance our natural open spaces and coastal landscapes
















Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 4.2.1 - Adopt best practice management for our natural environment								
Develop and implement the <b>Natural Areas Management Strategy (2012 - 2022)</b> (Revegetation component/Fire management component & incorporating the Greening Plan)	Manager Parks and Environment (Environment Manager)	✔	✔	✔	✔	✔	Natural Areas Management Strategy prepared and adopted by Council.	• 4.2.3 • Greening Plan
Strategy 4.2.2 - Develop a coastal area management strategy								
Develop and implement an overall <b>Coastal Management Strategy</b>	• Manager Infrastructure • Manager Parks and Environment (Environment Manager) • Manager Strategic Planning			✔	✔	✔	• Coastal Management Strategy prepared and adopted by Council. • Coastal Vulnerability considered in TPS review.	
Engage with the Cockburn Sound Management Council (CSMC) in the development of the Owen Anchorage State Environmental Policy	Manager Parks and Environment			✔			Owen Anchorage State Environmental Policy adopted by Council	• 5.3.1 • 7.2.1 & 7.2.2
Strategy 4.2.3 - Actively pursue remediation and adaptation strategies in areas where the natural environment is at risk								
Develop and implement <b>Climate Adaptation Strategy</b>	Manager Parks and Environment (Environment Manager)			✔	✔	✔	Adoption of Climate Adaptation Strategy	
Implement and Review the <b>Contaminated Sites Strategy (2008)</b>	Manager Environmental Health	✔	✔	✔	✔	✔	Review of Stratgey completed	
Develop and implement the <b>Natural Areas Management Strategy (2012 - 2022)</b> (Revegetation component/Fire management component & incorporating the Greening Plan)	Manager Parks and Environment (Environment Manager)	✔	✔	✔	✔	✔	NRM Strategy prepared and adopted by Council.	• 4.2.1 • Greening Plan
Develop and implement <b>Bushfire Management Strategy</b>	Manager Community Services (Rangers and Community Safety Services Manager)		✔	✔	✔	✔	Acceptance of Strategy by LEMC and Council	• 2.5.1 • 7.7.1 • Community Emergency Risk Management Plan • Local Emergency Management Arrangements

Strategic Objective 4.3 - Identification and minimisation of impacts to human health risk

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 4.3.1 - Implement human health risk management strategies								
Develop and implement a <b>Public Health Strategy</b> - (that includes noise, dust, odour, pollution management)	Manager Environmental Health						Adoption of Public Health Strategy	• 2.6.1
Implement <b>Mosquito Management Plan</b>	Manager Environmental Health						% of actions in MMP implemented	

# Environment and Sustainability

Strategic Objective 4.4: Community and businesses are supported to reduce resource consumption, recycle, and manage waste






Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 4.4.1 - Review the Waste Management Strategy								
Implement and Review Strategic Waste Management Strategy (2008)	Waste Manager						<ul style="list-style-type: none"><li>• Proves waste management techniques.</li><li>• Prepare a new waste management strategy.</li><li>• Establish clear targets for waste minimisation and recycling.</li><li>• Increase potential for gas capture through</li></ul>	
Strategy 4.4.2 - Investigate and implement appropriate waste minimisation programs and new technologies								
Implement community and schools education programs (recycling, consumption)	Waste Manager						Waste education strateggy develeoped and delivered.	
Implement industrial waste management initiatives	Waste Manager						Waste management strategy prepared which details initiatives for industrial waste stream.	• 4.1.2

Strategic Objective 4.5: Greenhouse gas emission and energy management objectives are set, achieved and reported

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 4.5.1- Implement programs to reduce and manage the City's and community's carbon footprint								
Implement Greenhouse Gas Emission Reduction Strategy (2011 - 2020)	Manager Parks and Environment (Climate Change Officer)	✓	✓	✓	✓	✓	Meet targets contained in GGERS	
Initiate community education on GHG emission reduction and carbon footprint reduction	Manager Parks and Environment (Climate Change Officer)	✓	✓	✓	✓	✓	Meet targets contained in GGERS	
Strategy 4.5.2 - Meet targets contained in GGERS								
Pursue other energy management actions which may result in a reduction in energy consumption or reduced emissions.	• Manager Parks and Environment • Manager Infrastructure	✓	✓	✓	✓	✓	Alternative opportunities explored and reported.	

# Infrastructure

Strategic Objective 5.1: Community facilities that meet the diverse needs of the community now and into the future

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 5.1.1 Develop and implement a City infrastructure plan that meets current and future needs, that cater for all ages, abilities and cultural groups to promote community interaction								
Develop and implement <b>Integrated Community Infrastructure Plan</b>	<ul style="list-style-type: none"><li>• Manager Infrastructure</li><li>• Manager Community Services</li><li>• Manager Human Services</li></ul>						Infrastructure Plan adopted and reviewed annually by Council	<ul style="list-style-type: none"><li>• 2.2.1</li><li>• 2.6.1</li><li>• 5.2.1</li><li>• Sports and Recreation Strategic Plan</li></ul>
Strategy 5.1.2 Develop multi-use facilities that cater for all ages, abilities and cultures to promote community interaction								
Establish broad Facility guidelines that incorporate <b>Disability Access Inclusion Plan (2012 - 2017)</b> and functionality requirements	<ul style="list-style-type: none"><li>• Manager Infrastructure</li><li>• Manager Human Services</li></ul>						Facility Guidelines Prepared for incorporation into City's standard specification.	

Strategic Objective 5.2: Community infrastructure that is well planned, managed, safe, functional, sustainable, and aesthetically pleasing

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 5.2.1 - Develop Infrastructure provision and renewal strategies that direct investment in ongoing infrastructure provision and management								
Develop and implement Long Term Asset Management Plans (2013)	Manager Infrastructure	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>• AM Plans for all asset categories adopted by Council.</li><li>• The principles identified in the Sustainability Strategy relating to long term asset management are achieved.</li></ul>	<ul style="list-style-type: none"><li>• 2.2.1</li><li>• 2.6.1</li><li>• 5.1.1</li><li>• Sports and Recreation Strategic Plan</li></ul>
Develop and implement Underground Power Submission in accordance with the Underground Power Plan	Manager Engineering		✓	✓	✓	✓	Underground power submission made to Government	
Replace Drainage Catchment Study with Drainage Management and Maintenance Strategy and implement	Manager Engineering		✓	✓	✓	✓	<ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Implementation of strategy</li></ul>	
Review and implement Bibra Lake Management Plan (2009)	Manager Parks and Environment	✓	✓	✓	✓	✓	Management Plan reviewed	
Review and implement North Coogee Foreshore Management Plan (2009)	Manager Parks and Environment	✓	✓	✓	✓	✓	Management Plan reviewed	

Strategic Objective 5.3: Partnerships that help provide community infrastructure

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 5.3.1 - Work in partnerships with Federal and State Government and other key stakeholders to provide integrated infrastructure								
Develop and implement <b>Stakeholder Engagement and Management Strategy</b>	<ul style="list-style-type: none"><li>• Manager Community Services (Community Development Coordinator)</li><li>• Manager Corporate Communications</li><li>• Manager Human Services</li><li>• Manager Strategic Planning</li><li>• Manager Engineering</li></ul>						Adoption of Strategy by Council	<ul style="list-style-type: none"><li>• 2.5.1</li><li>• 4.4.2</li><li>• 7.1.1</li><li>• 7.2.1 &amp; 7.2.2</li><li>• Communications Strategy</li></ul>
Develop and implement <b>Stakeholder Engagement and Management Strategy</b> to maximise funding/delivery opportunities for essential community infrastructure	<ul style="list-style-type: none"><li>• Manager Community Services (Community Development Coordinator)</li><li>• Manager Corporate Communications</li><li>• Manager Human Services</li><li>• Manager Strategic Planning</li><li>• Manager Engineering</li></ul>						Stakeholder Engagement and Management Strategy adopted by Council	<ul style="list-style-type: none"><li>• 2.5.1</li><li>• 4.4.2</li><li>• 7.1.1</li><li>• 7.2.1 &amp; 7.2.2</li></ul>
Engage with State and Federal Government agencies in order to secure partnership funding arrangements	Executive						<ul style="list-style-type: none"><li>• Submissions made to State and Federal Government agencies</li><li>• Grants received</li></ul>	<ul style="list-style-type: none"><li>• 4.2.2</li><li>• 7.2.1</li></ul>











# Infrastructure

Strategic Objective 5.4: Facilities that promote the identity of Cockburn and its communities

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 5.4.1 - Develop and implement the branding strategy of the City across all our communities and services								
Develop and implement <b>Integrated Branding Strategy</b>	Manager Corporate Communications			✓	✗	✗	Integrated Branding Strategy adopted by Council	Communications Strategy
Strategy 5.4.2 Maintain urban art investment and other initiatives the create interesting community places and encourage creativity								
Incorporate and Implement initiatives in review of <b>Public Artworks Strategy (2009 - 2013)</b>	Manager Coporate Communications (Cultural Development Coordinator)	✗	✓	✗	✗	✗	Initiatives included in review of Public Art Strategy	• 2.3.1

# Moving Around

## Strategic Objective 6.1: An integrated transport system which balances environmental impacts and community needs

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 6.1.1 Develop and implement strategies to facilitate the efficient and sustainable movement of people and goods								
Develop and implement an <b>Integrated Transport Strategy</b>	Manager Engineering						<ul style="list-style-type: none"><li>• Integrated Transport Strategy adopted by Council.</li><li>• Freight and transport linkages defined and embedded into TPS.</li></ul>	<ul style="list-style-type: none"><li>• 3.5.1</li><li>• 6.2.2</li><li>• 6.31 &amp; 6.3.2</li><li>• 6.4.1</li><li>• District Traffic Study</li><li>• Road Safety Strategy</li></ul>
Develop and Implement a <b>District Traffic Study</b>	Manager Engineering						District Traffic Study developed and adopted.	
Strategy 6.1.2 Enhance the City's public transport advocacy programs								
Improve engagement with Public Transport Authority (PTA)	Manager Engineering (Traffic and Transport Engineer)						<ul style="list-style-type: none"><li>Establish a Public Transport Authority (PTA) reference group to review bus and rail services within the City.</li></ul>	<ul style="list-style-type: none"><li>• 2.6.1</li><li>• 6.2.2</li></ul>

## Strategic Objective 6.2: Facilitate and promote healthy transport opportunities

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 6.2.1 - Develop and implement walkway, cycleway and trails master plan								
Develop and implement <b>Walkway Master Plan</b>	Manager Engineering		✓	✓	✓	✓	<ul style="list-style-type: none"><li>• Walkway Mater Plan adopted by Council.</li><li>• Walkway Master Plan incorporated into the City's Integrated Transport Strategy.</li></ul>	<ul style="list-style-type: none"><li>• Cycleway Strategy</li><li>• Trails Strategy</li><li>• Integrated Transport Strategy</li><li>• Sustainability Strategy</li></ul>
Develop and implement <b>Cycleway Master Plan</b>	Manager Engineering		✓	✓	✓	✓	<ul style="list-style-type: none"><li>• Cycleway Mater Plan adopted by Council.</li><li>• Cycleway Master Plan incorporated into the City's Integrated Transport Strategy.</li></ul>	<ul style="list-style-type: none"><li>• Walkway Strategy</li><li>• Trails Strategy</li><li>• Integrated Transport Strategy</li><li>• Sustainability Strategy</li></ul>
Develop and implement <b>Trails Master Plan (2012)</b>	Manager Parks and Environment (Environment Manager)	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>• Trails Master Plan adopted by Council</li><li>• Trails Master Plan incorporated into the City's Integrated Transport Strategy</li></ul>	<ul style="list-style-type: none"><li>• Walkway Strategy</li><li>• Trails Strategy</li><li>• Integrated Transport Strategy</li><li>• Sustainability Strategy</li></ul>
Strategy 6.2.2 - Develop and promote the City's TravelSmart initiative								
Develop and Implement the <b>TravelSmart Program</b>	Manager Environmental Health (TravelSmart Officer)		✓	✓	✓	✓	TravelSmart Program implemented.	<ul style="list-style-type: none"><li>• 2.6.1</li><li>• 6.2.1</li><li>• Walkway Master Plan</li><li>• Cycleway Master Plan</li><li>• Trails Master Plan</li><li>• Integrated Transport Strategy</li></ul>

## Strategic Objective 6.3: A safe and efficient transport system

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 6.3.1 - Identify and improve safety issues across the transport networks								
Develop and implement a <b>Road Safety Strategy</b>	Manager Engineering		✓	✗	✗	✗	<ul style="list-style-type: none"><li>• Road Safety Strategy adopted by Council</li><li>• Continual review of problematic road sections and intersections and crash data</li><li>• Continual review of intersection design and configuration, PAW's, bus stop locations, school crossings etc to minimise conflict between pedestrians/cyclists/cars/bikes and improve safety</li><li>• Make application to respective Blackspot programs in accordance</li></ul>	<ul style="list-style-type: none"><li>• 6.1.1</li><li>• Integrated Transport Strategy</li></ul>
Strategy 6.3.2 - Develop a transport network that effectively caters for demand and growth across various modes								
Develop and implement <b>Long Term Asset Management Plans (2013)</b>	<ul style="list-style-type: none"><li>• Manager Engineering</li><li>• Manager Infrastructure</li></ul>	✓	✗	✗	✗	✗	AM Plans for road categories adopted by Council.	<ul style="list-style-type: none"><li>• 3.5.1</li><li>• 6.2.2</li><li>• Integrated Transport Strategy</li></ul>
Develop and implement a <b>Major Regional Road Program</b>	Manager Engineering	✓	✗	✗	✗	✗	Regional Road Program developed and adopted by Council through Integrated Transport Strategy.	
Implement <b>Walkway, Cycleway and Trails Master Plans</b>	<ul style="list-style-type: none"><li>• Manager Engineering</li><li>• Manager Parks and Environment</li></ul>	✗	✗	✗	✗	✗	Incorporated into Integrated Transport Strategy.	<ul style="list-style-type: none"><li>• 2.2.1</li><li>• 2.4.1</li><li>• 6.2.1</li><li>• Integrated Transport Strategy</li></ul>

# Moving Around

Strategic Objective 6.4: A defined freight transport network

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 6.4.1 - Work with the other stakeholders to identify a holistic regional approach to freight management								
Develop and implement a <b>Functional Road Hierarchy Strategy</b>	Manager Engineering	✔	✔	✔	✔	✔	FRH adopted by Council. Policy prepared detailing classifications of roads.	Integrated Transport Strategy
Develop and implement the new <b>Local Planning Strategy</b>	Manager Strategic Planning		✔	✔	✔	✔	Adoption of Strategy by Council	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li></ul>
Develop and implement the new <b>Town Planning Scheme</b>	Manager Strategic Planning		✔	✔	✔	✔	Adoption of Town Planning Scheme	<ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li></ul>

Strategic Objective 6.5: Infrastructure that supports the uptake of public transport and pedestrian movement

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 6.5.1 Work with other stakeholders to provide and support end of journey facilities								
Develop and implement <b>Parking Strategy (On and Off Street)</b>	<ul style="list-style-type: none"><li>• Manager Engineering</li><li>• Manager Community Services</li></ul>		✔	✔	✔	✔	Parking Strategy adopted by Council	<ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Integrated Transport Strategy</li></ul>
Review end of journey facilities and develop a Capital Program for budget consideration	Manager Engineering		✔	✔	✔	✔	Capital Program developed	Town Planning Scheme



# Leading and Listening

## Strategic Objective 7.1: Effective and constructive dialogue with all City stakeholders

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 7.1.1 Establish and maintain effective communication channels and processes								
Review and implement <b>Communications Strategy (2012 - 2017)</b>	Manager Corporate Communications	✓	✓	✓	✓	✓	New Communications Strategy adopted by Council	• 7.2.1






## Strategic Objective 7.2: Effective advocacy that builds and manages relationships with all stakeholders

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 7.2.1 Advocate for the needs of the community and continue to progress opportunities for the City								
Incorporate in review of Communications Strategy (2012 - 2017)	Manager Corporate Communications					✓	Initiatives incorporated in review of Communications Strategy	<ul style="list-style-type: none"><li>4.2.2</li><li>7.1.1</li></ul>
Strategy 7.2.2 Develop and manage relationships with key stakeholders								
Incorporate in review of Communications Strategy (2012 - 2017)	Manager Corporate Communications					✓	Initiatives incorporated in review of Communications Strategy	<ul style="list-style-type: none"><li>7.1.1</li></ul>
Engage with the South West Group (SWG) in the development of advocacy programs for regional needs.	Executive	✓	✓	✓	✓	✓	SWG submissions	<ul style="list-style-type: none"><li>5.3.1</li></ul>

## Strategic Objective 7.3: A responsive, accountable and sustainable organisation

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 7.3.1 Determine community requirements and report on performance and outcomes								
Review and implement <b>Governance Charter (2007)</b>	Director Governance and Community Services	✔	✔	✔	✔	✔	New Governance Charter adopted by Council	No
Develop and implement internal/external Audit Management Plans	Director Finance and Corporate Services	✔	✔	✔	✔	✔	<ul style="list-style-type: none"><li>• Reporting structure on how to measure implement</li><li>• Target of 80% of audit programs completed</li><li>• Target of issues raised less than 10%</li></ul>	
Strategy 7.3.2 Ensure appropriate governance systems are in place								
Report to the key stakeholders through Council’s Annual Report, the Community Perceptions and Customer Service surveys	Manager Corporate Communications	✔	✔	✔	✔	✔	Reporting of identified information to relevant stakeholders annually	Communications Strategy
Implement <b>Sustainability Strategy (2012 - 2016)</b>	Executive	✔	✔	✔	✔	✔	% of initiatives in Strategy completed	All

## Strategic Objective 7.4: Quality customer service that promotes business process improvement and innovation that delivers on our strategic goals

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 7.4.1 Identify and implement initiatives to improve customer service, business processes and innovation in service delivery								
Review the <b>Customer Service Charter (2012)</b>	Manager Corporate Communications (Customer Services Coordinator)						Customer Satisfaction Survey rating	Communications Strategy
Strategy 7.4.2 Develop a framework for continuous business process improvements								
Develop and implement a continuous improvement strategy for staff	Director Finance and Corporate Services						Customer Satisfaction Survey rating	Communications Strategy

## Strategic Objective 7.5: Manage our financial assets to provide a sustainable future

Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17		
Strategy 7.5.1 Implement a Long Term Financial Plan to deliver a sustainable financial future								
Implement and review <b>Land Management Strategy (2011 - 2016)</b>	Director Finance and Corporate Services	✓	✓	✓	✓	✓	% of initiatives in Strategy completed	
Develop and implement <b>Long Term Financial Plan (2012 - 2022)</b>	Director Finance and Corporate Services	✓	✓	✓	✓	✓	Adoption of Strategy by Council	All
Implement <b>Information Systems (IS) Strategic Plan (2010 - 2015)</b>	Manager Information Services	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>% of initiatives in strategy completed</li><li>Review of existing strategy</li></ul>	
Biennial review of <b>Rating Strategy</b>	Director Finance and Corporate Services		✓		✓		Review of existing strategy	

# Leading and Listening

Strategic Objective 7.6: A skilled and engaged workforce									
Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?	
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17			
Strategy 7.6.1 Attract, engage, develop and retain our staff in accordance with a long term Workplace Plan.									
Develop and implement the Workforce Plan (2012 - 2017)	Manager Human Resources	✔	✔	✔	✔	✔	Adoption of Workforce Plan by Council		
Strategic Objective 7.7: A culture of risk management and compliance with relevant legislation, policy, and guidelines									
Strategies and Council Actions	Responsibility	Corporate Business Plan: Delivery Program					KPI	Is this task relevant to other strategies? If so, which ones?	
		Operational 2012/13	2013/14	2014/15	2015/16	2016/17			
Strategy 7.7.1 Identify and manage corporate risk									
Develop and Maintain Corporate Risk Register	Executive		✔	✔	✔	✔	Incorporated in Enterprise Risk Management Strategy	Enterprise Risk Management Strategy	
Review and implement the Community Emergency Risk Management (2009)	Executive	✔	✔	✔	✔	✔	Plan reviewed by Local Emergency Management Committee and adopted by Council	• 2.5.1 • 4.2.3	
Review and implement Local Emergency Management Arrangements (2011)	Executive	✔	✔	✔	✔	✔	Plan reviewed by Local Emergency Management Committee and adopted by Council	• 2.5.1 • 4.2.3	
Strategy 7.7.2 Ensure active compliance with relevant legislation, policy and guidelines									
Develop and implement Enterprise Risk Management Strategy	Executive		✔	✔	✔	✔	Adoption of Strategy by Council	• 7.7.1	

City of Cockburn  
**Annual Business Plan**  
**2014 – 2015**



***Cover Images (from left to right, top to bottom):***

- 1. Kwobarup Aboriginal Club;*
- 2. Boardwalk leading up to the new Bird Hide at Bibra Lake;*
- 3. Cockburn Integrated Health and Community Facility;*
- 4. Cockburn Coast Facility; and*
- 5. Cockburn Central Town Square*

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# PLAN OVERVIEW

In October this year the City will celebrate its 35th anniversary. This is another important milestone in a history that stretches back to 1871, with the foundation of the Fremantle Districts Road Board that incorporated the area of Fremantle and Cockburn.

The celebration of this milestone will also occur against the backdrop of Local Government Reform. The potential amalgamation of the districts of Cockburn and Kwinana remains a strong probability, but not a certain outcome at the time this Business Plan was being developed. The details contained in this Business Plan therefore reflect the objectives contained in the City's Corporate Business Plan 2012/13-2016/17, while adding measures that plan for potential Reform scenarios.

A major symbol of the ongoing growth of the City is our commitment to the largest capital project ever undertaken by the City. The development of the \$110M Physical Activity Recreation and Education Facility at Cockburn Central West, by way of joint development with the Fremantle Football Club and Curtin University will continue to enhance Cockburn Central's status as a major economic Centre. This project is proceeding with solid financial support from the Commonwealth (\$10M) and State (\$12.4M) Governments. The innovative and collaborative approach of the City and its partners was the catalyst for gaining this crucial support.

Economic development of the City continues to bring new employment opportunities, but similarly increased pressure on our road infrastructure. An Integrated Transport Strategy is being developed so the City can create opportunities to reduce congestion, de-conflict pedestrian movement and improve amenity for residents and business. A major focus of this strategy is engagement with the State Government as the City seeks State investment to address critical infrastructure improvements on the State controlled roads.

Cockburn residents and ratepayers continue to report high levels of satisfaction with the way the City is being managed. However, growth is not without its challenges. The City's response to these was articulated in its Community Strategic Plan 2012-22 and delivery of this strategy remains our primary task. This year the City will focus on the following initiatives from this plan:

- *Growing the City.* The City's urban revitalisation strategy will continue with finalisation of the Coolbellup plan anticipated by the end of 2014. Finalisation of the Local Government Reform plan will also allow the City to review any impact of this on its adopted Revitalisation Staging Strategy. Subdivision reviews will continue across the City, as urban growth continues apace across the District.
- *Community and Lifestyle.* The opening of the new \$15M Success Library in August 2014 will conclude the major investment the City has undertaken across all of its current facilities over the past 8 years. Several of our key demographic and service strategies; eg Recreation & Sports, Arts & Culture and Events are scheduled for updating.

- *A Prosperous City.* The preliminary work commenced on an Economic Development Strategy will continue as this evolves into a broader based plan. Expansion of the City's industrial precincts continues and remains a key driver of achieve Employment Self Sufficiency. The focus on the Local Commercial & Activity Centres Strategy also links expansion of Shopping Centres, such as the Gateways expansion, with employment creation objectives.
- *Environment and Sustainability.* A review Coastal Management Strategy and Bushfire Management Strategy will be undertaken; the latter reflecting proposed State Government changes to overall bushfire prevention measures. City will also continue its focus on sustainability initiatives, with particular emphasis on technology improvements at our major facilities.
- *Infrastructure.* Capital investment will continue at record levels. The completion of the \$40M GP Super Clinic, Allied Health Centre and Library, will occur just as the major investment in facilities at Cockburn Central West commences. A higher level of investment in asset rejuvenation will continue, as per the City's Long-Term Financial Plan, as the City ensures it is preserving these assets for future generations.
- *Moving Around.* The finalisation of the Integrated Transport Strategy will draw together initiatives the City is pursuing to manage local traffic, freight movement, pedestrian movement and public transport. There will be a continuing focus on development of road capacity and safety improvements. Engagement with the State Government to secure further investment in the major road and public transport networks is a primary objective.
- *Leading and Listening.* Ongoing enhancement of the City's Risk Management and Emergency Management systems will be implemented. A new Information Systems Strategy will also be finalised. The planning for Local Government Reform will continue, to allow potential implementation of a new local government from 1 July 2015.

The following pages of the Business Plan provide an overview of the financial position of the Annual budget; with income sources explained and a breakdown of expenditure. This data is provided at a business Units (BU) level, as per the City's approved organisational structure.

Individual Business Plans are also included to show how they intend to implement their components of the Corporate Business Plan and deliver service to the community.



# INCOME

The City receives two sources of income: operating income, which is derived from rates, fees and charges; and capital income, which is drawn from Reserve funds and from external grants.

## Operating Income

The major source of these funds is from property rates. These charges are applied on a 'differential' basis depending on whether the property is residential, commercial/industrial or urban farmland. The City applies a further discriminator based on whether the land is vacant or improved in value.

The average rate increase in FY 14/15 is 4% for residential and commercial/industrial properties. Total Rate income is \$62.8M (51.16% of operating income), which is a higher percentage of funding source from the previous FY due to a reduction of other income, principally revenue from the landfill.

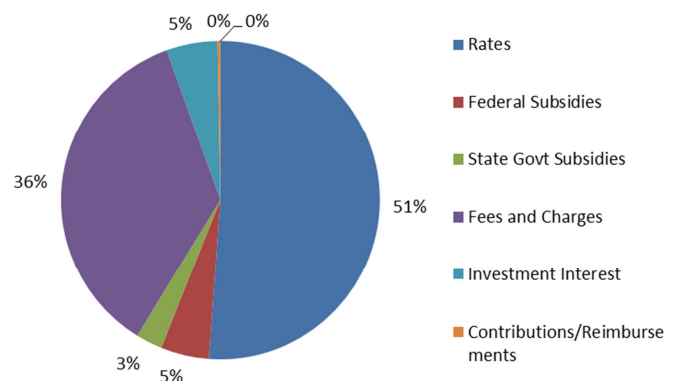
Fees and charges, derived from the City's economic activities and service, will represent \$43.9M (35.78%) of operating income. The State Government has a statutory role in setting many of these charges, as yet some of the fee changes are still to be disclosed. This revenue category also includes fees for landfill operations, which has reduced considerably from prior years due to lower volumes coming to the landfill. Other economic services, such as the Leisure Centre, will also experience solid growth this year.

Federal and State funding subsidies are provided for some of our social service operations. Total Federal funding for this year is around \$6.03M, about the same as FY13/14, and State Government funding is \$3.29M, which is marginally more than last year's allocation. While the relative allocations have changed, in total the combined funding provides 7.59% of the City's income, slightly higher than that received in recent Financial Years.

Income from investments has increased slightly from the previous year, up by 1.37M, due to increased cash balances in Reserve Funds. Contributions and reimbursements are roughly in line with the previous year, but these income sources are minor.

### Operating Income

Source	\$M	%
Rates	62.8	51.16%
Federal Subsidies	6.03	4.91%
State Govt Subsidies	3.29	2.68%
Fees and Charges	43.9	35.78%
Investment Interest	6.37	5.18%
Contributions/Reimbursements	0.36	0.29%
Other Income	0.01	0.01%
<b>Total Operating Income</b>	<b>122.92</b>	



## Capital Income

The primary source of capital income is usually derived from the City's Reserve Funds. The allocation of Reserve funds for capital works in FY 14/15 (ie \$7.95M) is significantly less than recent years, as Loan Funds will account for the biggest source of funding. A provision of \$20M made to be drawn upon as individual projects require

Federal and State Government capital allocation this year is \$2.31M, which is slightly higher than last year. While existing major infrastructure projects, such as the GP Super Clinic and Surf Club have received most of their external capital allocations; new projects are coming on stream.

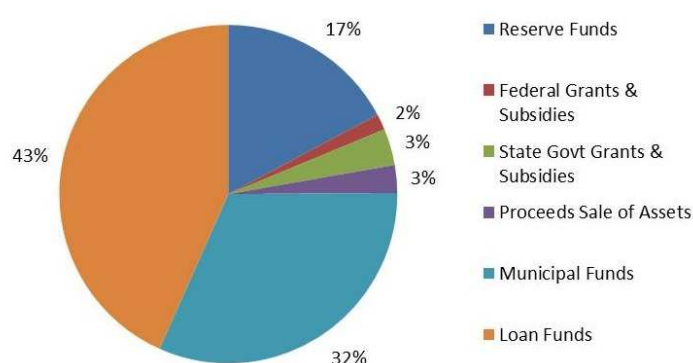
The City also levies Developers to provide for asset construction, as a result of their development activities. These levies are held in trust (Reserves) and drawn upon as required. There is no draw down on these funds planned for this year.

An initial allocation of Municipal funding has been made for the proposed Aquatic and Recreation Facility at Cockburn Central West. This will be sufficient to complete the site development requirements. The Municipal fund has also been used to pre-fund part of the construction of the new Success Library and the Surf Club. These projects will have outstanding balances on their Development Contribution funding component, as these funds are only collected over 20years.

The chart below indicates the relative sources of funds.

### Capital Funding

Source	\$M	%
Reserve Funds	7.95	17.23%
Federal Grants & Subsidies	0.70	1.52%
State Govt Grants & Subsidies	1.61	3.49%
Proceeds Sale of Assets	1.23	2.65%
Municipal Funds	14.66	31.77%
<b>Total Capital Income</b>	<b>46.15</b>	



# EXPENDITURE

The City has five primary Service Divisions, with these then further subdivided into Service Units. Detailed below is the operating and capital expenditure allocated to each of these.

DIVISION	OPERATING EXPENDITURE	CAPITAL EXPENDITURE
Executive Services	\$8.40M	\$20.00M
Planning and Development	\$8.63M	\$0.05M
Finance and Corporate Services	\$0.87M	\$0.36M
Engineering and Works	\$63.97M	\$25.27M
Governance and Community Services	\$32.28M	\$0.47M
<b>Total Expenditure</b>	<b>\$114.15</b>	<b>\$46.15M</b>

The major capital expenditure item listed under the Executive Services area is the Aquatic and Recreation Facility at Cockburn Central West. This is being developed as a joint venture with the Fremantle (Dockers) Football Club, which is funding its own share of the development. It will also have a range of commercial space that will return income to the City.

The City recharges its corporate overhead expenditure incurred in the Finance and Corporate Services and Executive Services areas. The cost allocations include this expenditure in both the primary and re-charge areas. The specific allocation of overheads is detailed in each of the Service Unit budgets and itemised in the remainder of this document.

The report also includes details of key performance measures for each business unit. However, as the current FY is not yet concluded, estimates for some of that years benchmarks have been shown.

# EXECUTIVE SERVICES DIVISION

*Provides strategic direction for the City, and administrative and governance support to other divisions.*



Cockburn Administration Building

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- Engage with State and Federal Government agencies in order to secure partnership funding arrangements.
- Review and implement new Community Emergency Risk Management (2009).
- Implement Local Emergency Management Arrangements (2011).
- Implement Enterprise Risk Management Strategy (2014).
- Maintain Corporate Risk Register.

## Budget and Key Performance Indicators

Activity		% of Statutory Requirements Met	Satisfaction with Decision Making	FTE Count FY13/14 FY14/15
FY 13/14		99.5% (est)	86% (est)	14
FY 14/15 Target		99.5%	86%	14
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	4,834,101	4,636,670	-4%	
Internal Recharging	3,197,017	3,758,346	18%	
<b>Net Expenditure</b>	<b>8,031,118</b>	<b>8,395,016</b>	<b>5%</b>	
<b>Operating Income</b>	<b>(66,324,953)</b>	<b>(74,022,182)</b>	<b>12%</b>	
<b>Net Position</b>	<b>(58,293,835)</b>	<b>(65,627,166)</b>	<b>13%</b>	

## Other Business Activities/Initiatives for 2014/15

- Local Government Reform. Implementation of the outcomes of the State Government's reform program will be the primary task for the City next financial year. The Local Implementation Committee will be presented with a detailed action plan, so that the Cities of Cockburn and Kwinana could be amalgamated on 1 July 2015. A substantive amount of work is required to enable the necessary governance framework to be in place by this date.
- Risk Management and Business Continuity Plans. The continued implementation of these documents will maintain the City's effective corporate governance practices.



# PLANNING AND DEVELOPMENT DIVISION

*The Planning and Development Division is responsible for managing the statutory and strategic planning for the City, as well as overseeing heritage, urban design and sustainable development. This division oversees building approvals, development compliance and environmental health services, as well as managing the acquisition and sale of the City's land assets.*

*This division has two services units:*

- *Planning Services (Statutory; Strategic)*
- *Development Services (Building; Environmental Health)*



Cockburn Central Town Square

## Key Highlights for 2014/15

- The Department has developed a range of new policies to be adopted including: Health Studios; Flagpoles and Camera Poles; and Educational Establishments (Workplace Training Facilities).
- A detailed business case will be prepared to seek Council support for the introduction of a Design Review Panel (DRP) for the City, to cope with dramatic increases in the number of large-scale buildings.
- Development and implementation of new Cockburn Central Activity Centre Plan and Coolbellup Revitalisation Strategy.
- Advance planning for Development Area 2 (Wattleup); Power Station Precinct within Cockburn Coast; Outer Metropolitan Perth and Peel Sub-Regional Strategy for South West Sub Region; Southern Suburbs District Structure Plan Stage 3 Area and the Banjup locality.
- Undertake structural changes to the Local Planning Scheme to account for impacts of Local Government Reform.
- Participate in master planning for the Coogee Caravan Park
- The City is working with the Building Commission on developing a new reporting format that will be used by multiple government agencies.
- Development and implementation of new Climate Adaptation Strategy.

# Statutory Planning

Assessment of Development and Subdivision applications, undertaking compliance inspections and enforcement action to provide residents with a high quality built environment.

## Budget and Key Performance Indicators

Activity	Planning Applications Received	Approvals Issues	Avg Processing Time (days)	FTE Count FY13/14 FY14/15
FY 13/14	1180 (est)	1050 (est)	45 (est)	13.0
FY 14/15 Target	1200	1150	45	13.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	1,306,107	1,286,082	-2%	
Internal Recharging	573,034	515,480	-10%	
<b>Net Expenditure</b>	<b>1,879,142</b>	<b>1,801,562</b>	<b>-4%</b>	
<b>Operating Income</b>	<b>(1,675,788)</b>	<b>(1,613,015)</b>	<b>-4%</b>	
<b>Net Position</b>	<b>203,353</b>	<b>188,547</b>	<b>-7%</b>	

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

There are no key tasks to be undertaken from the City's Corporate Business Plan for the current FY.

## Other Business Activities/Initiatives for 2014/15

- **New Local Planning Policies.** The Department has developed a range of new policies in addition to the major policy review and consolidation undertaken through the DAPPS process in 2013. New policies (yet to be adopted): Health Studios; Flagpoles and Camera Poles; and Educational Establishments (Workplace Training Facilities).
- **Town Planning Scheme No.3 Omnibus Amendment.** A range of minor amendments to Scheme 3 are being prepared to bolster development control provisions or improve clarity for applicants.
- **Development Compliance and GIS.** Planning is underway to apply the powers of the City's existing Geographic Information Systems to the tracking and management of Development Compliance processes. GIS mapping using the City's database will enable spatial tracking of Development compliance issues.
- **Development Compliance Electronic Calendar.** A general planning compliance calendar has been developed to provide a better level of tracking for the action of planning compliance matters. The calendar will ensure that all compliance related matters including the follow up of directions notices, timed development conditions and temporary approvals are included in one calendar for action by the Planning Compliance Officer and other planning staff.
- **Development Compliance and Mobility.** Along with the City's Rangers the City's Development Compliance functions are to be expanded with mobile systems for the collection and reporting of evidence and issuing of infringements in timely and cost effective manner.
- **Design Review Panel.** A detailed business case will be prepared to seek Council support for the introduction of a Design Review Panel (DRP) for the City. With a dramatic increase in the number of large-scale buildings including multiple dwellings, obtaining specialist architecture and urban design advice via a DRP should be considered.

# Strategic Planning

*Prepares Structure Plans, formulates strategies, adopts policies which provide formal guidance and direction for the planning and development of the District, and to ensure that all property interests and the City's Land portfolio are appropriate and sufficient.*

## Budget and Key Performance Indicators

Activity		Structure Plans	Scheme Amendments	FTE Count FY13/14 FY14/15
FY 13/14		10 (est)	7 (est)	6.5
FY 14/15 Target		10	6	7.2
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	1,093,505	1,112,895	2%	
Internal Recharging	300,925	320,842	7%	
<b>Net Expenditure</b>	<b>1,394,430</b>	<b>1,433,737</b>	<b>3%</b>	
<b>Operating Income</b>	<b>(170,235)</b>	<b>(186,846)</b>	<b>10%</b>	
<b>Net Position</b>	<b>1,224,195</b>	<b>1,246,891</b>	<b>2%</b>	

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- Undertake structural changes to the Local Planning Scheme in order to account for the impacts of Local Government Reform on the regulation of land use and development on the shape of the new District.
- Develop and implement the Cockburn Central Activity Centre Plan.
- Implement the Housing Affordability and Diversity Strategy (2014).
- Implement Revitalisation Staging Plan relating to the timing and progress of revitalisation strategies.
- Maintain the Local Government Inventory and Heritage List (2014).
- Align the planning functions of the City with the Sustainability Strategy (2012).
- Ensure that the adopted Sustainability principles are incorporated into the Revitalisation Staging Plan and all structure plans for new development.
- Foster Economic Development which is aligned to the Sustainability Strategy.

## Other Business Activities/Initiatives for 2014/15

- Advance structure planning for Development Area 2 (Wattleup) within the Latitude 32 Redevelopment Area.
- Advance consideration by Council of the Jandakot Airport Master Plan (2014).
- Advance master planning and subsequent structure planning for the Power Station Precinct within Cockburn Coast.
- Advance consideration of the Outer Metropolitan Perth and Peel Sub-Regional Strategy and Structure Plan as it pertains to the South West Sub Region.
- Achieve adoption of the Coolbellup Revitalisation Strategy and associated primary actions for rezoning of land.
- Continue to advance structure planning within the Southern Suburbs District Structure Plan Stage 3 area.
- Advance a new District Structure Plan for the Banjup locality as a result of the outcomes of the Sub-Regional Strategy and Structure Plan.



# Land Administration

Administers leases and licenses, purchases and develops land for Council works, manages public requests for pedestrian access-ways, including closures.

## Budget and Key Performance Indicators

Activity	PAW Closure Investigations	Land Purchases	Land Sales	FTE Count FY13/14 FY14/15
FY 13/14	3 (est)	\$0.5M (est)	\$4M (est)	2.0
FY 14/15 Target	2	\$0.9M	\$3M	2.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	280,266	263,541	-6%	
Internal Recharging	378,979	424,279	12%	
<b>Net Expenditure</b>	<b>659,245</b>	<b>687,820</b>	<b>4%</b>	
<b>Operating Income</b>	<b>(998,874)</b>	<b>(1,046,852)</b>	<b>5%</b>	
<b>Net Position</b>	<b>(339,629)</b>	<b>(359,032)</b>	<b>6%</b>	

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

There are no key tasks to be undertaken from the City's Corporate Business Plan for the current FY.

## Other Business Activities/Initiatives for 2014/15

- Land Management Strategy 2011-2016. Continued the implementation of the City's current strategy, as the basis for the strategic guidance to how the City's land portfolio is appropriately utilized. Key projects will be:
  - Lot 65 Erpingham Way, Hamilton Hill;
  - Preparation for leasing of Lots 95 and 1010 Howson Way, Bibra Lake;
  - Subdivision and land sale of Lot 915 Goldsmith Street, Spearwood; and
  - Advancement of sale of portion of Lot 18 Scales Way, Spearwood.
- Begin preparation of new Land Management Strategy to understand strategic imperatives of new District created as a result of Local Government Reform.
- Participate in master planning processes for the Coogee Caravan Park.

# Building Services

Ensures that the erection of buildings and structures within the district complies with accepted standards and practices of public safety.

## Budget and Key Performance Indicators

Activity	Licences	Value \$m	Avg Processing Time	FTE Count FY13/14 FY14/15
FY 13/14	3000 (est)	542	Cert – 9 days Uncert – 20 days	16.9
FY 14/15 Target	3000	558	Cert – 9 days Uncert – 20 days	17.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	1,457,043	1,566,567	8%	
Internal Recharging	495,372	611,986	24%	
<b>Net Expenditure</b>	<b>1,952,416</b>	<b>2,178,553</b>	<b>12%</b>	
<b>Operating Income</b>	<b>(1,476,596)</b>	<b>(1,535,700)</b>	<b>4%</b>	
<b>Net Position</b>	<b>475,820</b>	<b>642,853</b>	<b>35%</b>	

### Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

There are no key tasks to be undertaken from the City's Corporate Business Plan for the current FY.

### Other Business Activities/Initiatives for 2014/15

- **Residential Building Activity.** It is anticipated the residential building activity in 2014/15 will remain similar to that in 2013/14. The estimated construction value of the residential type works in 2014/15 is \$358m or 64% of the construction value of all anticipated works to be approved.
- **Commercial/Industrial Sector Projects.** It is anticipated that the commercial industrial building activity in 2014/15 will remain similar to that in 2013/14. The estimated construction value of approved commercial industrial type works in 2014/15 is \$200m or 36% of the construction value of all anticipated works to be approved.
- **Building Permits** The number of Building Permits estimated to be issued in 2014/15 is 3000, this is similar to the estimated number of Building Permits to be issued in 2013/14. The construction value estimated for all permits is anticipated to fall from \$606m to \$541m by year's end 2013/14 (11% reduction). Total construction value of all approvals in 14/15 is anticipated to be \$558m which includes a 3% CPI increase for estimated value of construction works. The reduction in total estimated construction value of works has occurred due to a substantial reduction in the anticipated value of works in the commercial industrial sector in 2013/14.
- **Building Act.** The new Act was implemented in April 2012. The new fee structure has resulted in reduced income for City to provide the required building services. The Act has implemented a number of new more complicated approval processes such as Occupancy Permits and Strata Title processes as well as an unauthorised building process. The Service has generally met the statutory approval timeframes under the Act since implementation.
- **Building Commission.** The City is working with the Building Commission on developing a new reporting format that will be used by industry and will deliver a single report on building activity that can be used by multiple government agencies. The new report is required due to the more complex nature of reporting required, since the implementation of the Building Act 2011.
- **Building Services IT/IS Processes.** Ongoing work continues to review the current capabilities and processes in order to improve reporting and control of the new Building Act processes.
- **Councils Online.** A central portal system that has the capability to receive many different types of applications, including building applications on behalf of local governments has been implemented in 12/13. Work will continue in 14/15 to investigate how to increase number of applications that are received online.
- **Building Compliance.** The Building Service is currently dealing with 628 active compliance matters, 396 matters in total have been resolved since October 2011. The City will resolve an estimated 222 matters in 2013/14 and with full staffing it is anticipated that 300 compliance matters can be resolved in 2014/15.

# Environmental Health

Ensures that the conduct and operation of premises and activities within the district complies with accepted standards and practices for public health and ensures that the quality of the environment is protected and improved.

## Budget and Key Performance Indicators

Activity	Premises Inspected	Fines \$k	Complaints Resolved in 30 days	FTE Count FY13/14 FY14/15
FY 13/14	850 (est)	10,750 (est)	83% (est)	11.94
FY 14/15 Target	850	25,000	80%	12.13
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	2,087,635	1,778,455	-15%	
Internal Recharging	479,574	559,986	17%	
<b>Net Expenditure</b>	<b>2,567,209</b>	<b>2,338,441</b>	<b>-9%</b>	
<b>Operating Income</b>	<b>(370,496)</b>	<b>(225,500)</b>	<b>-39%</b>	
<b>Net Position</b>	<b>2,196,713</b>	<b>2,112,941</b>	<b>-4%</b>	

### Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- Develop and implement the TravelSmart Program.
- Develop and implement Climate Adaptation Strategy.
- Review and Implement the new Contaminated Sites Strategy.
- Implement Public Health Strategy - (that includes noise, dust, odour, pollution management) and Healthy Lifestyles Initiatives.
- Implement Mosquito Management Plan.

### Other Business Activities/Initiatives for 2014/15

- **Industrial Premises Inspection Program.** Continue surveillance of industrial premises with focus on potentially polluting industries.
- **Uninhabitable Premises Position Statement.** Continue to implement the Uninhabitable Premises Position Statement with a focus on assisting vulnerable people including hoarders.
- **Cockburn Cement.** Continue to liaise with Cockburn Cement in relation to the upgraded emission control systems to reduce dust and odour from their kilns.
- **Your move program.** The City will continue its partnership with the State Government to deliver the large scale "Your Move" program aimed at changing the travel behavior of residents. This has been very well received to date, helping reduce the number of car trips and increase active transport and physical activity choices.
- Implement Content Management Systems.

# FINANCE AND CORPORATE DIVISION

*This division is responsible for managing the annual budget & financial reporting and long term financial planning, managing financial risks including treasury, rates and other taxation type measures for the Council. This division has three Services Units - Financial Services; Human Resources; and Information Services.*



Finance staff going about their day

## **Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan**

- Develop and implement an Economic Development Strategy and associated portfolio within the City's administration.
- Develop and implement a Digital Economy Strategy.
- Implement Local Commercial and Activity Centres Strategy (2011 - 2016).
- Develop and implement a Continuous Improvement Strategy for staff and finance functions.
- Implement Long Term Financial Plan (2012/13 – 2021/22) including Asset Management and Workforce Plans.
- Implement Land Management Strategy (2011 - 2016).

## **Key Highlights for 2014/15**

- Insurance Review; AP Paperless Business Process Automation; Purchase Order Delivery Business Process Improvement; Financial Integration for Capital Works and Assets Module.
- Investigate the possibility of electronic delivery of rates notices for 2015/16 year.
- Initiate Revenue Strategy for allocated EFT register to facilitate reconciliation of direct deposits.
- Re-engineer internal cost allocations Activity Based Costing (ABC) Model using Technology One ETL toolset and migrate data from Excel.
- Embed new Technology One Contract Management module in respect to access and catalogue functionality.
- Review and implement new Information Systems (IS) Strategic Plan and Content Management Systems
- Evaluate and prepare business case for a web based tender evaluation system to complement the City's Contract Management requirements.

# Financial Services

This unit has four service functions which are - Accounting Services; Rates and Revenue; Budgeting and Financial Reporting; and Procurement Services.

Composite Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %
Gross Expenditure	5,810,194	5,464,284	-6%
Internal Recharging	(4,195,801)	(4,860,836)	16%
<b>Net Expenditure</b>	<b>1,614,393</b>	<b>603,448</b>	<b>-63%</b>
<b>Operating Income</b>	<b>(908,954)</b>	<b>(657,050)</b>	<b>-28%</b>
<b>Net Position</b>	<b>705,439</b>	<b>(53,602)</b>	<b>-108%</b>

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

There are no key tasks to be undertaken from the City's Corporate Business Plan for the current FY.

## Accounting Services

Provides financial control services for the City in order for it to meet its statutory and business obligations with respect to financial risks, taxation and all outgoing payments; and ensures the efficient deployment and operation of the City's financial management information systems.

### Budget and Key Performance Indicators

Activity	Account Paid on Time	No of Users Trained on Procurement AP Systems Use	EFT Payments	FTE Count FY13/14 FY14/15
FY 13/14	90% (est)	85 (est)	92% (est)	6.0
FY 14/15 Target	91%	100	93%	8.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	2,838,473	3,168,561	12%	
Internal Recharging	(2,437,554)	(3,172,163)	30%	
<b>Net Expenditure</b>	<b>400,919</b>	<b>(3,602)</b>	<b>-101%</b>	
<b>Operating Income</b>	<b>(133,904)</b>	<b>(50,000)</b>	<b>-63%</b>	
<b>Net Position</b>	<b>267,015</b>	<b>(53,602)</b>	<b>-120%</b>	

### Business Activities/Initiatives for 2014/15

- **Insurance Review.** Integrate insurance registers into Tech One ERP, review insurance claims history and develop internal costing model for allocation of premiums.
- **AP Paperless Business Process Automation.** Implement systems for automating the capture and data entry of supplier and other invoices utilising optical character recognition (OCR) capability where feasible.
- **Purchase Order Delivery Business Process Improvement** – Update the training program and manual and deliver compulsory training to the City's procurement network users.
- **Financial Integration for Capital Works & Assets Module.** System and business process reconfiguration required to implement the new Capital Works & Assets module including delivery of training, financial reporting, automated job costing and improved budgeting methods.



# Rates and Revenue

*Delivers a rates services, creation and maintenance of the central property database for the City and all applicable statutory obligations; to control and deliver all revenue services including invoicing and collection, and to provide and coordinate the electors Electoral Roll for Council.*

## Budget and Key Performance Indicators

Activity	Rate Notices Issued	Received Electronically	Rates Collected	FTE Count FY13/14 FY14/15
FY 13/14	41,500 (est)	90% (est)	96% (est)	10.3
FY 14/15 Target	45,000	90%	97%	10.3
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	1,792,874	1,329,617	-26%	
Internal Recharging	(651,789)	(723,516)	11%	
<b>Net Expenditure</b>	<b>1,141,085</b>	<b>606,100</b>	<b>-47%</b>	
<b>Operating Income</b>	<b>(775,050)</b>	<b>(606,100)</b>	<b>-22%</b>	
<b>Net Position</b>	<b>366,035</b>	<b>0</b>	<b>-100%</b>	

### Business Activities/Initiatives for 2014/15

- **Rating Strategy.** Continued implementation of strategy to convert UV properties to GRV valuation method.
- **Paperless Rates Invoicing.** Investigate the possibility of electronic delivery of rates notices for the 2015/16 rates year.
- **Pensioner Management Systems.** Implement system process improvements for the management of deferred pensioner rates.
- **Revenue Strategy.** Initiate allocated EFT register to facilitate reconciliation of direct deposits to the bank account.

# Budgeting and Financial Reporting

*Provides financial costing, management reporting and financial analysis for all business units, management and Council; to meet Council's statutory financial reporting and audit requirements; and to coordinate Council's financial planning function, including compiling the annual budget and long term financial plans.*

## Budget and Key Performance Indicators

Activity	% of Capital Exp Items within Budget	Financial Statements after Month End	Budgeting Systems End-User Training	FTE Count FY13/14 FY14/15
FY 13/14	92% (est)	3 days	10	6.0
FY 14/15 Target	95%	3 days	12	4.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	638,030	385,267	-40%	
Internal Recharging	(638,047)	(384,317)	-40%	
<b>Net Expenditure</b>	<b>(17)</b>	<b>950</b>	<b>-5701%</b>	
<b>Operating Income</b>	<b>0</b>	<b>(950)</b>	<b>0%</b>	
<b>Net Position</b>	<b>(17)</b>	<b>(0)</b>	<b>-99%</b>	

### Business Activities/Initiatives for 2014/15

- **Activity Based Costing (ABC) Model.** Re-engineer internal cost allocations model using Technology One ETL toolset and migrate data from Excel.
- **Long Term Financial Plan (LTFP).** Scope of project expanded to include better linkage to the annual budget, more detailed modeling and automated financial statements.
- **General Ledger Review and Development.** Re-define General Ledger project number strings due to future capacity requirements and Local Government Reform considerations.
- **Monthly Budget Amendments.** Re-engineer the Enterprise Budgeting Module to include monthly budget changes for efficiency and data integrity.



## Procurement Services

*Provides an effective procurement system to the organization and ensures compliance with statutory tendering procedures and Council's internal purchasing processes.*

### Budget and Key Performance Indicators

Activity	No. Competitive Engagements	Purchase Requisition Issue Time	Contract Qualifications Currency (%)	FTE Count FY13/14 FY14/15
FY 13/14	40 (est)	2 days (est)	N/A	5.0
FY 14/15 Target	48	1 day	92%	6.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	540,817	580,839	7%	
Internal Recharging	(468,411)	(580,840)	24%	
<b>Net Expenditure</b>	<b>72,406</b>	<b>(0)</b>	<b>-100%</b>	
<b>Operating Income</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Net Position</b>	<b>72,406</b>	<b>(0)</b>	<b>-100%</b>	

### Business Activities/Initiatives for 2014/15

- **Contract Management.** Embed the new module and further develop Technology One's contract management system in respect to access and catalogue functionality.
- **Quotation System.** Where appropriate adopt, promote and train an eQuotes system with improved transparency and data integrity within the supplier engagement process.
- **Procurement Education.** Complete the induction phase and further develop the training program to incorporate tender evaluations, contract management and supplier development.
- **Process Development.** Finalise, document and implement new process in supplier management and category management.
- **Tendering.** Evaluate and prepare a business case for a web based tender evaluation system to complement the City contract management requirements.

# Human Resources

Provides payroll, safety and human resources management services including learning and development.

## Budget and Key Performance Indicators

Activity	Total Employees (FTE)	Lost Time Injury Frequency Rate (LTIFR)	Staff Turnover	FTE Count FY13/14 FY14/15
FY 13/14	462 (est)	20 (est)	18.5% (est)	12.2
FY 14/15 Target	468	20	19%	12.3
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	2,253,541	2,302,028	2%	
Internal Recharging	(1,635,759)	(2,036,028)	24%	
<b>Net Expenditure</b>	<b>617,782</b>	<b>266,000</b>	<b>-57%</b>	
<b>Operating Income</b>	<b>(133,789)</b>	<b>(86,000)</b>	<b>-36%</b>	
<b>Net Position</b>	<b>483,993</b>	<b>180,000</b>	<b>-63%</b>	

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan.

- Implement the Workforce Plan (2013 - 2016).

## Other Business Activities/Initiatives for 2014/15

- Recruitment.** The new Success Library will be the focus of much of the recruitment for this financial year. Most other positions forecast for FY 14/15 have been deferred to FY 15/16 due to the local government reform process. Turnover is expected to remain around 20% so recruitment for replacement employees will continue to require resources. We will be implementing online checking of national police checks to streamline the recruitment process.
- Industrial Relations.** The Fair Work Act amendments in regard to Bullying will require considerable training of managers and supervisors. As we approach the date of change for local governments, communication with employees will be critical to maintain a harmonious industrial relations environment and therefore HR will work with Executive and the Corporate Communications Business Unit. The annual pay rise agreed under the current Enterprise Agreement will be applied in August 2014.
- Reform.** Significant work will be done to prepare for local government reform. This will include identifying contractual arrangements, leave accruals, employment entitlements and reporting arrangements. The Local Government Reform Toolkit will be used as the framework for preparation.
- Training.** A web based Learning Management System is to be considered to better manage the volume of training and inductions being undertaken. The program will have the capacity for employees to undertake on line compliance and skills training, access an organisational training calendar and it will allow the L&D Coordinator to generate reports to ascertain the success of training. The key driver is the number of safety and corporate inductions being delivered face to face as well as preparation for growth as employee numbers increase. Training will focus on change and resilience to prepare employees for local government reform.
- Workforce Monitoring.** The Technology One HRP (Human Resources Payroll) System is being used to collect workforce data and work will be conducted on the system to improve the usefulness of the data. A framework will be developed to reinforce management accountability for compliance with policies on employee performance reviews, leave management and key employee guidelines.
- Health and Safety.** A system will be developed to reinforce accountability for safety in high risk areas. This is to reduce the likelihood of non-compliance with legislative requirements and internal procedures as well as reinforcing a safety culture, addressing poor behaviors and attitude.

\* **Lost Time Injury Frequency Rate (LTIFR).** This is the number of injuries per 1,000,000 hours worked.

# Information Services

This unit has four service functions which are - Information Technology; Records; GIS Services; and Business Systems.

Composite Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %
Gross Expenditure	4,668,441	4,483,896	-4%
Internal Recharging	(4,254,854)	(4,482,396)	5%
<b>Net Expenditure</b>	<b>413,588</b>	<b>1,500</b>	<b>-100%</b>
<b>Operating Income</b>	<b>(3,706)</b>	<b>(1,500)</b>	<b>-60%</b>
<b>Net Position</b>	<b>409,882</b>	<b>(0)</b>	<b>-100%</b>

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan.

- Review and Implement the new Information Systems (IS) Strategic Plan.

## Other Business Activities/Initiatives for 2014/15

- IS Project Governance Framework.** Implement the recently developed Information Services project governance framework to ensure the organisation is accountable for the delivery of cost effective, sustainable, productive and integrated systems and infrastructure.
- Local Government Reform.** Ensure the City's information systems, processes and datasets are in the best possible position to ensure that an amalgamation of Cockburn and Kwinana has minimal impact on services provided to the new community.

## Information Technology

Delivers support, technical services and planning for future enhancement/growth in respect of Council's information technology requirements.

## Budget and Key Performance Indicators

Activity		No. of PCs	Capital Expenditure	FTE Count FY13/14 FY14/15
FY 13/14		520 (est)	100K (est)	7.5
FY 14/15 Target		550	60K	6
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	2,651,573	2,318,857	-13%	
Internal Recharging	(2,276,654)	(2,318,857)	2%	
<b>Net Expenditure</b>	<b>374,918</b>	<b>0</b>	<b>-100%</b>	
<b>Operating Income</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Net Position</b>	<b>374,918</b>	<b>0</b>	<b>-100%</b>	

## Business Activities/Initiatives for 2014/15

- Network Improvement.** Work will continue on redundancy, business continuity and service enhancements that minimise the impact service interruptions have on the City in the delivery of services to the community.
- Telephony.** Improvements that create redundant data and telephony links across the City's Wide Area Network will be undertaken in conjunction with the City's internet and telecommunication carriers.
- Emergency Power Supply.** A diesel powered electricity generator will be installed at the City's Administration Building.
- Systems Security.** Further work will be undertaken on the City's web based services to maintain their security integrity.

## Records

Provides a high standard of technologically advanced records management service to support the needs of the user clients within the City of Cockburn, the governing functions of Council and other identified external uses of the records function.

### Budget and Key Performance Indicators

Activity		No of Physical Records Boxes Destroyed per Year	% Property Files Held Electronically	FTE Count FY13/14 FY14/15
FY 13/14		370	97 (est)	7.0
FY 14/15 Target		700	100	7.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	680,326	734,740	8%	
Internal Recharging	(674,316)	(734,741)	9%	
<b>Net Expenditure</b>	<b>6,010</b>	<b>(0)</b>	<b>-100%</b>	
<b>Operating Income</b>	<b>(1,054)</b>	<b>0</b>	<b>-100%</b>	
<b>Net Position</b>	<b>4,956</b>	<b>(0)</b>	<b>-100%</b>	

### Business Activities/Initiatives for 2014/15

- **Physical Document Storage.** Evaluate our current storage arrangements and determine the best solution for the future storage, disposal and protection of the City's physical documents.
- **Upgrade Electronic Document and Records Management System (ECM) to latest release.** Keep up to date with the latest release and features available such as enhanced integration with the other Technology One modules such as Contracts, HR, Financials and enables future upgrades to be taken as apps.
- **Integration of ECM and Customer Request System.** Enables a record of all requests to be captured in ECM and includes the migration of request attachments and pro-forma documents from shared drives to ECM.
- **Migrate Corporate Records Stored on Network Drives to ECM.** Investigate possible solutions to assist with the migration of corporate records to ECM and the disposal of duplicates and non-records.

## GIS

Providers of mapping services and a geographical information system.

### Budget and Key Performance Indicators

Activity		GIS Layer Enhancements	No. of Website Hits	FTE Count FY13/14 FY14/15
FY 13/14		18 (est)	32,000 (est)	4.0
FY 14/15 Target		20	35,000	4.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	531,167	593,929	12%	
Internal Recharging	(528,510)	(592,428)	12%	
<b>Net Expenditure</b>	<b>2,657</b>	<b>1,500</b>	<b>-44%</b>	
<b>Operating Income</b>	<b>(2,652)</b>	<b>(1,500)</b>	<b>-43%</b>	
<b>Net Position</b>	<b>5</b>	<b>0</b>	<b>-98%</b>	

### Business Activities/Initiatives for 2014/15

- **Web Services for Data Sharing.** Enabling GIS datasets to be catalogued, published and shared/download via City's website using tools such as Metadata Cataloguing Services (MCS) and Web Feature and Mapping Services (WFS/WMS).
- **Map Control.** Embedding specific maps and GIS datasets into City's webpages to assist in visualising simple search functions and finding neighbourhood services.
- **Empowering Users.** Allow users to maintain their datasets (spatial and attributes) via IntraMaps.

# Business Systems

*Provides ongoing development of business systems to enhance the effectiveness and efficiency of Council's operations by the use of technology.*

## Budget and Key Performance Indicators

Activity		Rollout of CRS Modules	System Upgrades	FTE Count FY13/14 FY14/15
FY 13/14		6 (est)	20 (est)	7.9
FY 14/15 Target		8	15	7.4
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	805,375	836,370	4%	
Internal Recharging	(775,372)	(836,370)	8%	
<b>Net Expenditure</b>	<b>30,003</b>	<b>(0)</b>	<b>-100%</b>	
<b>Operating Income</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Net Position</b>	<b>30,003</b>	<b>(0)</b>	<b>-100%</b>	

## Business Activities/Initiatives for 2014/15

- **Enhance the City's Online presence.**
  - Develop a single point of entry to deliver online services accessible through the City's webpage such as Customer Requests, Property Information, Facility Booking;
  - Design and development of a new City Website built with the new Content Management System; and
  - Development of a City Mobile Application that provides city and locality information such as events, rubbish pick up days, roadside collection days, road works, news etc.
- **Productivity Improvements.**
  - Development of a strategy for the migration of our core business systems applications to the web environment. The plan to include the documentation of the Enterprise Application Architecture and Pilot Projects covering leave management, timesheet management and application system management;
  - Development and commissioning of a new Staff Intranet Portal; and
  - Assist internal business units with performing up to 3 business process reviews.



# ENGINEERING AND WORKS DIVISION

*The Engineering and Works Directorate is responsible for delivering and maintaining a safe road, cycleway and path system, developing and maintaining parks, and landscaping the natural environment for the enjoyment of everyone; the collecting and disposing of waste from all properties in the district and providing and maintaining all buildings and other facilities on Council property for community use. This division has four Services Units – Engineering; Infrastructure; Parks and Environment; and Waste.*



Port Coogee – Coastal Development & Marina Management

## Key Highlights for 2014/15

- Implementation of Integrated Transport Strategy; City Development Guidelines; Underground Power Submission Plan; Drainage Management and Maintenance Strategy; District Traffic Study; Road Safety Strategy; Major Regional Road Program; Functional Road Hierarchy Strategy; Parking Strategy (On and Off Street); Strategic Waste Management and Education Strategy.
- Road Projects - Design including detailed plan for duplication of Beeliar Drive (Spearwood Av. to Stock Rd.), Spearwood Avenue (Beeliar Dr. to Barrington St. including second bridge over railway line), Berrigan Drive (Kwinana Freeway to Jandakot Rd), and construction of North Lake Road (Kwinana Freeway to Verde Dr) will be completed.
- Detailed Project Planning for a better and safer road network, sustainable service delivery and addressing future demands.
- Delivery of Minor and Major Road Construction Capital Programs.
- Develop and implementation of Coastal Management Strategy and Integrated Community Infrastructure Plan.
- Delivery of Minor Capital Works program for rehabilitation and improvements to Council buildings and facilities.
- Manage and assist in the development and delivery of various Infrastructure Projects.
- Develop and implementation of Sustainable Resource Management Strategy; Climate Adaptation Strategy and Public Open Spaces Strategy.
- Initiate Playground Renewals; Irrigation Renewals; Playground Shade Strategies; Bore Head Works; Street Tree Management; Streetscape Improvements and Maintenance.
- Continue with Weed Mapping; Vegetation Conditioning and Revegetation; Midge Management; Water Campaign; Sustainability Action Plan; Capital Works Program.



# Engineering Services

This unit has three service functions which are – Road Design; Road Planning and Development; Road Construction.

Composite Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %
Gross Expenditure	20,236,842	20,904,839	3%
Internal Recharging	(215,440)	(321,702)	49%
<b>Net Expenditure</b>	<b>20,021,403</b>	<b>20,583,137</b>	<b>3%</b>
<b>Operating Income</b>	<b>(208,988)</b>	<b>(293,363)</b>	<b>40%</b>
<b>Net Position</b>	<b>19,812,415</b>	<b>20,289,774</b>	<b>2%</b>

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- **Implement Integrated Transport Strategy** - The actions nominated in the Implementation Plan will be implemented, with priority on tasks that need to be completed by 2017.
- **Implement City's Development Guidelines** - The procedures for assessment of development proposals will continue to be reviewed to ensure they remain best practice standards.
- **Implement Underground Power Submission in accordance with the Underground Power Plan** - Along with the Department of Energy and Western Power a submission for a new Round 6 - Underground Program will be completed.
- **Implement Drainage Management and Maintenance Strategy** - The upgrade of the current storm-water systems and maintenance regime will continue.
- **Implement District Traffic Study** - The Department will implement the actions to upgrade the road network and develop the strategies to cater for forecast travel demand.
- **Develop Road Safety Strategy** - The Department has developed and implemented the Road Safety Strategy which identifies a series of short-term action plans that are much more effective in achieving dramatic reductions in death and serious injury on our roads.
- **Implement Long Term Asset Management Plans (2013)** - With the assistance of the Infrastructure Asset Service and Finance Services, Asset plans will continue to be developed for road and drainage categories.
- **Implement Major Regional Road Program (2013 - 2030)** - The construction program will continue implementing the road projects programed for delivery by 2020.
- **Update Walkway, Cycleway and Trails Master Plans** - With the assistance of the Infrastructure Asset Service, Park Service and Strategic Planning Services, existing plans for the walking and cycling network will be delivered.
- **Implement Functional Road Hierarchy Strategy** - With the assistance of the Main Roads Western Australia, the City's current Road Hierarchy will be reviewed to ensure standards are maintained.
- **Parking Strategy (On and Off Street)** - With the assistance of the Infrastructure Asset Service, Park Service, Planning Service, and Community Services, existing parking strategies will be reviewed to continue management of the parking within the City.

## Road Design

Provides design services for roads, paths, drains, development assessment and traffic management treatments that are under the responsibility of Council in accordance with Australian Standards and industry best practice.

### Budget and Key Performance Indicators

Activity		Projects Designed In-House	Design Cost as % of Road Program	FTE Count FY13/14 FY14/15
FY 13/14 Best Practice		90%	12%	5.0
FY 14/15 Target		95%	10%	5.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	476,654	519,430	9%	
Internal Recharging	(454,853)	(458,230)	1%	
<b>Net Expenditure</b>	<b>21,801</b>	<b>61,200</b>	<b>181%</b>	
<b>Operating Income</b>	<b>(21,800)</b>	<b>(61,200)</b>	<b>181%</b>	
<b>Net Position</b>	<b>1</b>	<b>(0)</b>	<b>-103%</b>	

### Business Activities/Initiatives for 2014/15

- **Road Projects.** Design including detailed plan for duplication of Beeliar Drive (Spearwood Av. to Stock Rd.), Spearwood Avenue (Beeliar Dr. to Barrington St. including second bridge over railway line), Berrigan Drive (Kwinana Freeway to Jandakot Rd), and construction of North Lake Road (Kwinana Freeway to Verde Dr) will be completed.
- **Underperforming Drainage Structure.** Engineering survey and investigation to be prepared for detailed design.
- **Black-spots.** MRWA's approved 2014-15 projects (North Lake Road Bibra Dr and North Lake Road Osprey Drive) will be designed and issued for construction. Other unsafe locations located within road network will be investigated and detailed proposal for external funding completed.
- **Road Safety Strategy.** This will be finalised, setting out principles, objectives and development strategies for the City's road safe system.
- **Parking Strategy (On and Off Street).** This will be developed to give the strategic direction for the provision and management of parking in Cockburn.
- **Underground Power Projects.** Underground power projects will be developed and a submission for funding in Round 6 will be completed.

# Road Planning and Development

Ensures development occurs in accordance with all relevant Australian Standards and Council's development conditions and specifications.

## Budget and Key Performance Indicators

Activity		Design Turnaround (days)	Development Infrastructure Approved	FTE Count FY13/14 FY14/15
FY 13/14		20	\$18.0M	4.0
FY 14/15 Target		20	\$20.0M	5.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	350,977	426,818	22%	
Internal Recharging	111,935	125,364	12%	
<b>Net Expenditure</b>	<b>462,912</b>	<b>552,182</b>	<b>19%</b>	
<b>Operating Income</b>	<b>(155,283)</b>	<b>(200,000)</b>	<b>29%</b>	
<b>Net Position</b>	<b>307,629</b>	<b>352,182</b>	<b>14%</b>	

## Business Activities/Initiatives for 2014/15

- **Engineering Aspects.** To be managed with planning and completion of infrastructure projects in subdivision developments.
- **Assist Strategic Planning.** With Latitude, 32 Cockburn Coast, Cockburn Central West, Banjup Quarry and City's infill developments.
- **Detailed Project Planning.** Continued planning for a better and safer road network, sustainable service delivery and addressing future demands.
- **Design and Subdivision Guidelines.** Continue updating to ensure standards are met.
- **Engineering Policy** - Continue updating relevant policies and procedures to ensure that standards are met and right direction and guidance provided.
- **Traffic and Transport.** Continued planning for managing traffic and transport matters to ensure critical road, intersections, pedestrian and bicycle issues have been assessed and resolved.



# Road Construction

Constructs and maintains roads, drains and associated infrastructure in accordance with adopted guidelines.

## Budget and Key Performance Indicators

Activity	Km of Road Resurfacing	New Paths & Cycleways (m2)	Community Satisfaction with Roads	FTE Count FY13/14 FY14/15
FY 13/14	9.9	9,500 (est)	85% (est)	48.0
FY 14/15 Target	10	16,000	85%	47.5
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	19,409,211	19,958,590	3%	
Internal Recharging	127,479	11,165	-91%	
<b>Net Expenditure</b>	<b>19,536,690</b>	<b>19,969,755</b>	<b>2%</b>	
<b>Operating Income</b>	<b>(31,905)</b>	<b>(32,163)</b>	<b>1%</b>	
<b>Net Position</b>	<b>19,504,785</b>	<b>19,937,592</b>	<b>2%</b>	

## Business Activities/Initiatives for 2014/15

- **Minor Capital Program.** The City's road construction service will deliver the following capital works program:
  - \$5.73M on new road projects and general road improvement;
  - \$1.99M on road resurfacing;
  - \$0.71M on black-spot projects;
  - \$0.51M on drainage projects; and
  - \$1.07M on footpath and rehabilitation existing footpath.
- **Major Capital Program.** The following projects from the City's Road development program will be delivered:
  - Beeliar Drive – duplication of road from the Kwinana Freeway to Jandakot Road and Dean Rod intersection; Reconstruction of Berrigan/Jandakot/Dean intersection and installation of traffic lights will be done by contractor;
  - Beeliar Drive – duplication of road from the Spearwood Avenue to Stock Road [Works done by the City]; and
  - North Lake Road – construction of a four lane road from Hammond Road to Midgegooroo [Works done by the City].

# Infrastructure

This unit has three service functions which are – Asset Services; Facilities & Plant; Project Management & Development.

Composite Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %
Gross Expenditure	14,254,568	14,758,109	4%
Internal Recharging	(11,859,029)	(12,647,184)	7%
<b>Net Expenditure</b>	<b>2,395,538</b>	<b>2,110,924</b>	<b>-12%</b>
<b>Operating Income</b>	<b>(158,304)</b>	<b>(3,297)</b>	<b>-98%</b>
<b>Net Position</b>	<b>2,237,234</b>	<b>2,107,627</b>	<b>-6%</b>

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- Develop and implement an overall Coastal Management Strategy.
- Develop and implement Integrated Community Infrastructure Plan.
- Implement Long Term Asset Management Plans (2013).

## Asset Services

Establishes and implements sound asset management systems that will assist in the management of Council's infrastructure.

### Budget and Key Performance Indicators

Activity		Total Asset Value	Asset Depreciation Life to Date (%)	FTE Count FY13/14 FY14/15
FY 13/14		\$917M	30%	4.0
FY 14/15 Target		\$962M	31%	4.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	428,052	575,159	34%	
Internal Recharging	(427,083)	(455,159)	7%	
<b>Net Expenditure</b>	<b>969</b>	<b>120,000</b>	<b>12284%</b>	
<b>Operating Income</b>	<b>(973)</b>	<b>0</b>	<b>-100%</b>	
<b>Net Position</b>	<b>(4)</b>	<b>120,000</b>	<b>-2977766%</b>	

### Business Activities/Initiatives for 2014/15

- **Asset Management Strategy.** Implementation of the City's Asset Management Strategy, including:
  - The Asset Management Strategy revised and adopted for 2014-2019;
  - Adoption of 2014-2017 Asset Management Plans (AMP's) for road infrastructure, buildings, footpaths, drainage and parks & environment assets and creation of a new AMP for the City's Plant and Fleet assets;
  - Incorporation into the Technology One Asset Management system the additional asset groups of buildings and drainage;
  - Further alignment of operational and financial asset registers and improvements to the new asset recording processes;
  - Completion of a Road and Footpath data collection survey to support the development of future renewal programs for the AMP's and Long Term Financial Plan;
  - Full implementation of the Technology One Asset Management Project Management module to assist the City in delivering the Capital work's programs; and
  - Annual reporting of the City's Asset Management sustainability performance on ratios for asset consumption, asset sustainability and asset renewal funding, and assessments of the City's asset management performance against the National Assessment Framework (supported by the Department of Local Government and Communities).

# Facilities and Plant

*Manages, maintains and delivers Council owned buildings, structure and plant services to provide for the requirement of the staff and community.*

## Budget and Key Performance Indicators

	Value of Facilities Managed	Fleet Replacement	New Fleet Purchases	FTE Count FY13/14 FY14/15
FY 13/14 Best Practice	\$156M	\$2.3M	\$0.64M	15.0
FY 14/15 Target	\$192.5M	\$5.3M	\$0.25M	14.2
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	13,029,826	13,335,407	2%	
Internal Recharging	(11,079,359)	(11,829,696)	7%	
<b>Net Expenditure</b>	<b>1,950,467</b>	<b>1,505,711</b>	<b>-23%</b>	
<b>Operating Income</b>	<b>(156,358)</b>	<b>(3,297)</b>	<b>-98%</b>	
<b>Net Position</b>	<b>1,794,109</b>	<b>1,502,414</b>	<b>-16%</b>	

## Business Activities/Initiatives for 2014/15

- **Minor Capital Works Program.** Implementation of a \$2.75M minor capital works program for rehabilitation and improvements to Councils buildings and facilities, including:
  - Major additions and refurbishments to the Atwell sporting clubrooms;
  - Refurbishments to the Wally Hagen basketball facility building, Hamilton Hill;
  - Construction of a new northern toilet block at the Naval Base Holiday Park and demolition of the existing building;
  - Demolition of the Joe Cooper Recreation Centre in Spearwood;
  - Various other refurbishments to community facilities to restore buildings to as new condition and meet level of service expectations; and
  - Various other improvements to building and facilities for enhanced disability access, water consumption reduction, energy use reduction and renewable energy provision and asbestos risk mitigation.
- **Facilities Operational Budget and Program.** Preparation and management of the budget and program to ensure the City's community and civic buildings and facilities are well maintained, safe, clean and functional. This year sees the inclusion of an operational budget for the new Integrated Health Facility, Super Clinic & Library at Success.
- **Major and Minor Plant Acquisition Program.** Implementation of the City's program for new and replacement plant and light fleet, that includes acquisition of 37 replacement light vehicles, 17 replacement heavy plant items and purchase into the fleet of an additional low profile waste collection truck.
- **Plant Maintenance Operations.** Management and delivery of plant servicing and repair operations utilizing the workshop, field mechanics (including at the Henderson Waste Recovery site) and external service providers to ensure the City's major plant, fleet and minor plant and equipment continue to meet operational requirements in a cost effective and productive manner.



# Project Management & Development

Ensures capital projects are developed and implemented in accordance with established processes.

## Budget and Key Performance Indicators

Activity		Major Building Projects to Commence	Value New Building Being Commenced	FTE Count FY13/14 FY14/15
FY 13/14 Best Practice		1 (est)	\$9M (est)	3.1
FY 14/15 Target		3 (excl CCW)	\$10.2M (excl CCW)	3.1
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	307,655	325,469	6%	
Internal Recharging	135,474	159,745	18%	
<b>Net Expenditure</b>	<b>443,130</b>	<b>485,214</b>	<b>9%</b>	
<b>Operating Income</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Net Position</b>	<b>443,130</b>	<b>485,214</b>	<b>9%</b>	

## Business Activities/Initiatives for 2014/15

- **Infrastructure Project Management.** Manage and/or assist in the development and delivery of the following projects in the coming year:
  - New Operations Centre building and depot upgrade, comprising of a new two story operations administration building and upgrade of existing facilities, along with the reconfiguration and addition of parking bays. Works in 2014/15 will entail the forward works of service relocations and car park expansion and the commencement of the construction of the new Operations building;
  - Integrated Health Facility, Super Clinic & Library, Success. This new state of the facility will cater for primary health care and provide a number of community services within an enclosed area of approximately 9000m2. Works in 2014/15 will entail the completion and commissioning of the new buildings and take-up by the respective corporate tenants;
  - Regional Playground Bibra Lake Reserve Progress Drive. The Playground is to include play equipment, artwork, public amenities such as car parking, drinking fountains, barbecue facilities, picnic tables and shelters within an area of 5,500 m2 and associated civil works along Progress Drive. Works in 2014/15 will include design development and tender for construction;
  - Western Suburbs Skate Park on the Market Garden Swamp Reserve. Works in 2014/15 will involve tendering for design and latter construction subject to funding approval;
  - Cockburn Community Men's Shed, Cockburn Central. This purpose built Men's Shed will be a minimum 650m2 and provide community rooms for a variety of activities along with two workshops for timber and metalwork. Works in 2014/15 will involve design development, estimate and tender subject to lotteries funding;
  - Commercial Materials Recovery Facility (CMRF) at the Henderson Waste Recovery Park, 920 Rockingham Rd Henderson WA. Works for 2014/15 will be undertaking a feasibility study and options analysis for likely business models in operating a new Commercial Materials Recovery Facility; and
  - Civic building energy efficiency treatments, comprising a major air-conditioning and lighting retrofit to the City's Administration Building and allied works to the Seniors Centre and Spearwood Library to significantly reduce the electricity consumption on the site and replace HVAC equipment at the end of their useful life whilst improving occupant amenity.

# Parks and Environment

The Parks and Environment Business Unit delivers the design, construction, rehabilitation and maintenance of the City's open space by a dedicated team of technically qualified, experienced and dedicated team of personal. The team is required to manage natural and wetland areas, highly manicured play fields and passive parks, foreshore areas, streetscapes and infrastructure. A vast range of projects are managed and delivered throughout the year.

Composite Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %
Gross Expenditure	12,844,112	14,722,859	15%
Internal Recharging	2,561,149	2,427,766	-5%
<b>Net Expenditure</b>	<b>15,405,261</b>	<b>17,150,625</b>	<b>11%</b>
<b>Operating Income</b>	<b>(27,963)</b>	<b>(1,900)</b>	<b>-93%</b>
<b>Net Position</b>	<b>15,377,298</b>	<b>17,148,725</b>	<b>12%</b>

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- Develop and implement Sustainable Resource Management Strategy.
- Develop and implement Climate Adaptation Strategy.
- Develop and implement Public Open Space Strategy.
- Implement Water Conservation Plan (2013 - 2018).
- Implement Sustainability Strategy (2012).
- Implement Natural Areas Management Strategy (2012 - 2022).
- Implement Greenhouse Gas Emission Reduction Strategy (2011 - 2020).
- Waste education, natural resource usage & conservation education.
- Establish an education program that seeks to demonstrate efficient use of resources for the community.
- Engage with the Cockburn Sound Management Council (CSMC) in the development of the Owen Anchorage State Environmental Policy.
- Initiate community education on GHG emission reduction and carbon footprint reduction.
- Pursue other energy management actions which may result in a reduction in energy consumption or reduced emissions.
- Incorporate Trails Master Plan into the Integrated Transport Strategy.



Minori Park

## Parks Services

*Design, construction and operational maintenance of Public Open Space and Streetscapes to provide functional and attractive locations for recreational activities by the Community.*

### Budget and Key Performance Indicators

Activity	Hectares of POS Managed	Groundwater Management (kLG Allocation)	Groundwater Management (kLG Water Used)	Community Satisfaction with Parks	FTE Count FY13/14 FY14/15
FY 13/14	690	2,275,469	2,171,565 (est)	88% (est)	64.2
FY 14/15 Target	698	2,320,469	2,214,510 (est)	88%	61.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15		Variance %	
Gross Expenditure	10,075,880	12,019,670		19%	
Internal Recharging	2,107,605	2,012,429		-5%	
<b>Net Expenditure</b>	<b>12,183,485</b>	<b>14,032,099</b>		<b>15%</b>	
<b>Operating Income</b>	<b>(4,986)</b>	<b>0</b>		<b>-100%</b>	
<b>Net Position</b>	<b>12,178,499</b>	<b>14,032,099</b>		<b>15%</b>	

### Business Activities/Initiatives for 2014/15

- **Park Infrastructure.** Management and maintenance of all park infrastructure, currently valued at \$60.5m.
- **Irrigation Operating Strategy.** Perform monthly metering readings on groundwater usage, monitor groundwater quality, water scheduling and submit annual report to Department of Water.
- **Street Tree Management.** Maintain and management 35,000 street trees in the City's road reserves. Annual pruning of approx. 2500 street trees to meet Western Power regulations.
- **Road Reserve Maintenance.** Manage the delivery of approx. 500km of road reserve mowing, 1500km of kerb line and 500km of footpath spraying.
- **Streetscape Maintenance.** Maintain approx. 60ha of landscaped streetscapes.
- **Playground Renewals.** Atwell Community Centre, Atwell Reserve, Tapper Reserve, Banjup Community Hall, Hakea Reserve, Jarvis Park & Robb Park.
- **Irrigations Renewals.** Tapper Reserve, Mosedale Park, Carlhausen Park and renewal of 10 bore pumps.
- **Bore Head Works.** Installation of 10 Hydrometers to the Bore head works, to monitor the volume of groundwater abstracted.
- **Streetscape Improvements.** Beeliar Drive and Wentworth Parade (final stage).
- **Hamilton Hill Revitalisation Strategy.** Development of Enright (Stage 2) and Davilak Reserves.
- **Phoenix Revitalisation Strategy.** MacFaul Park improvements.
- **Friendship Way Strategy (Spearwood Ave).** Enhancement of Indigenous and Peace sections.
- **Coogee Beach Landscape Master Plan.** Master plan endorsement and commence stages 1 & 2
- **Bibra Lake Regional Playground.** Concept planning and designs completion, development of detailed designs and documentation, construction second half of the financial year.
- **Playground Shade Sail Strategy.** Installation of new shade sails Enright Reserve, Goodchild Reserve, Hobbush Park and Versailles Park.
- **Public Open Space.** Review landscape submissions received through subdivision development, assess public open space allocations identified in district structure plans and provide guidance to developers on accessible and functional open space design.

# Environment Services

*Prepares plans, develops policies and strategies, undertakes studies and provides advice on environmental matters and ensures the protection and management of areas of environmental importance.*

## Budget and Key Performance Indicators

Activity	Hectares of Bushland in City	Hectares of Bushland Managed	Community Satisfaction with Bushland	FTE Count FY13/14 FY14/15
FY 13/14	1091 (est)	900 (est)	79% (est)	13.0
FY 14/15 Target	1093	902	79%	13.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	2,601,902	2,355,349	-9%	
Internal Recharging	619,872	763,176	23%	
<b>Net Expenditure</b>	<b>3,221,774</b>	<b>3,118,525</b>	<b>-3%</b>	
<b>Operating Income</b>	<b>(22,977)</b>	<b>(1,900)</b>	<b>-92%</b>	
<b>Net Position</b>	<b>3,198,797</b>	<b>3,116,625</b>	<b>-3%</b>	

## Business Activities/Initiatives for 2014/15

- **Weed Mapping.** Ongoing mapping of weeds within bushland to monitor existing management programs.
- **Vegetation Conditioning.** Ongoing vegetation condition rating programs to monitor the effectiveness of current management schedules.
- **Midge Management.** Management implementation of the Integrated Midge Control Strategy.
- **Water Campaign.** Verge Rescue Program promoting waterwise gardens.
- **Renewable Energy.** Continued progress toward the City's Renewable Energy target of 20% by 2020.
- **Sustainability Action Plan.** Review, update and monitor.
- **Develop Green Links Program.** Brochure which lists City greening incentives.
- **Sustainability and Landowner Biodiversity Grants Scheme.** Continue to promote and enhance these grant scheme to local residents.
- **Habitat for Homes.** Develop subsidy program to encourage landowners to install habitat boxes and bird baths.
- **Stairs and Lookout Manning Park.** Construct stairs and upgrade eastern lookout.
- **Finalisation of Limestone Fire Access Tracks:**
  - Triandra Reserve;
  - Lot 800 Gwilliam Drive;
  - Rose Shanks Reserve; and
  - Buckingham Reserve.
- **Revegetation.** Revegetation of a minimum of 2.5 hectares of degraded bushland and revegetation of Lot 21 Progress Drive, Bibra Lake.
- **Environmental Education Programs.** Delivery of programs to schools and community groups throughout the City.
- **Local Water Action Plan.** Implement and update the City's Local Water Action Plan.
- **Capital Works Program.** Continue to deliver capital works programs that enhance the environmental experience for the community.



# Waste

Manages waste and recycling collection, develops recycling strategies for domestic and commercial waste streams. Comprising of two service functions which are – Waste Disposal and Waste Collection.

Composite Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %
Gross Expenditure	17,843,882	20,085,391	13%
Internal Recharging	3,826,770	4,038,194	6%
<b>Net Expenditure</b>	<b>21,670,652</b>	<b>24,123,585</b>	<b>11%</b>
<b>Operating Income</b>	<b>(31,700,988)</b>	<b>(29,143,124)</b>	<b>-8%</b>
<b>Net Position</b>	<b>(10,030,336)</b>	<b>(5,019,539)</b>	<b>-50%</b>

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- Implement Strategic Waste Management and Education Strategy (2013 - 2023)
- Implement community and schools education programs (recycling, consumption)
- Implement industrial waste management initiatives



Recycling at Henderson Waste Recovery Park

## Waste Disposal

Operates a landfill site at Henderson to accept waste in accordance with the requirements of a Class II site under the Environmental Protection Act and maximise the financial return.

### Budget and Key Performance Indicators

Activity	Tonnes of Waste into HRRP	% of Waste Recovery at HRRP	% of MSW Processed at RRRC	FTE Count FY13/14 FY14/15
FY 13/14	120,000 (est)	5.7% (est)	90% (est)	24.0
FY 14/15 Target	95,000 (est)	6% (est)	100% (est)	25.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	6,539,682	7,249,358	11%	
Internal Recharging	(1,977,693)	(1,748,227)	-12%	
<b>Net Expenditure</b>	<b>4,561,988</b>	<b>5,501,131</b>	<b>21%</b>	
<b>Operating Income</b>	<b>(14,459,127)</b>	<b>(10,448,023)</b>	<b>-28%</b>	
<b>Net Position</b>	<b>(9,897,139)</b>	<b>(4,946,892)</b>	<b>-50%</b>	

### Business Activities/Initiatives for 2014/15

- **Purchase of Land.** Negotiate the purchase of land adjacent to Henderson Waste Recovery Park (HWRP).
- **Commercial Materials Recovery Facility.** Develop an RFT for design/documentation and construct the new facility.
- **Household Hazardous Waste Store.** Construct a new store.

## Waste Collection

Provides a regular reliable and safe waste and recycling collection service for every premise within the district and disposes of it in an environmentally acceptable manner.

### Budget and Key Performance Indicators

Activity	No. of Waste Collections	RRRC Equity Share	Satisfaction with Waste Collection	FTE Count FY13/14 FY14/15
FY 13/14	40,400 (est)	40.02%	96%	25.0
FY 14/15 Target	42,216 (est)	41.35%	96% (est)	26.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	11,173,018	12,693,356	14%	
Internal Recharging	5,934,681	5,929,098	0%	
<b>Net Expenditure</b>	<b>17,107,698</b>	<b>18,622,454</b>	<b>9%</b>	
<b>Operating Income</b>	<b>(17,240,888)</b>	<b>(18,695,101)</b>	<b>8%</b>	
<b>Net Position</b>	<b>(133,189)</b>	<b>(72,647)</b>	<b>-45%</b>	

### Business Activities/Initiatives for 2014/15

- **Bulk Verge Collection.** Improved Recovery from collections.
- **Public Place Recycling.** Roll out dual bin stations to the City's most popular park areas.
- **Kitchen Recycle Bins.** Undertake a limited trial for comingled recyclable collection.



# GOVERNANCE AND COMMUNITY SERVICES DIVISION

*This division is responsible for providing a wide range of services to the community including community development initiatives, events, recreation services, ranger and community safety initiatives and a wide range of human services. The division is responsible for communications including the operation of the Customer Contact Centre. The aim of the division is to improve the quality of community life of residents and to ensure good governance. It has four Service Units - Community Services; Corporate Communications; Human Services and Library Services.*



Annual "Show Off" Local Art Exhibition

## **Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan**

- Continue the roll-out of the Corporate Governance Charter (2013)

## **Other Key Highlights for 2014/15**

- Implement Bushfire Management Plan 2014 – 2017.
- Implement Event Strategy 2014 – 2019.
- Implement Community Engagement Framework 2014.
- Opening of Cockburn Integrated Health Facility (IHF), Success.
- Relocation of Success Public Library to Within IHF Success.
- Construct Western Suburbs Skate Park, Market Garden Swamp, Munster.
- Relocate Family Support Services to IHF Success from Atwell Community Centre.
- Pilot Community Youth Transport Service to Cockburn Youth Centre.
- Improved communications system for calls to "Co-Safe" Security Service.
- Develop partnership opportunities between local business and "not-for-profit" groups.
- Progress development of "Aged Friendly Facility" in Coolbellup.
- Continue with development of Community Men's Shed in Wattleup.
- Continue to implement programs identified in the Reconciliation Action Plan 2013 – 2016.
- Implement the Library Services Strategic Plan 2014 – 2019.

# Community Services

This unit has three service functions which are – Recreation; Ranger & Community Safety; and Community Development Services.

Composite Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %
Gross Expenditure	10,450,411	10,227,587	-2%
Internal Recharging	4,352,402	5,477,538	26%
<b>Net Expenditure</b>	<b>14,802,813</b>	<b>15,705,125</b>	<b>6%</b>
<b>Operating Income</b>	<b>(7,067,161)</b>	<b>(7,338,204)</b>	<b>4%</b>
<b>Net Position</b>	<b>7,735,652</b>	<b>8,366,921</b>	<b>8%</b>

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- Implement Community Development Strategic Plan (2011).
- Review CCTV Strategy (2011 - 2014).
- Review Local Emergency Risk Management Arrangements (2009) and Community Emergency Risk Management (2009).
- Implement Sport and Recreation Strategic Plan (2009) initiatives.

## Other Business Activities/Initiatives for 2014/15

- **Regional Physical Activity & Education Centre.** Completion of design and funding commitments for the new Centre to be located at Cockburn Central West.

## Recreation

Provides effective high quality community based recreation services, programs and leisure facilities.

## Budget and Key Performance Indicators

Activity	SLLC Entrances	SLLC Gymnasium Membership	Customer Satisfaction with Recreation Facilities	FTE Count FY13/14 FY14/15
FY 13/14	435,000 (est)	1,250 (est)	92% (est)	4.0
FY 14/15 Target	435,000	1,250	92%	4.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	4,392,909	4,362,223	-1%	
Internal Recharging	3,467,383	4,378,179	26%	
<b>Net Expenditure</b>	<b>7,860,292</b>	<b>8,740,402</b>	<b>11%</b>	
<b>Operating Income</b>	<b>(3,780,895)</b>	<b>(3,808,850)</b>	<b>1%</b>	
<b>Net Position</b>	<b>4,079,397</b>	<b>4,931,552</b>	<b>21%</b>	

## Business Activities/Initiatives for 2014/15

- **South Lake Leisure Centre**
  - Extend Point of Sale system to enable online purchases and payments (eg. Online swimming lesson re-enrolments and membership renewals).
  - Development of new marketing initiatives including dedicated Facebook page and online member portal.
  - Ensure Centre is appropriately maintained whilst minimizing expenditure, due to expectation of shut-down in 2-3 years.
- **KidSport program.** Continue to administer the program with a target to have 670 applications approved for the 14/15 financial year. Grant funded by the Department of Sport and Recreation.
- **Bookings Management Software System.** Implement a new system for bookings of community halls, reserves and other facilities.

# Ranger and Community Safety

*Ensures the safety and amenity of the residents of the City through educative means and the impartial administration of municipal laws and legislation; and preventative strategies, education of the community and active participation in emergency services.*

## Budget and Key Performance Indicators

	Ranger Services Tasks Attended	Security Patrol Response Times	Satisfaction with Security	FTE Count FY13/14 FY14/15
FY 13/14	10,280 (est)	92% (est)	85% (est)	16.0
FY 14/15 Target	11,000	90%	82%	16.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	3,955,051	3,878,183	-2%	
Internal Recharging	883,188	1,258,232	42%	
<b>Net Expenditure</b>	<b>4,838,240</b>	<b>5,136,415</b>	<b>6%</b>	
<b>Operating Income</b>	<b>(3,016,835)</b>	<b>(3,240,092)</b>	<b>7%</b>	
<b>Net Position</b>	<b>1,821,405</b>	<b>1,896,323</b>	<b>4%</b>	

## Business Activities/Initiatives for 2014/15

- **Electronic Infringements.** Implementation of the City's first electronic Infringement and reporting system stage one has now been completed and operating well. The next stage is to include the City's firebreak system within this system which will result in all historical data being transferred into this new system and the City's Rangers utilized, this new technology and the devices on offer to undertake next season's fire break inspections. Along with the mobilization of Ranger Services area, Ranger Services is now working at establishing a new electronic animal and vehicle impoundment and recording register on line, this will circumvent the need for paperwork to be completed by staff in the Ranger Services area. These measures will enhance the efficiency of the section and be consistent with the City sustainability policy.
- **CCTV.** Further expansion has occurred with CCTV now installed as the New Coogee Integrated Facility, Coogee Beach, Coolbellup Hub and Cockburn Youth Centre. The Cockburn Integrated Health and Community Facility will have CCTV installed. CCTV is proposed to be installed at the Spearwood Library Cockburn Administration precinct.
- **Local Emergency Management Arrangements.** Further development and a full review of the City's arrangements and recovery obligations will be undertaken; further development of the grant funded Emergency Management computer Application will be concluded. This application will provide City's resident advice on how and what to consider should an emergency event occur.
- **Fire Management.** The City's Bush Fire Mitigation Plan review will be completed for the period 2014 -2017. Outcomes from a review of the City's Fire Control Order and Permit to Burns Permits will be concluded.
- **Co Safe and Community Safety.** Co safe is also looking at developing a Co Safe computer Application which will provide the City's residents the ability to call Co Safe on line and to fill out the report of their concerns. The information will then be sent straight to the Co Safe dispatch that in turn will dispatch a vehicle to the area of concern. This Application will also provide the residents the ability to fill in a Holiday watch request and a request for patrols option if they desire.

A review of the *City's Crime Plan 2014 -2017* will also be undertaken with new strategies being developed and initiatives being determined, a public survey will once again be distributed to randomly selected residents and businesses within the City to determine the public's perceptions and concerns at hand.



# Community Development

*Provides capacity building and community engagement mechanisms to strengthen and support community groups and volunteers operating within the City.*

## Budget and Key Performance Indicators

Activity	Local Business Supporting Community Activities and Volunteers	Engaged Community Development E-News Subscribers	Community Development Groups	FTE Count FY13/14  FY14/15
FY 13/14	90 (est)	450 residents (est)	90% (est)	3.1
FY 14/15 Target	95	450 residents	90%	3.1
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	1,649,713	1,401,025	-15%	
Internal Recharging	242,405	192,839	-20%	
<b>Net Expenditure</b>	<b>1,892,118</b>	<b>1,593,864</b>	<b>-16%</b>	
<b>Operating Income</b>	<b>(58,431)</b>	<b>(55,464)</b>	<b>-5%</b>	
<b>Net Position</b>	<b>1,833,687</b>	<b>1,538,400</b>	<b>-16%</b>	

## Business Activities/Initiatives for 2014/15

- **Cockburn Community Group News.** This will run twice yearly in the Cockburn Soundings.
- **Cockburn Community Business Steering Committee.** Development of committee to implement networking and partnership opportunities between local business and Not-For-Profit (NFP) organisations.
- **'On-the-Job' Program.** This will continue to provide one-on-one planning/project management and organisational sustainability support to eligible NFP organisations.
- **Forums.** The Resident Associations and Parents and Citizens Associations forums will continue to provide opportunity for two way communication between the City and its key stakeholders.
- **Community Engagement.** The Community Engagement Framework will be implemented to all staff with ongoing support provided to ensure appropriate stakeholder involvement.
- **Volunteer Recognition Event.** This will run twice yearly for all eligible Cockburn community groups and volunteers to come together and share ideas and experiences.



Award Recipient - Volunteer Recognition Awards Event 2013

# Corporate Communications

This unit has three service functions which are – Customer Service; Media & Marketing; Events & Cultural Services.

## Budget and Key Performance Indicators

Activity		% of Incoming Calls Dealt with	Satisfaction with Communication	FTE Count FY13/14 FY14/15
FY 13/14		81% (est)	78% (est)	16.8
FY 14/15 Target		81%	78%	17.0
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	2,642,893	2,682,290	1%	
Internal Recharging	(866,552)	(890,146)	3%	
<b>Net Expenditure</b>	<b>1,776,340</b>	<b>1,792,144</b>	<b>1%</b>	
<b>Operating Income</b>	<b>(32,736)</b>	<b>(12,500)</b>	<b>-62%</b>	
<b>Net Position</b>	<b>1,743,604</b>	<b>1,779,644</b>	<b>2%</b>	

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- Develop and implement an Arts and Culture Strategy (incorporating it into review of Public Artwork Strategy).
- Implement Events Strategy (2014 - 2019).
- Implement Communications Strategy (2012 - 2017).
- Implement Social Media Strategy.
- Implement the Customer Service Charter (2012).
- Incorporate and implement initiatives in review of Public Artworks Strategy.
- Report to the key stakeholders through Council's Annual Report, the Community Perceptions and Customer Service surveys.

## Other Business Activities/Initiatives for 2014/15

- **Corporate Communication/Media/Marketing**
  - Produce City of Cockburn Annual calendar for all residents;
  - Produce annual report;
  - Produce rates brochure to communicate what rates pay for;
  - Produce bi-monthly printed newsletter Cockburn Soundings;
  - Create advertisement for newspapers;
  - Produce fortnightly e-newsletter;
  - Continue to refine the use of Social Media across the organization;
  - Provide responses to media questions;
  - Issue media releases and news alerts to relevant media;
  - Produce printed material to communicate services, facilities and events;
  - Develop communication plans for matters of strategic importance; and
  - Communicate the stages of Local Government reform internally and externally.
- **Events/Culture**
  - Develop annual community events program including concerts, Coogee Beach Festival, Show Off Art Exhibition, Cockburn Rotary Spring Fair, Christmas Event, Teddy Bear's Picnic;
  - Coordinate official openings for the GP Superclinic and Integrated Health Facility; and
  - Develop 'Recycle Right and Waste Minimisation Event Guidelines for all events.
- **Customer Service**
  - Continue to work across the organisation using a range of measures to sustain the upward trend in our customers' satisfaction with Customer Service; and
  - Conduct annual customer satisfaction surveys.

# Human Services

*This unit has five service functions which are – Family; Youth; Cockburn Community Care (Aged and Disabled); Childcare; and Seniors Services.*

Composite Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %
Gross Expenditure	8,162,285	7,750,622	-5%
Internal Recharging	2,572,275	2,785,603	8%
<b>Net Expenditure</b>	<b>10,734,560</b>	<b>10,536,225</b>	<b>-2%</b>
<b>Operating Income</b>	<b>(6,550,099)</b>	<b>(6,459,383)</b>	<b>-1%</b>
<b>Net Position</b>	<b>4,184,461</b>	<b>4,076,842</b>	<b>-3%</b>

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- Develop and implement Grant and Fee Funded Human Services Plan.
- Review and implement new Age Friendly Strategic Plan.
- Implement Youth Services Strategic Plan (2011 - 2016).
- Implement Reconciliation Action Plan (2013 - 2016).
- Implement Children's Services Strategic Plan (2010 - 2016).
- Implement Disability Access and Inclusion Plan (2012 - 2017).

## Other Business Activities/Initiatives for 2014/15

- **Human Services.** The Human Services Business Unit includes a range of grant funded and municipally funded services, programs and events. Human services provide targeted services to those most in need in our community, and also general social and recreation programs which are culturally appropriate, inclusive and accessible to the community.
- **Age Friendly Development.** Enter into a lease for the Age Friendly Development in Coolbellup once the land is under the City's control.
- **Construct the Westerns Suburbs Skate Park.** Oversee the construction of the skate park, and car park facility.
- **Integration of Services.** Develop improved integration of City of Cockburn community services, and child focused services to improve accessibility by the community.
- **Community Men's Shed.** Support the development of the Interim Community Men's Shed and the progression of the application for a Lotterywest grant for the purpose built Community Men's Shed.
- **Improve Outcome Measurement.** Seek grant funding for improved outcome measurement of grant funded services.
- **Improve Human Services Promotion.** Improve marketing strategies for Support Services, and Childcare services.
- **Local Government Reform.** Undertake detailed planning for Human Services as required by the reform process.



# Family Services

Provision of grant and Council funded services and programs which provide advisory and/or direct assistance to citizens requiring support. Services include: Early Years; Family Support; Financial Counselling Services; Aboriginal Community Development; Disability Access and Inclusion; and Children's Development.

## Budget and Key Performance Indicators

Activity		No. of Family Support Contacts	Staff Disability Awareness Training	FTE Count FY13/14 FY14/15
FY 13/14		3000	90	10.4
FY 14/15 Target		3000	70	10.4
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	1,241,637	1,070,076	-14%	
Internal Recharging	427,071	424,139	-1%	
<b>Net Expenditure</b>	<b>1,668,708</b>	<b>1,494,215</b>	<b>-10%</b>	
<b>Operating Income</b>	<b>(635,899)</b>	<b>(609,367)</b>	<b>-4%</b>	
<b>Net Position</b>	<b>1,032,809</b>	<b>884,848</b>	<b>-14%</b>	

## Business Activities/Initiatives for 2014/15

- **Support Services.** Grant funds are used to provide family support, financial counseling, and early years parenting services. These services prioritise those most in need with over 7200 hours of counseling, and group work services per annum provided to over 3000 people.
- **Community Development.** Provision of information and new project support regarding Aboriginal Community Development, Disability Access and Inclusion, and Children's Development services to the community.
- **Community Events.** Provision of specialized community events such as Celebrate Ability, Hello Baby Event, Family Week, Children's Week, NAIDOC Week, Reconciliation Week events, and others. The national Aboriginal and Islander Children's Day will be held in August for the second time. These events attract over 4000 people per annum.
- **Community Reference and Service Network Groups.** Family Services coordinate the City's Children's Reference Group, Disability Reference Group, Aboriginal Reference Group and Family Support Network which meet on average once per month to provide recommendations to the City on a range of relevant matters.
- **Children's Services.** Atwell 3 year Old Play Club for parents and children and Froggy's Fun on the Green outdoor play service operate on average 368 hours per annum with over 3000 contacts of children and parents per annum. The Children's Reference Group is involved in ideas for the design of a regional Playground at Bibra Lake.
- **Community and School Liaison.** Provision of regular information and communication with over 27 primary schools, 5 high schools, 9 child health nurses, 2 toy libraries, and 18 playgroups.
- **Aboriginal Community Development.** Aboriginal staff aim to increase their liaison with the Aboriginal community, as well as deliver Events and support new projects in consultation with the Aboriginal Reference Group. Cultural Competency Training will be delivered to staff throughout the year. The Reconciliation Action Plan will continue to be implemented.
- **Disability Access and Inclusion.** Improvements to community consultation processes, and to the effective functioning of the Disability Reference Group will be a focus. Mental Health awareness and training will be featured more often for staff and community. Facilities will continue to be upgraded and made more accessible across the City.
- **Re-locate Staff to Success Facility**-the Cockburn Family Support Service, and the Cockburn Financial Counselling Service staff based in Atwell will re-locate to the Cockburn GP Superclinic section of the Success Integrated Health and Community Facility.

## Youth Services

Youth Services administers grants and Council funded services, programs and facilities aimed at providing and developing increased support, activity and leisure opportunities for the young people of Cockburn. Services provided includes Cockburn Youth Centre based programs and drop in, youth community development, the 'Outrage' school holiday program and 'Bliss-co' mobile outdoor youth recreation service. Grant funded Youth Outreach is also provided to young people considered "at risk" aged 10 to 18 who require additional support.

### Budget and Key Performance Indicators

Activity	Service Contacts with Young People	Youth Outrage Program Places Occupied	Satisfaction with Youth Services	FTE Count FY13/14 FY14/15
FY 13/14	20,000 (est)	85% (est)	70% (est)	8.8
FY 14/15 Target	20,000	85%	70%	8.8
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	1,336,795	1,276,606	-5%	
Internal Recharging	959,362	1,100,960	15%	
<b>Net Expenditure</b>	<b>2,296,156</b>	<b>2,377,566</b>	<b>4%</b>	
<b>Operating Income</b>	<b>(792,980)</b>	<b>(799,035)</b>	<b>1%</b>	
<b>Net Position</b>	<b>1,503,176</b>	<b>1,578,531</b>	<b>5%</b>	

### Business Activities/Initiatives for 2014/15

- **Youth Services.** This service area has over 20,000 contacts with young people each year through the Cockburn Youth Centre, Youth Diversion and Youth Outreach Services, Bliss-co mobile outdoor recreation service, Youth Outrage holiday program, skate park competitions, events and art programs.
- **Events.** Youth Services coordinates a range of events including the ANZAC Youth Parade, FROSH Youth Festival, and Youth Centre events such as the Big Night In with over 10,000 young people attending.
- **Cockburn Youth Centre.** This facility is open 6 days per week 51 weeks per year. It provides a one stop shop model for those most in need combined with a wide range of educational and recreation programs. The Youth Centre provides, after school and school holiday programs, a free supervised hang out space, and centre based events. The Youth Centre also partners with the Challenger Institute to provide accredited training course during school hours.
- **Youth Development.** Youth development coordinates the Youth Advisory Council, the Youth Outrage School Holiday program, the Bliss-co mobile youth recreation service, local skate park competitions and art projects.
- **Youth Outreach and Youth Diversion Services.** Employ staff through grant funding to provide individual counselling and group work to young people who are considered "at risk" and their families.
- **Pilot Community Youth Transport Service.** Youth Services will seek Grant funds to pilot a Community Youth Transport Service to improve access to the Cockburn Youth Centre.
- **Facilitate a Driver Education/Training Program for Cockburn Young People.** Youth services will seek grant funds and partnerships to facilitate this service in Cockburn.
- **Youth Advisory Collective.** Continued support of the YAC.
- **Improve Promotion and Marketing of Cockburn Youth Services.** Update and implement the Youth Services Marketing Strategy to raise community awareness of the services provided.
- **Western Suburbs Skate Park.** Youth Services will consult with young people on the development of the Western Suburbs Skate park design.
- **Crime Prevention.** Youth Services and South West Metro community Drug Services have teamed up to deliver 'Blissco at the Hub' an afterschool program for young people in Coolbellup.

## Aged and Disabled Services (Cockburn Community Care)

The grant funded Cockburn Community Care programs and services provide personal care, day centre programs, supported transport, home help services, and carer support to enable the frail aged and people with disabilities to remain living in the community and avoid inappropriate or undesired admission to residential care.

### Budget and Key Performance Indicators

Activity		Disability Program Delivered vs Target	HACC & Other Program Delivered vs Target	FTE Count FY13/14 FY14/15
FY 13/14		90%	90%	26.4
FY 14/15 Target		90%	90%	27.8
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	2,062,682	2,052,960	0%	
Internal Recharging	293,739	332,894	13%	
<b>Net Expenditure</b>	<b>2,356,421</b>	<b>2,385,854</b>	<b>1%</b>	
<b>Operating Income</b>	<b>(2,319,090)</b>	<b>(2,368,706)</b>	<b>2%</b>	
<b>Net Position</b>	<b>37,331</b>	<b>17,148</b>	<b>-54%</b>	

### Business Activities/Initiatives for 2014/15

- **Home Care Packages.** Grant funding is used to provide an average of 10,900 hours of personal care, and home support services per year for 35 Home Care package clients.
- **Home and Community Care (HACC).** Grant funding is used to provide 58,000 hours of services per annum. Services include personal care, counseling, carer support, domestic assistance, supported transport, 4 day centre programs, home maintenance, and social support for over 500 Home and Community Care eligible clients and their carers.
- **Increased Funding.** Apply for growth funding for Home Care Packages (if released) and HACC funded programs to meet the community's needs.
- **Prepare Systems for Consumer Directed Care.** Review service models and accounting systems to ensure they can meet the new requirements to self-directed care. Train staff. Research software to support the changes. Roll over to CDC for Home Care Packages 30 June 2015.
- **Explore service model options to improve connection with the Aboriginal and Torres Strait Islander Community.** Use HACC growth funding round to explore possibility of extra resources to extend services to Aboriginal and Torres Strait Islander Community.

# Child Care Services

Administers grant funds provided to Council for the operation of childcare inclusive of the Family Day Care Scheme, In-Home Child Care and Out of School Care Programs within the district.

## Budget and Key Performance Indicators

Activity		Out of School Places Occupied	Family Day Care Providers	FTE Count FY13/14 FY14/15
FY 13/14		90%	65	9.3
FY 14/15 Target		50%	60	8.1
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	2,613,105	2,421,116	-7%	
Internal Recharging	76,366	71,732	-6%	
<b>Net Expenditure</b>	<b>2,689,471</b>	<b>2,492,848</b>	<b>-7%</b>	
<b>Operating Income</b>	<b>(2,587,860)</b>	<b>(2,475,575)</b>	<b>-4%</b>	
<b>Net Position</b>	<b>101,612</b>	<b>17,273</b>	<b>-83%</b>	

## Business Activities/Initiatives for 2014/15

- **Family Day Care.** Grant and fee funding is used to employ qualified and experienced staff to ensure that Family Day Care Educators comply with legislative requirements for the provision of quality home based childcare services.
- **In-Home Childcare.** Grant and fee funding is used to employ quality and experienced staff to support In Educators to provide childcare in the child's own home.
- **Outside School Hours Care.** Fee funding is used to employ staff to provide after school and vacation care programs 51 weeks per year for 39 childcare places. Continue to monitor the viability of this service area.
- **Financial Management of Commonwealth Childcare Subsidies.** Staff are required to undertake fortnightly Commonwealth Child Care Management data assessment, upload it to the system and download payment information for over 100 Family Day Care and In Home Childcare Educators.
- **Childcare Location Visits.** National Standards legislation requires a minimum of quarterly support and monitoring contact visits for up to 60 Family Day Care Educators. This requirement is more than met to ensure ongoing quality provision of early childhood education and care.
- **Childcare Hours.** The three services provide over 300,000 hours of childcare per annum for over 1000 children.
- **Legislative Requirements.** The relatively new legislation requires ongoing training of educators and staff to ensure compliance and quality childcare.

## Seniors Services

Administers Council funded services, programs and facilities aimed at providing and developing increased amenity, active ageing and leisure opportunities for the senior citizens. These services include provision of the Cockburn Seniors Centre based programs, outings, events, and meals.

### Budget and Key Performance Indicators

Activity		Senior Centre Memberships	Satisfaction with Seniors Services	FTE Count FY13/14 FY14/15
FY 13/14		900 (est)	76%	3.6
FY 14/15 Target		1000	76%	3.6
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	542,674	551,161	2%	
Internal Recharging	252,829	328,258	30%	
<b>Net Expenditure</b>	<b>795,503</b>	<b>879,419</b>	<b>11%</b>	
<b>Operating Income</b>	<b>(191,120)</b>	<b>(189,700)</b>	<b>-1%</b>	
<b>Net Position</b>	<b>604,383</b>	<b>689,719</b>	<b>14%</b>	

### Other Business Activities/Initiatives for 2014/15

- **Cockburn Seniors Centre.** The Centre model provides programs, events outings and meals that are based on an active ageing model which enhances the mind body and soul. The Seniors Centre experiences approximately 18,000 visits each year.
- **Seniors Centre Meals.** Provides a subsidised two course meal three days per week and a light meal 2 days per week. The centre provides approximately 4,500 meals to older members of the community every year.
- **Seniors Centre Outings.** Provides over 102 social outings per year to a broad range of locations.
- **Cockburn Seniors Centre Programs.** Provides a range of active ageing group programs that enhance the mind, body and soul.
- **The Seniors Centre Events.** Provides a range of centre based special events with over 5000 people attending them per annum.
- **Seniors Centre Expo.** The Health Lifestyle Expo for 55+ held at the Seniors centre in 2014 was an outstanding success. The center will be a key part of the 2015 expo to be held in conjunction with the cities of Melville and Fremantle.
- **Reconciliation Programs.** The centre will develop a range of programs to strengthen relationships with the Aboriginal community in accordance with the Reconciliation Action Plan 2013 - 16.
- **Community and Men's Shed.** Seniors Services will continue to support the development of the Interim Community and Men's Shed.

# Library Services

To provide loans of materials, information, internet access, along with educational, literacy and recreational programs; and as a place of community engagement.

## Budget and Key Performance Indicators

Activity	Visits	Registered Borrowers	Satisfaction with Libraries	FTE Count FY13/14 FY14/15
FY 13/14	369,500 (est)	33,000 (est)	89% (est)	30.4
FY 14/15 Target	370,500	33,000	89%	31.4
Budget	Adjusted Budget 13/14	Proposed Budget 14/15	Variance %	
Gross Expenditure	2,802,544	3,175,637	13%	
Internal Recharging	1,199,347	1,074,491	-10%	
<b>Net Expenditure</b>	<b>4,001,890</b>	<b>4,250,128</b>	<b>6%</b>	
<b>Operating Income</b>	<b>(49,532)</b>	<b>(53,346)</b>	<b>8%</b>	
<b>Net Position</b>	<b>3,952,358</b>	<b>4,196,782</b>	<b>6%</b>	

## Actions to be undertaken 2014/15 as identified in the City's Corporate Business Plan

- Review and implement new Library Strategic Plan.

## Other Business Activities/Initiatives for 2014/15

- Success Public Library.** Completion of the Success Library building project. The new library will open early in the 2014/15 financial year replacing the very small Success (shop-front) Public Library that is located within the shopping centre. The new library is a contemporary library that will contribute to the development of social capital to the local community for many years to come.
- Digitisation – Community Information.** The current print community information posters and flyers will be converted to a digital format and be promoted throughout the library using digital display outlets.
- eBooks.** The library service will contribute additional funding to supplement eBook titles available through the current service provided by the State Library of Western Australia.
- Home Library Service.** The library service will conduct an active campaign to promote the home delivery of library materials to clients who are for any valid reason unable to visit a branch of the service.
- Programs and Events.** The City's libraries run a range of programs and activities for children and adults across the whole of the service reflecting the needs and interests of the community. A heavy emphasis is placed on programs that support the development of early literacy such as Better Beginnings, Pram Jams and Story Times for children and Read Right Now and Conversational English Groups for adults.



## *Mission Statement*

*'To make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth metropolitan area.'*

City of Cockburn  
9 Coleville Crescent,  
Spearwood WA 6163  
T: 9411 3444  
[www.cockburn.wa.gov.au](http://www.cockburn.wa.gov.au)



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# Integrated Transport Plan

## Strategy Report







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## Mayor's foreword

Transport is a critical part of our life. We travel using different modes to commute to and from work, school, and any other destination we choose. It is important that we can access road, bike and pedestrian networks to allow us to travel safely and efficiently.

The City's population is expected to grow by 27% by 2031 to 139,950. As urban development increases, so do the traffic impacts generated development. The growth of our neighbouring Cities will further make traffic congestion an issue for the growth of our City.

Traffic congestion was identified as one of the community's highest concerns during the most recent Community Perception Survey.

To address this, the City's vision on transport contained in the Strategic Community Plan is to have **a robust, safe and integrated network that meets people and industry needs while minimising environmental impacts**. To help achieve this vision the City has a strategy for the delivery of road infrastructure upgrades, improvements, and extensions but it will become increasingly less possible to address traffic growth by providing more road capacity.

Sustainable transport is the smarter way of the future. This transport involves walking, riding, or using public transport to get around. A change in travel patterns has the potential to reward us in a number of ways with better health; a better environment; a reduction in personal transport costs and, better engagement with our local community.

Higher density residential areas will create vibrant activity centres with a high frequency of public transport services. The City has already begun planning in areas such as Cockburn Central, Cockburn Coast and Port Coogee. These precincts will provide residents with a high frequency of public transport services.

The City is working to further its vision for sustainable transport. To do this the City is developing this Integrated Transport Strategy through the feedback received during the community and stakeholder consultation. Your voice has helped shape the direction and actions contained in this report. A big thank you to our community for the significant number of contributions to the collaborative mapping process.

I encourage you to read this strategy to understand the direction that our City is taking to our transport needs. I challenge you to start making a difference by thinking about how you can personally contribute to the solutions.

Yours sincerely

**Mayor Logan Howlett JP**

## Executive summary

The City of Cockburn engaged Arup to develop an Integrated Transport Plan (ITP) for the Cockburn Local Government Area (LGA). The ITP has been developed in close collaboration with the City of Cockburn and involved liaison with the Department of Transport (DoT), Department of Planning (DoP), the Public Transport Authority (PTA) and Main Roads Western Australia (MRWA).

As a precursor to the ITP, the City updated the District Traffic Study (DTS) and associated traffic model in order to understand the potential impacts of forecast population growth, land use changes, employment creation, extrapolation of current mode shares and committed/ planned changes to the road network.

The DTS highlighted that it will not always be economically viable or sustainable to increase road network capacity to alleviate forecast congestion. It indicates that a mode shift away from private vehicle travel (which made up 84% of trips in the base year of 2011 for all trip types) will be required for travel to/ from and within the City in order to sustain population and employment growth.

The ITP sets the vision and framework for a transport network that will be able to provide realistic alternative mode choices to reduce the dependency on making trips by private car. The ITP identifies the current and expected future transport situation through examination of 'Cockburn of Today' and 'Cockburn of Tomorrow'.

The objectives of the ITP are:

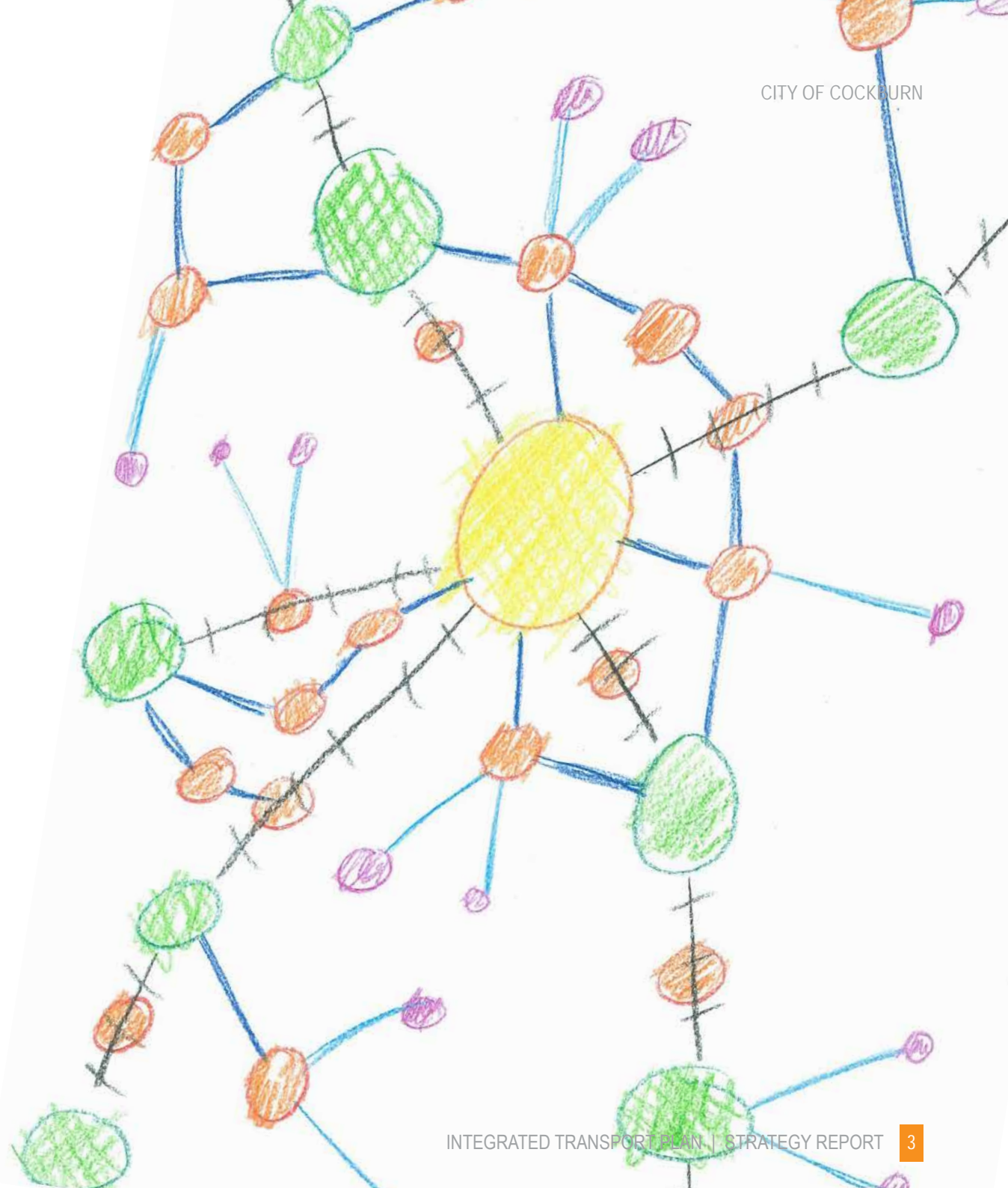
- To have a transport system that efficiently integrates with land use, enables multi-modal trips, and allows flexible management of the City's road space.
- To provide an efficient and highly connected movement network for pedestrians and cyclists that caters for and encourages healthy active transport travel for trips of any length.
- To provide a transport system that is safe and efficient, accepting that a level of traffic congestion will always exist, and is planned to meet the long-term transport needs of a growing city.
- To have a legible, well-structured arterial road network that provides efficient routes for local heavy vehicles and general traffic for intra-city and regional trips.
- To provide infrastructure and promote behaviour that encourages patronage of public transport in a sustainable manner and creates efficient and prioritised movement for public transport and other high occupancy vehicles.



- To raise community awareness of transport alternatives to private cars, and keep them regularly updated on transport issues in Cockburn.

An implementation plan containing 41 actions has been developed with short, medium and long term horizons for measures noting that a significant focus is required in the short term on improving sustainable travel modes. This is to create a more balanced transport system but needs to be matched by travel demand management to discourage unnecessary private vehicle use. Identified measures include new infrastructure, behaviour change approaches and policy change.

It is intended that this ITP be a live document that is actively implemented and updated every three to five years.



# 1 Introduction

## 1.1 Overview

The City of Cockburn engaged Arup to develop an Integrated Transport Plan (ITP) for the Cockburn Local Government Area (LGA). This ITP sets the vision and framework for a transport network that will be able to provide realistic alternative mode choices to reduce the dependency on making trips by private car.

As a precursor to the ITP, the City updated the District Traffic Study (DTS) and associated traffic model in order to understand the potential impacts of forecast population growth, land use changes, employment creation, extrapolation of current mode shares and committed/ planned changes to the road network.

The DTS highlighted that it will not always be economically viable or sustainable to increase road network capacity to alleviate forecast congestion. It indicates that a mode shift away from private vehicle travel (which made up 84% of trips in the base year of 2011 for all trip types) will be required for travel to/ from and within the City in order to sustain population and employment growth. This mode share is consistent with the combined car driver and car passenger category in the 2011 Census (Journey to Work trips). This high car driver mode share cannot be sustained and a shift to more sustainable modes is a key focus of this ITP.

A mode shift away from private vehicle trips cannot be achieved without having the supporting infrastructure and services for public transport, walking and cycling in order to encourage these forms of travel to be taken up for trips for work, education, shopping and recreation.

This ITP identifies the current and expected future transport situation through examination of 'Cockburn of Today' and 'Cockburn of Tomorrow'. The research process has included:

- A literature review
- Examination of existing transport infrastructure and travel patterns
- Review of transport and land use policy
- Feedback from the community on existing transport issues.

The ITP is structured to consider the future transport vision for Cockburn through the following:

- Articulation of the future transport vision for the City
- Development of a set of objectives aimed at achieving the vision
- Investigation into forecast future demographic and land use changes across the City and how these changes need to be catered for to achieve the ITP objectives
- Development of an implementation plan, which identifies soft and hard measures to achieve the ITP vision and objectives.

This ITP has been developed in close collaboration with the City of Cockburn and involved liaison with the Department of Transport (DoT), Department of Planning (DoP), the Public Transport Authority (PTA) and Main Roads Western Australia (MRWA).

## 1.2 District Traffic Study

In 2006 the City undertook a District Traffic Study (DTS), aimed at developing traffic forecasts for the years 2016 and 2031. This DTS was then updated in 2013 to consider future transport conditions in years 2020 and 2031 based on anticipated growth in land use, population and employment but additionally through traffic trips as forecast by the MRWA Regional Operations Model (ROM). The DTS model took into account forecasted trips from significant development including the Cockburn Central area, Murdoch Activity Centre, Jandakot Airport Development, Latitude 32, Australian Marine Complex and Cockburn Coast development.

The DTS model was also used to test future possible road network upgrades such as the North Lake Road Bridge across Kwinana Freeway, Bartram Road overpass of Kwinana Freeway and Roe Highway Stage 8 extension.

Travel mode share has a significant bearing on the overall vehicular trips on the road network. For the purposes of the DTS a combined car driver and car passenger mode share of 84%<sup>1</sup> was adopted which equates to the following additional vehicular trips on the road network:

- 100,000 to 115,00 additional daily car trips on the network between 2012 and 2020<sup>2</sup>
- 170,000 to 200,000 additional daily car trips on the network between 2012 and 2031

This is a significant number of new trips to be absorbed onto the City's network. These trips that have an origin or destination within the City and do not take into account any growth in through traffic trips which is also highly likely.

The outcomes of the modelling show that despite significant investment in road network upgrades, it is not possible to solve the City's congestion and related safety issues. These were the two areas of primary concern raised by the community as part of the collaborative mapping exercise. Congestion was defined as a volume to capacity ratio of 80% or greater and level of service 'D' (refer to **Table 1**).

## 1.3 Community engagement

### 1.3.1 Approach

AA month-long community engagement period during August 2013 was held in the course of the ITP preparation. The community input was solicited using an online e-engagement tool called Collaborative Map.




Collaborative Map is a mapping application that is viewed in a standard internet browser and uses the Google Maps interface as its source of mapping data. It allows people to participate in engagement activities and provide information from their own computers, thus broadening the reach of engagement programs.

<sup>1</sup> The Mode share proportions were kept constant at 2012 levels.

<sup>2</sup> 15,000 trips per day difference depends on the number of employment trips generated from within versus outside the city.



**Table 1** Level of Service definitions (*Source AustRoads 2009*)

	LoS DESCRIPTION
	<p>A A condition of free flow in which individual drivers are virtually unaffected by the presence of others in the traffic stream. Freedom to select desired speeds and to manoeuvre within the traffic stream is extremely high, and the general level of comfort and convenience provided is excellent.</p> <p>B In the zone of stable flow where drivers still have reasonable freedom to select their desired speed and to manoeuvre within the traffic stream. The general level of comfort and convenience is a little less than with LoS A.</p>
	<p>C Also in the zone of stable flow, but most drivers are restricted to some extent in their freedom to select their desired speed and to manoeuvre within the traffic stream. The general level of comfort and convenience declines noticeably at this level.</p> <p>D Close to the limit of stable flow and approaching unstable flow. All drivers are severely restricted in their freedom to select their desired speed and to manoeuvre within the traffic stream. The general level of comfort and convenience is poor, and small increases in traffic flow will generally cause operational problems.</p>
	<p>E Traffic volumes are at or close to capacity, and there is virtually no freedom to select desired speeds or to manoeuvre within the traffic stream. Flow is unstable and minor disturbances within the traffic stream will cause breakdown.</p> <p>F In the zone of forced flow, where the amount of traffic approaching the point under consideration exceeds that which can pass it. Flow breakdown occurs, and queuing and delays result.</p>



The Collaborative Map was set up in close collaboration with the City's Communications and Engineering teams. Input was invited via information circulated with Rates Notices, the Cockburn Soundings Newsletter, the local newspaper and the City's website and Facebook page.

The map enabled the following information to be collected:

- Spatially referenced comments on existing transport conditions and issues under the following categories:
  - Congestion
  - Road safety
  - Parking
  - Freight
  - Public Transport
  - Cycling
  - Walking

Users were able to add an unlimited number of comments to the map by category and were able to 'agree' or 'disagree' with comments posted by others on the map. All comments were visible to all visitors to the site.

- Travel pattern statistics and preferences. A short questionnaire was administered, asking the following questions:
  - What transport mode(s) you use most often to get to work or place of education:
  - Why do you use this mode?

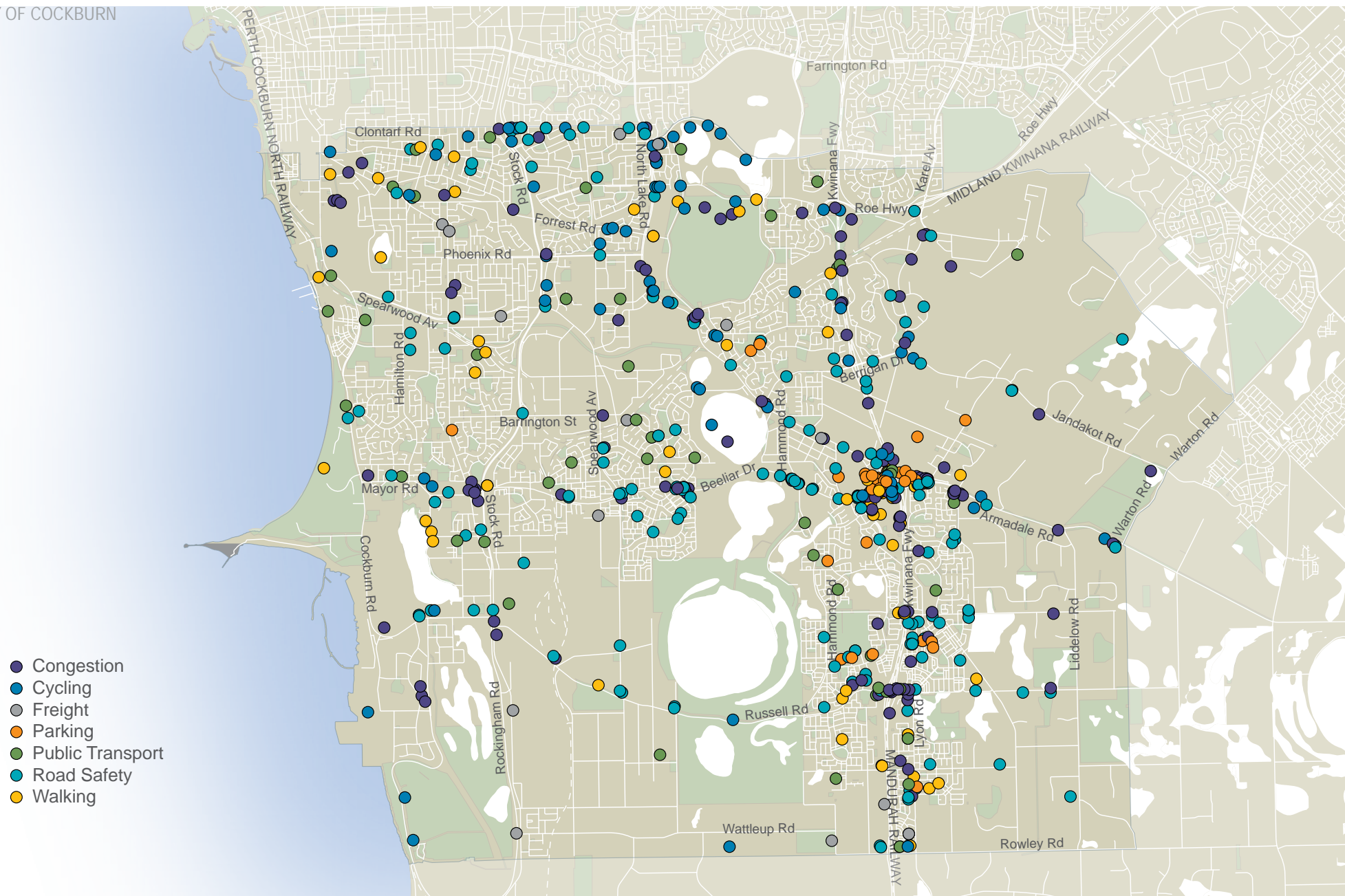
- What is the postcode of your workplace/ place of education?
  - If you travel by car - what would make you consider changing to public transport, walking or cycling?
  - If you travel by car, how much per week do you estimate your commute to work costs (fuel and parking costs)?
- Details of the individual posting the comment, including postcode and email address.

Whilst the feedback received during the Collaborative Map process included comments of a strategic nature, there were many comments about operations issues. All feedback has been collated will be reviewed in detail by the City officers and actioned as necessary.

### 1.3.2 Outcomes

Over the month-long engagement, a total of 612 unique comments were posted, there were 938 visits to the website and 2,360 votes (i.e. agree or disagree) were made on the comments. The spatial distribution of the 612 comments posted by category is shown in **Figure 1**.

**Figure 2** shows the distribution of the comments across the seven categories. The most popular categories were Road Safety and Congestion with 30% and 26%; respectively.



**Figure 1** Spatial distribution of comments received using the Collaborative Maps

**Figure 1** shows a good distribution of comments across the City although the greatest concentration in comments occurred at, and in the vicinity of, Cockburn Central. The nature of these comments was centred on congestion issues. Congestion is at the root cause of issues in the area affecting other modes. This includes difficulty in pedestrians crossing Beeliar Drive to walk between Cockburn Central Station and Cockburn Gateway shopping centre and delays to drivers exiting the station's Park 'N' Ride facilities. There have been no provisions made for bus priority through Cockburn Central and there is therefore only limited advantage in accessing the station by this mode. A lack of parking at Cockburn Central was also cited as a popular issue although clearly there is a relationship between parking supply, traffic generation and congestion which cannot be overlooked.

The need for a connection across the Kwinana Freeway at Bartram Road has strong support on the basis it would provide an alternative to Beeliar Drive/ Armadale Road for local east-west trips. For the same reasons, the exercise also showed there is community support for the North Lake Road connection across the Kwinana Freeway. Kwinana Freeway is being increasingly seen as a barrier to east-west movements.

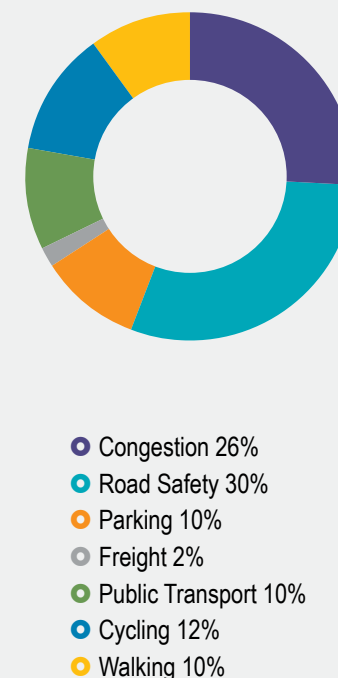
The community picked up strong linkages between traffic congestion and road safety issues including poor driver behaviour such as risk taking, issues for pedestrians crossing busy arterial roads and rat-running.

Public transport issues were also centred on access to Cockburn Central Station and concern was raised around potential congestion at the proposed Aubin Grove Rail Station at Russell Road/ Gibbs Road if not proactively planned for. Other public transport issues centred on the desire for more bus services in the northern suburbs of the City to provide direct connections to Murdoch Station and a need to improve bus service coverage to industrial employment centres such as Spearwood, Bibra Lake and Henderson.

Parking was not seen as a widespread issue across the City but rather a localised issue mostly at Cockburn Central but also around schools.

There were only limited comments received around freight, indicating it is not a key issue for the community at present but may emerge as an issue with increased industrial developments such as Latitude 32 and the Australian Marine Complex. Brownfield development in areas such as Cockburn Coast is expected to see more people living nearby freight routes.

Further discussion on the feedback is contained in Section 2 'Cockburn of Today'. Appendix A also contains the full set of tabulated comments from the collaborative mapping exercise. Names and contact details of responses have been removed for privacy reasons.



**Figure 2** Community feedback on transport issues, by category



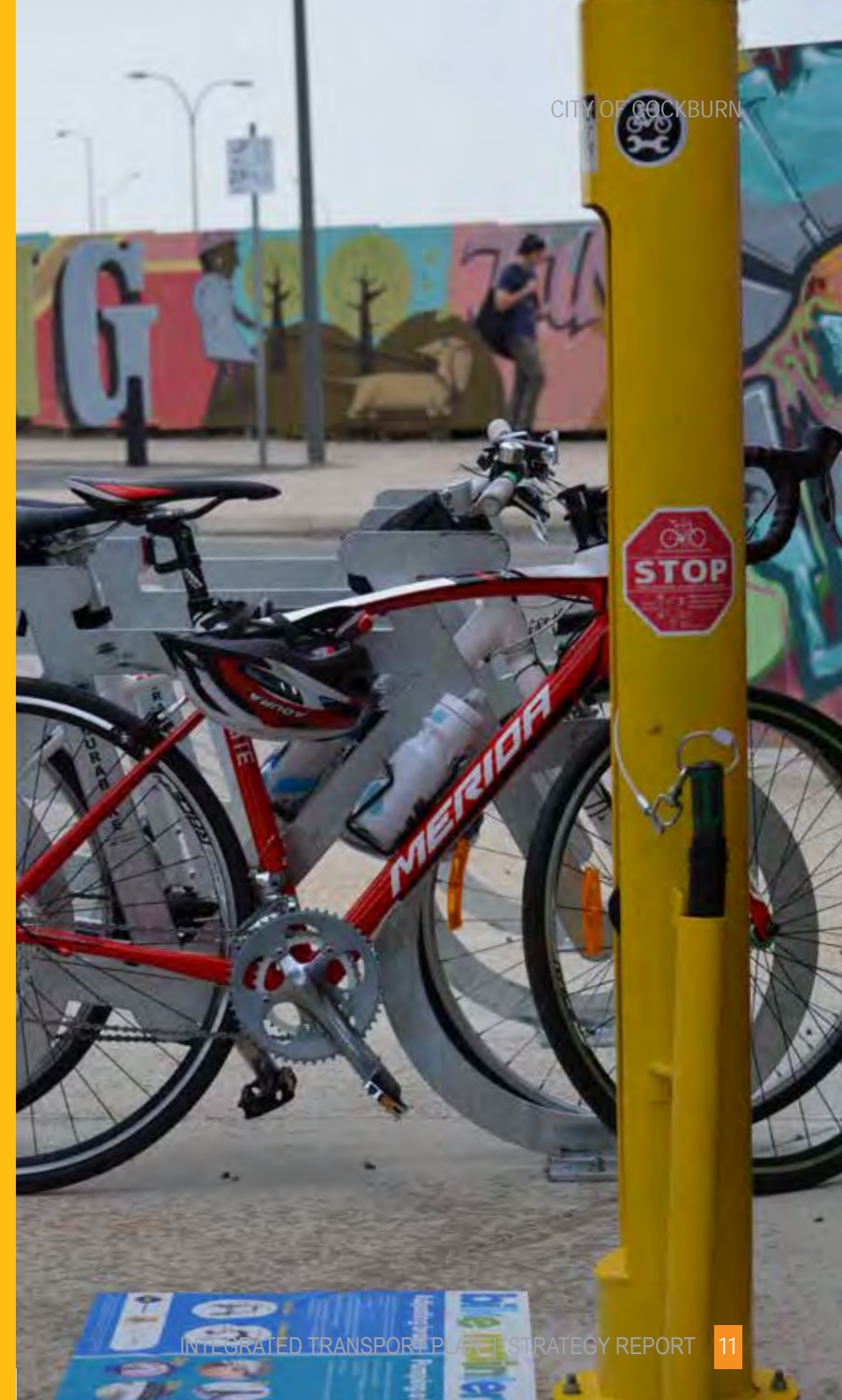




The DTS clearly directs that options to curb the growth of private vehicle trips on the road network need to be explored as part of an integrated transport plan. This is the purpose of this ITP which is underpinned by the following objectives:

#### ITP objectives:

- To have a transport system that efficiently integrates with land use, enables multi-modal trips, and allows flexible management of the City's road space.
- To provide an efficient and highly connected movement network for pedestrians and cyclists that caters for and encourages healthy active transport travel for trips of any length.
- To provide a transport system that is safe and efficient, accepting that a level of traffic congestion will always exist, and is planned to meet the long-term transport needs of a growing city.
- To have a legible, well-structured arterial road network that provides efficient routes for local vehicles and general traffic for intra-city and regional trips.
- To provide infrastructure and promote behaviour that encourages patronage of public transport in a sustainable manner and creates efficient and prioritised movement for public transport and other high occupancy vehicles.
- To raise community awareness of transport alternatives to private cars, and keep them regularly updated on transport issues in Cockburn.





The City of Cockburn is located approximately 24km south of the Perth CBD, and 8km south of Fremantle.

- The City covers an area of approximately 170 square kilometres. Land usage is predominantly for residential and industrial purposes, with some commercial areas.
- The City is located between the Cockburn Sound coast to the west and a north-south chain of wetlands to the east.
- Cockburn is home to approximately 103,000 residents in 39,000 dwellings.
- The City has an employment self sufficiency of 77%<sup>3</sup>.
- 38%<sup>4</sup> of residents live and work within the City.
- Most residents in Cockburn travel to work by car.
- Major employment destinations outside the City include the Perth CBD, Fremantle, Canning and Melville.
- Private car travel is declining but remains higher than the Perth metropolitan average.
- In 2006 public transport accounted for 7% of trips and in 2011 this increased to 12%.

*(Source: 2006 and 2011 Census)*



## 2 City of Today

There are some locations within the City that are not identified as primary freight routes but carry a notable percentage of heavy vehicles such as Barrington Street in Bibra Lake (over 16% heavy vehicles) and Wattleup Road (over 20% heavy vehicles).

### 2.1 Transport infrastructure and services

#### 2.1.1 Roads

The City of Cockburn's road network is 907km in length (refer to **Figure 3**). Kwinana Freeway is a State-controlled primary distributor road that acts as the major north-south connection through Cockburn. Other major routes that connect Cockburn to different parts of the region are Roe Highway, Stock Road, Armadale Road, Rockingham Road, Carrington Street, Cockburn Road, Karel Avenue and North Lake Road.

As discussed in sections 1.1.1 and 2.2.3, the traffic modelling and collaborative mapping have raised congestion and safety issues in different parts of the road network.

##### 2.1.1.1 Freight

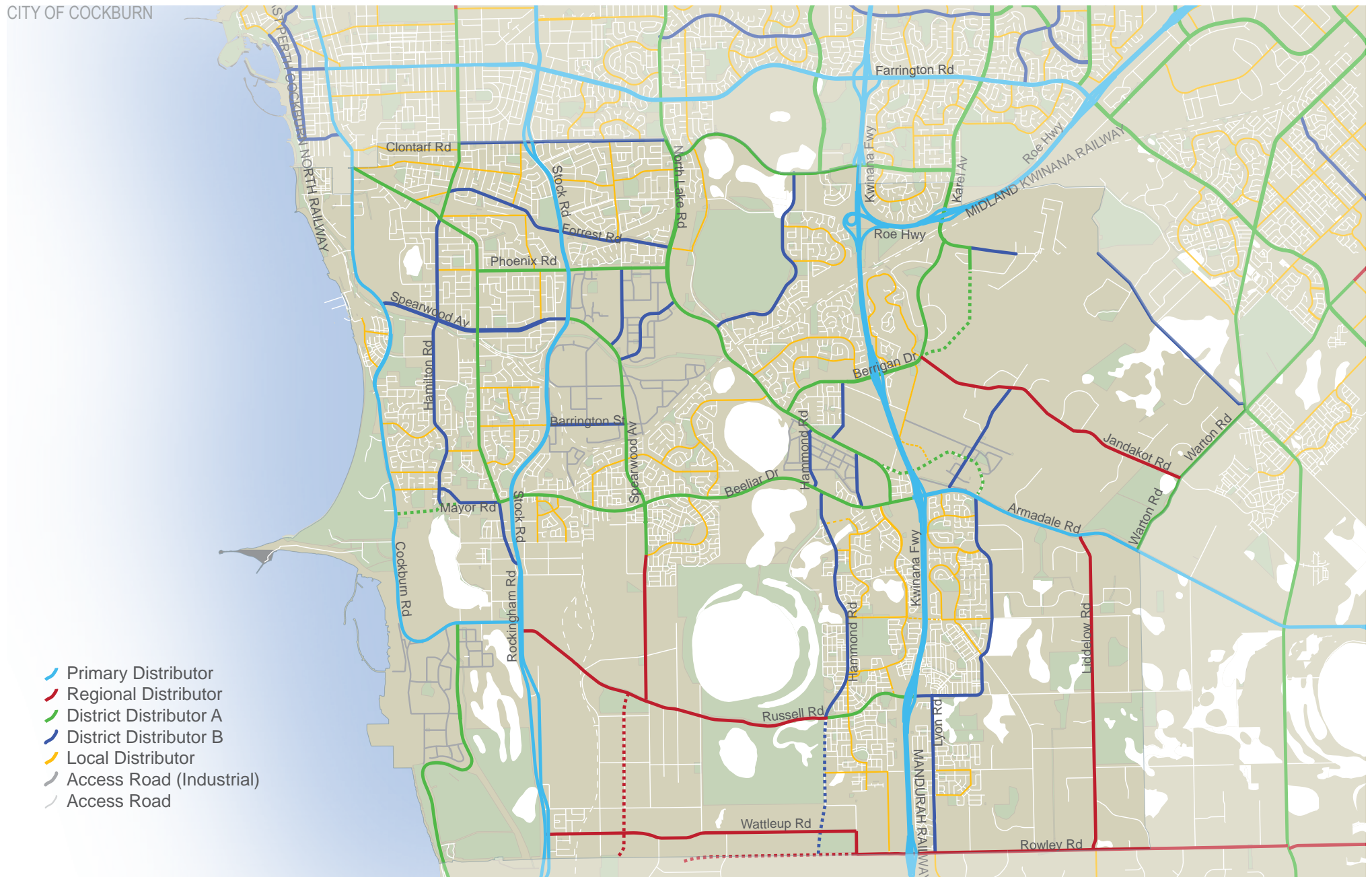
Existing and future primary freight roads and rail routes within the City of Cockburn are illustrated in **Figure 3**. These are routes as noted in the State Planning Policy 5.4 (Road and Rail Transport Noise and Freight Considerations in Land Use Planning). Routes are defined as a primary road or rail route due to their role and importance for the movement of freight to and within the Perth Metropolitan Region, not necessarily due to the volume or percentage of heavy vehicles they carry.

**Table 2** shows the freight roads by jurisdiction. While some of these routes are under State Government jurisdiction, many strategic freight routes fall within the City's control.

There are some locations within the City that are not identified as primary freight routes but carry a notable percentage of heavy vehicles such as Barrington Street in Bibra Lake where 16.6% of traffic using this route are heavy vehicles. This is largely due to the industrial land uses located within Bibra Lake and so this percentage is not unexpected. Another example is Wattleup Road where more than 20% of the vehicles using this route are heavy vehicles. This is not unexpected due to the connectivity this route provides between Rockingham Road and Kwinana Freeway however this route is also characterised by frequent spacing of driveways, adjacent rural residential land uses and rural road standards (lack of turning lanes and shoulders are unsealed). Rowley Road is expected to transfer to Main Roads WA's jurisdiction as part of the future Latitude 32 development. The extension of Rowley Road is expected to provide relief to Wattleup Road.

<sup>3</sup> Employment self sufficiency (ESS) measures the quantity of jobs available in a given area as a proportion of that area's labour force. Cockburn has a 77% employment self sufficiency (2011 Census) meaning that 77% of the local labour force have the potential to gain a job there.

<sup>4</sup>Source: Census 2011 Journey to Work data.



**Figure 3** Existing road hierarchy

Primary Freight Road – Main Roads WA jurisdiction	Primary Freight Road – City of Cockburn jurisdiction
<ul style="list-style-type: none"> <li>• Kwinana Freeway</li> <li>• Armadale Road</li> <li>• Roe Highway</li> <li>• Stock Road</li> <li>• Russell Road West</li> <li>• Rockingham Road (south of Stock Road)</li> <li>• Rowley Road (west of freeway)</li> </ul>	<ul style="list-style-type: none"> <li>• Beeliar Drive</li> <li>• Cockburn Road (south of Russell Rd West)</li> <li>• Russell Road East</li> <li>• Rowley Road (east of freeway)</li> <li>• North Lake Road</li> <li>• Phoenix Road (Stock Road – North Lake Road)</li> <li>• Warton Road</li> </ul>

**Table 2** The City's Primary Freight Roads

During the collaborative mapping engagement exercise the freight category did not attract many comments. The limited comments relating to freight are summarised as follows:

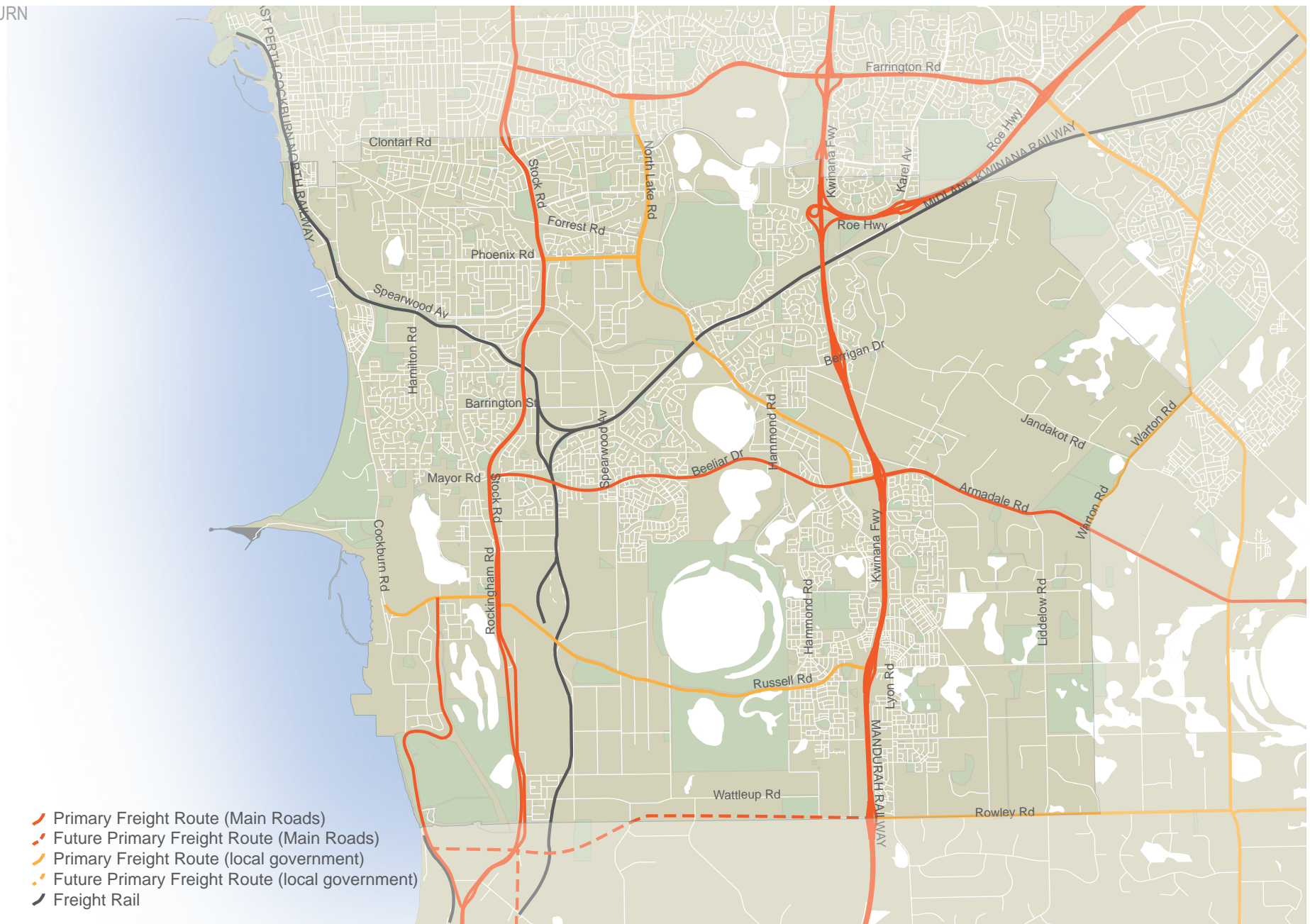
- Noise/amenity issues from freight traffic in residential areas (including the freight rail line)
- Freight traffic passing through the east-west roads in Cockburn to access Fremantle Port
- Desire for more freight movements to be made by rail

- Heavy vehicles parking informally in inappropriate locations (e.g. residential streets).

Specific consultation with industry groups has not been undertaken as part of the preparation of this ITP but based on general sentiment from industry and businesses across metropolitan Perth, key concerns are expected to include:

- Growing congestion, not just in the traditional peak hours but notable portions of the day
- Travel time variability
- Growing conflict between heavy and light vehicles on the road network
- Freight routes not meeting desirable standards for the proportions of heavy vehicles using them. Some local roads are substandard when it comes to lane and shoulder widths and surfaces
- Deficiency of convenient rest stops for freight drivers in/between industrial areas. This is a safety issue for the driver and other road users, and also results in amenity issues for the community when heavy vehicle drivers park in inappropriate locations.

In the 2013 Royal Automobile Club (RAC) BusinessWise and Chamber of Commerce and Industry WA (CCIWA) congestion survey (published in September 2013), 83% of businesses noted that congestion was affecting their productivity. The survey also found that eight out of 10 businesses were using alternative roads/routes to reduce the impact of congestion on their bottom line.



**Figure 4** Existing and future primary freight network (Source: Western Australia Planning Commission)



### 2.1.2 Parking

Historically car parking provision within the City of Cockburn has been plentiful and available for use free of charge. However rapid population growth in the City has placed pressure on parking supply especially in relation to the Park 'N' Ride car parks associated with Cockburn Central Station. These car parks fill to capacity on most typical weekdays between 7 and 8am. Congestion is commonplace, particularly in the PM peak period with lengthy delays of approximately 20-30 minutes regularly experienced by drivers exiting the Knock Place car parks.

Issues raised in relation to parking within the City focused on

- Cockburn Central Station Park 'N' Ride operating at capacity and long delays to exit
- Lack of Park 'N' Ride facilities encouraging people to drive to the city
- Insufficient all day parking for local workers
- Illegally parked cars – footway parking
- Cockburn Gateway shopping centre staff parking
- Inconsiderate or illegal outside school entrances at school drop off and pick up times

### 2.1.3 Public transport

The City of Cockburn is currently serviced by buses and rail, as shown in **Figure 5**. Cockburn Central Station is on the Perth-Mandurah rail line and has bus feeder services and a large Park 'n Ride facility. Approximately 13 bus services operate to/ from the station in addition to school services. The bus interchange is located on the western side of the station and accessed via Beeliar Drive.

SmartRider data provided by the PTA shows that there has been a 64% increase in passengers alighting or boarding train services at Cockburn Station between 2009 and 2012 fiscal years. This is a significant increase and helps to explain why there have been pressures on access to the station by car and bus modes develop in recent years.

**Figure 5** shows the current bus network coverage in Cockburn. This shows gaps in provision mostly in the southern and eastern areas of the Cockburn local government area. These are typically growth areas and/ or non-residential zoned land. The lakes and parkland south of Beeliar Drive form a natural barrier to east-west travel and means that some bus routes are more circuitous than desirable. The network coverage map shows that there is a need to plan for new bus services as areas to the east of the Kwinana Freeway continue to develop.

There has been a 64% increase in passengers alighting or boarding train services at Cockburn Station between 2009 and 2012.

*Source: Transperth SmartRider data*

The station's Park 'N' Ride car parks are located east and west of the station, north of Beeliar Drive and Armadale Road. There is significant pressure on the existing Park 'N' Ride bays with the car parks filling to capacity on most typical weekdays between 7 and 8am. Congestion is commonplace, particularly in the PM peak period with lengthy delays of approximately 10 minutes experienced by drivers exiting the Knock Place car parks.

Public transport was a key focus of the community during the collaborative mapping exercise. **Figure 6** shows the 'hot spot' locations where clusters of comments were raised. The dark circle/point, shows the greater number of comments. There are clear pockets/ locations where there was the greatest focus. The issues raised at these locations can be summarised as follows:

- Cockburn Central Station: congestion on the road network around the station, Park 'N' Ride operating at capacity and long delays to exit, poor pedestrian connections between the station and Cockburn Gateway shopping centre and conflict between cyclists and pedestrians using the Principal Shared Path near the station
- Proposed rail station at Aubin Grove (near Russell Road): strong desire for the rail station here in order to avoid using Cockburn Central Station. Some concern regarding existing and potential future growth in traffic congestion on Russell Road/ Gibbs Road/ Kwinana Freeway interchange
- Henderson: desire for additional bus services including a direct connection to Cockburn Central station

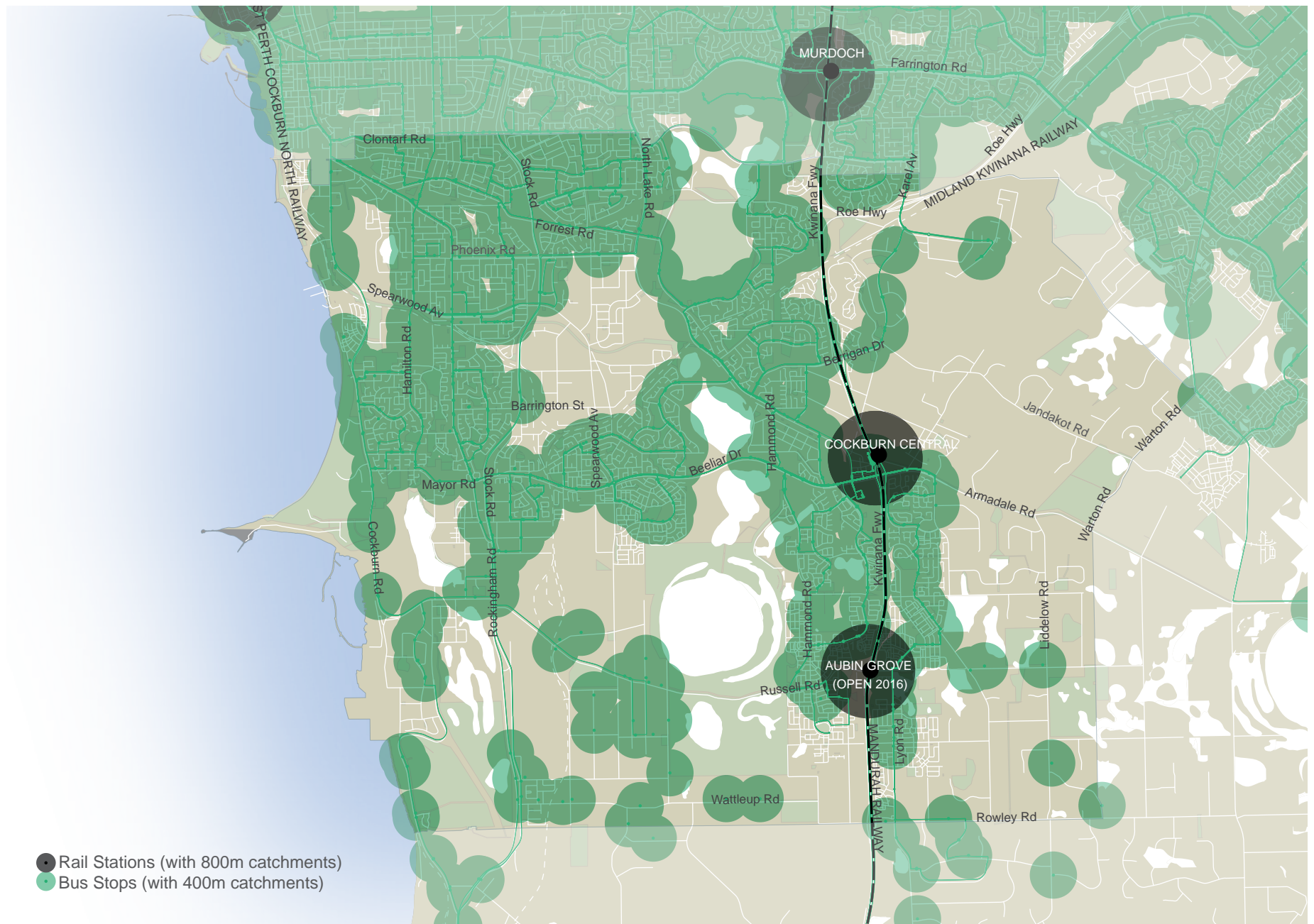
- Port Coogee: desire for passenger rail services to operate on the freight rail line, connecting between Cockburn Central and Fremantle
- Bibra Lake: lack of public transport services to this employment node. Similar comments have been raised in other industrial areas such as Spearwood and Wattleup.

Other general issues raised included 'long travel times' and limited service coverage at evenings and on weekends. The community has also raised concerns of limited public transport services to and from the following locations:

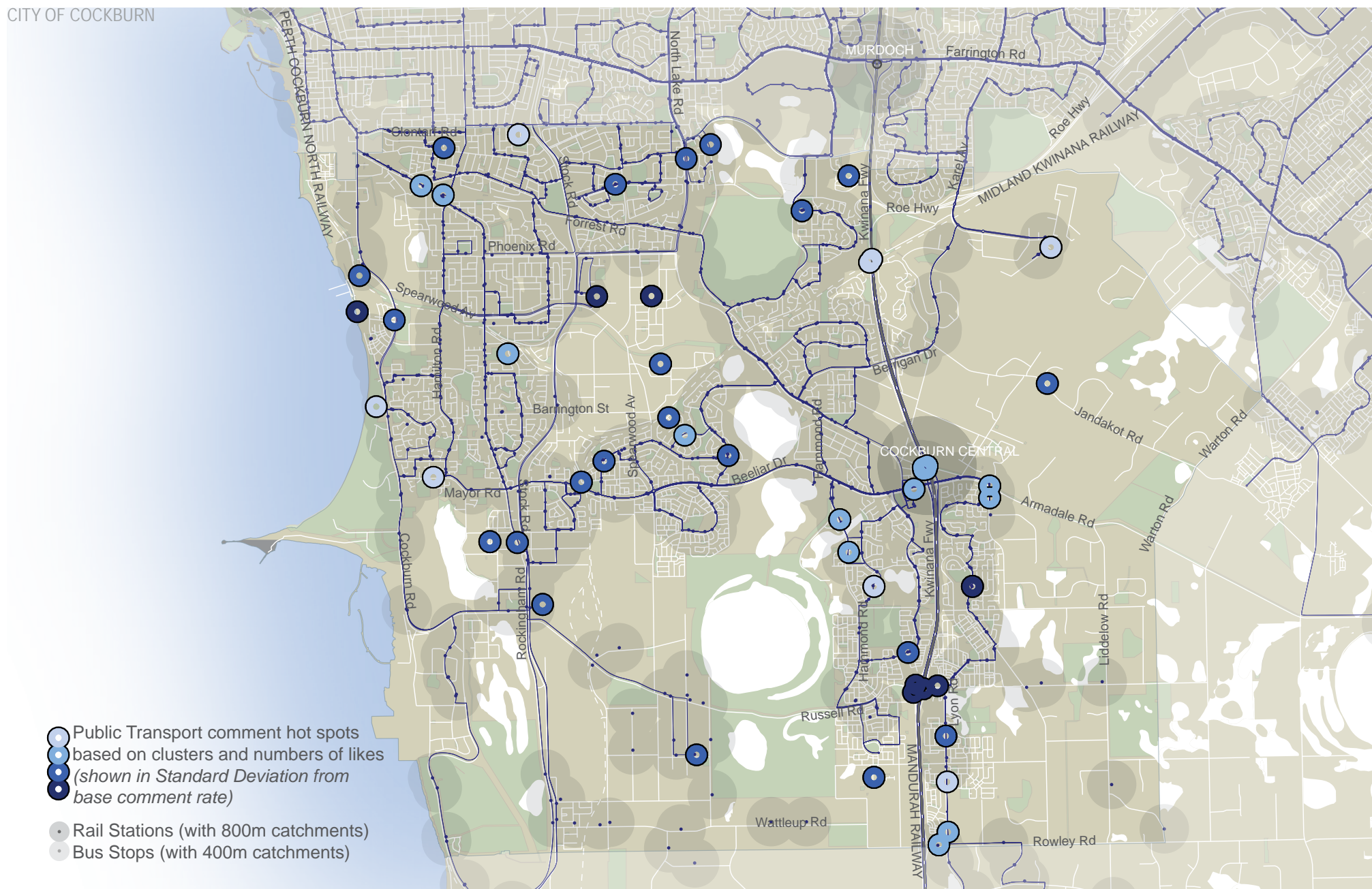
- Jandakot Airport
- Between Cockburn Central and Armadale to the east
- Between northern suburbs in Cockburn such as North Coogee to Murdoch Station (rather than diverting to Cockburn Central Station)
- Southern part of Cockburn (e.g. south of Russell Road, Hammond Park and Aubin Grove).

The desire for a train link between Fremantle and Perth Airport/ Welshpool via Cockburn Central was also raised by the community.





**Figure 5** Current public transport network



**Figure 6** Collaborative map – Public transport comments overlaid with the existing public transport network

### 2.1.4 Cycling

The City of Cockburn has a combination of on and off-road cycling facilities as shown in **Figure 7**. A Principal Shared Path (PSP) along the western side of Kwinana Freeway serves as a major north-south connection for Cockburn cyclists. There are continuous signed routes throughout Cockburn that are part of the Perth Bicycle Network (PBN).

The City of Cockburn is proactive at promoting cycling for commuting, recreation and fitness. In 2010 the City adopted the City of Cockburn Bicycle Network and Footpath Plan. The plan identifies a range of built and non-built recommendations for improving the network. The City also has a dedicated TravelSmart Officer responsible for promoting cycling. Examples of existing measures to encourage and promote cycling by the City of Cockburn are detailed in Section 2.2.2.

The community has raised concerns that there is currently a lack of east-west connection to the PSP on Kwinana Freeway. The desired connections include Farrington Road, Hope Road, Armadale Road, Forrest Road (via Bibra Lake and Hope Road), Rowley Road and across North Lake Road.

In addition, there is a need to improve cycling access to key coastal destinations, particularly Woodman Point and Coogee Beach. A continuous path from Beeliar Drive on to Mayor Road and to the AMC Henderson Marine Facility was also identified as an item of interest.

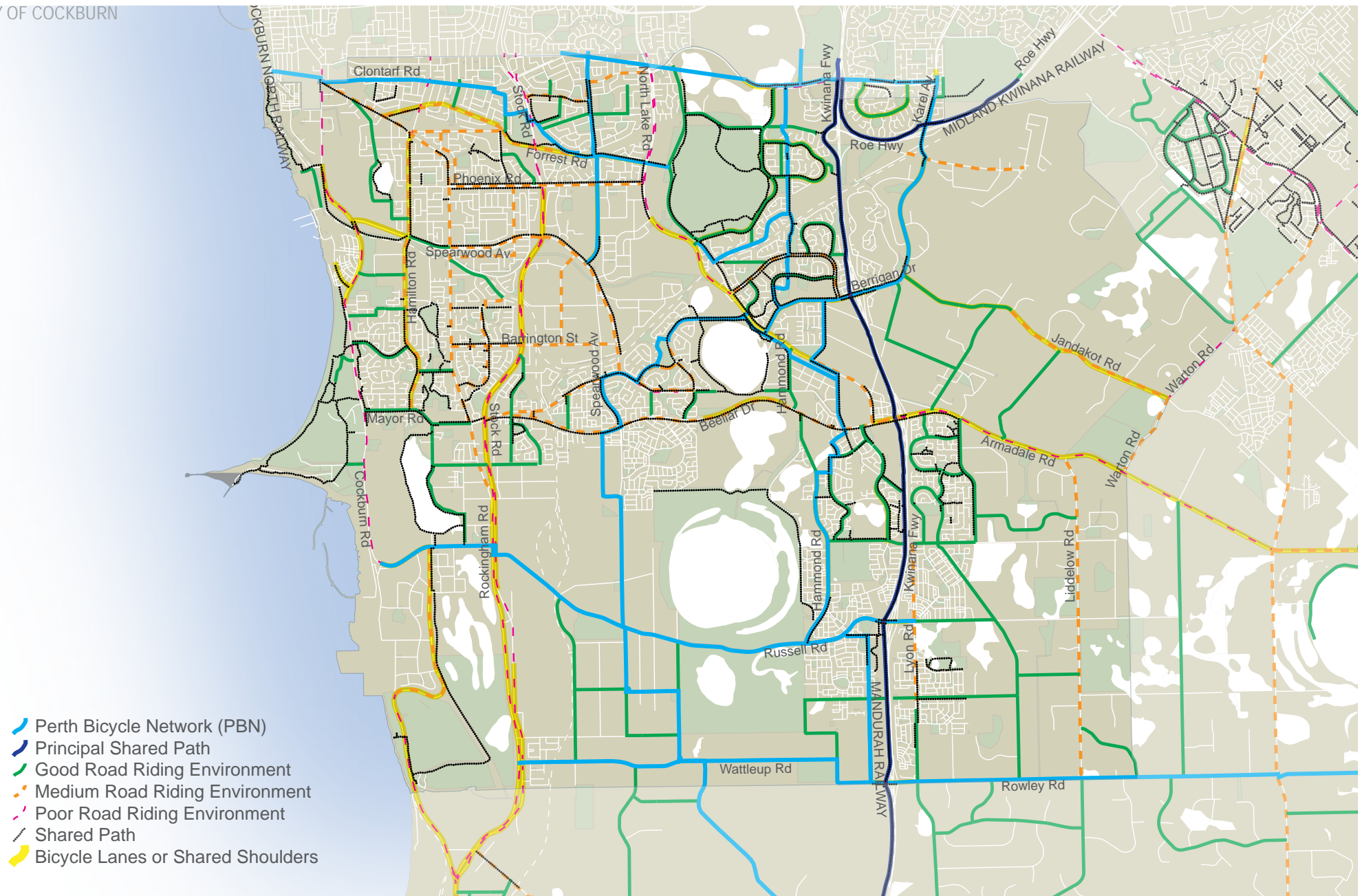
Other concerns include the following:

- Cycle lanes terminating short of intersections
- Lack of maintenance on existing pathways
- Desire for continuous paths on busy arterial roads, such as North Lake Road, Stock Road, Cockburn Road and Russell Road
- Rails/U-bars restricting access to paths.

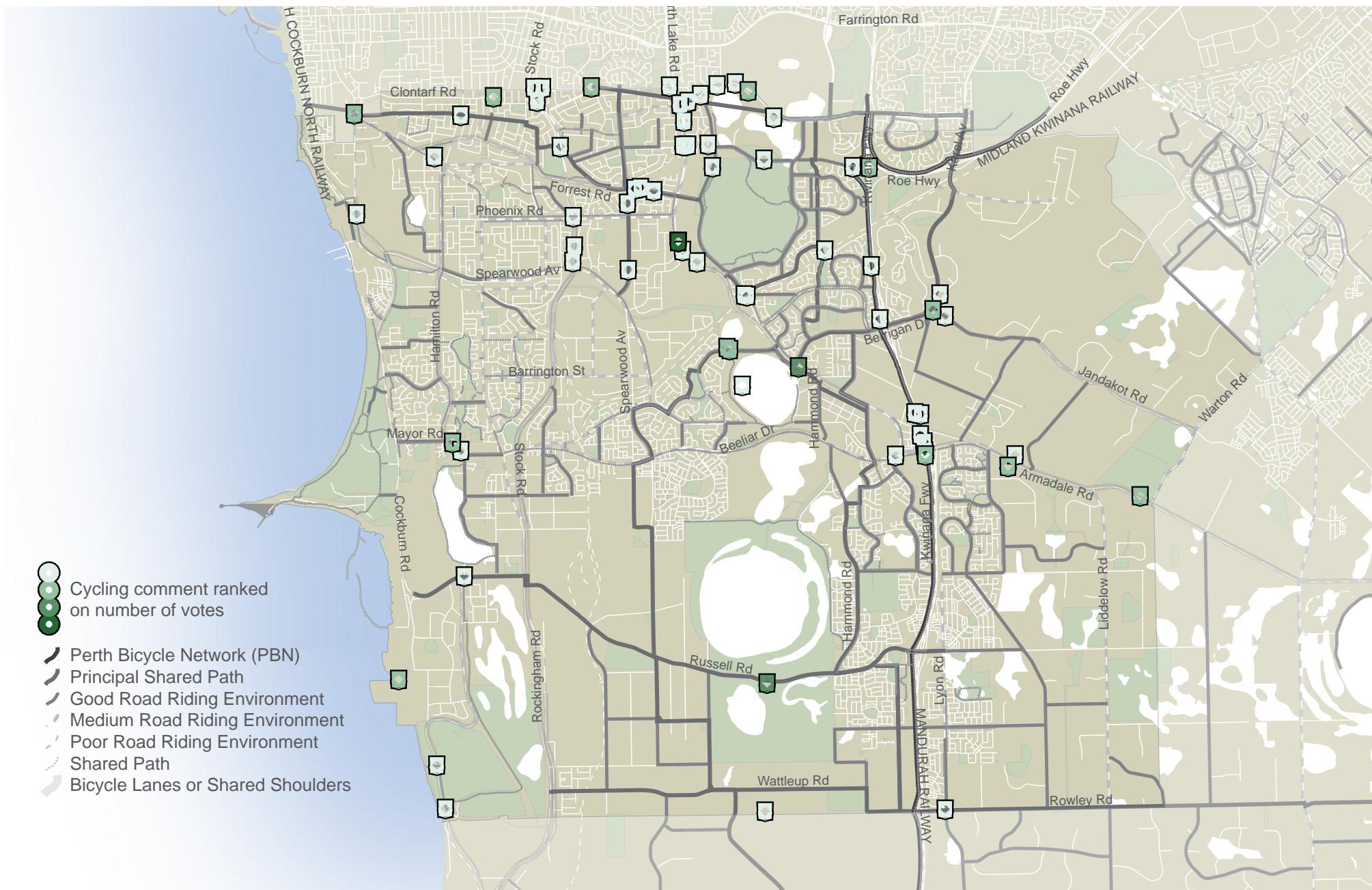
**Figure 8** shows the cycling 'hot spots' that are of particular concern for the community from the collaborative mapping analysis.

The City applies for PBN funding on an annual basis and is relatively successful at obtaining grant funding to implement cycling infrastructure in Cockburn. The 2013/14 PBN grants program has included a shared path on North Lake Road in two sections - between Discovery Drive and Masefield Avenue and from Forrest Road to Tait Place. This will go some way to address the gaps identified in the current network.





**Figure 7** Perth Bicycle Network in Cockburn (Copyright: Department of Transport, 2009)



**Figure 8** Collaborative mapping - cycling results

### 2.1.5 Walking

The City of Cockburn has an extensive network of footpaths and pedestrian facilities. Notable pedestrian routes include north-south connectivity to Fremantle by means of a coastal shared path and a good quality east-west shared path along Beeliar Drive. Shared and pedestrian footpaths are present along many existing roads, reserves, gardens, parks, lakes and Cockburn Coast.

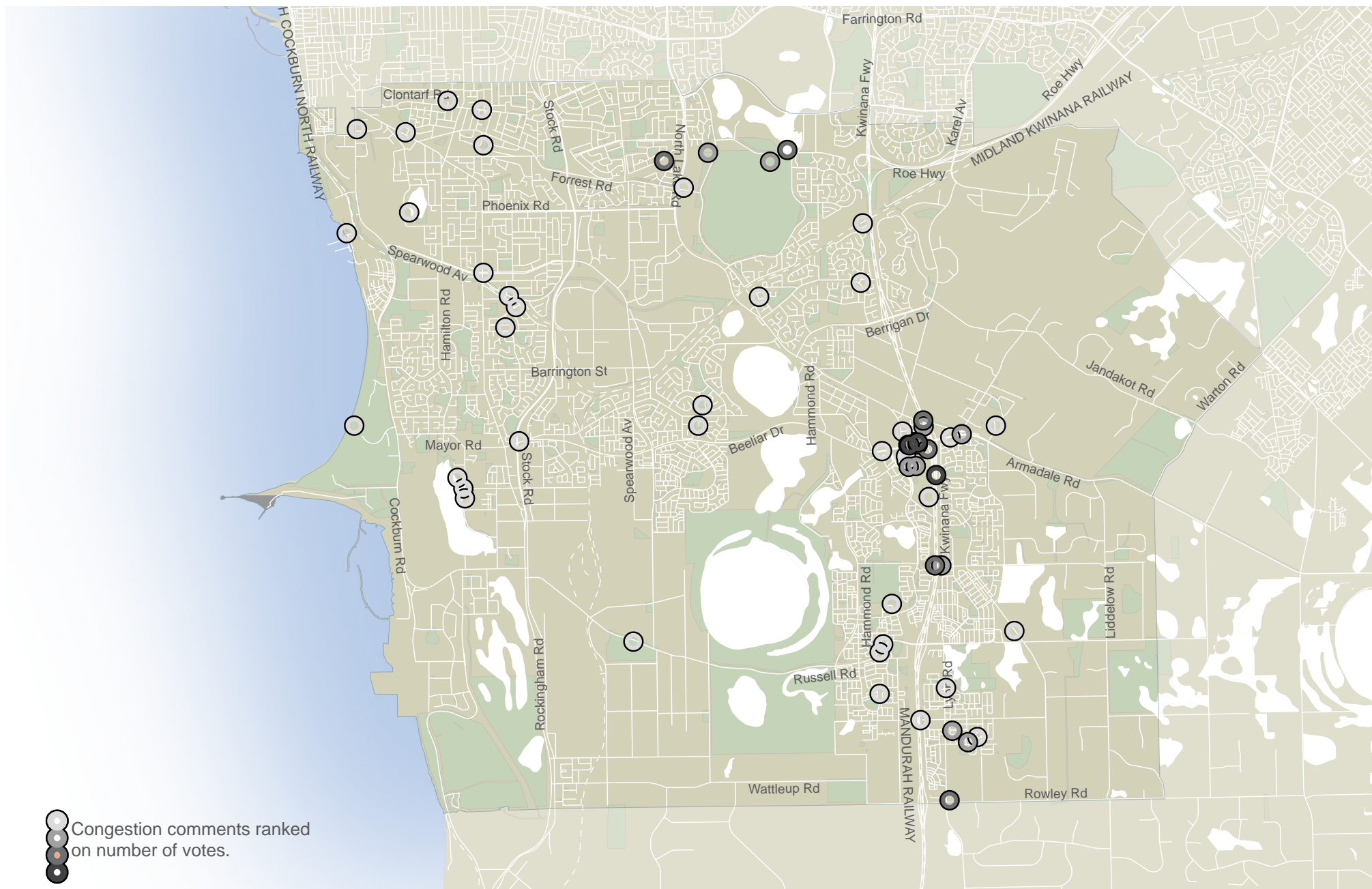
The City of Cockburn is proactive at promoting walking for commuting, leisure and fitness. The provision of new path infrastructure is guided by the City's Bicycle Network and Footpath Plan. This is complemented by the City's Trails Masterplan, adopted in 2013, which sets out the range of improvements required on existing trails and proposed future trails, to establish a comprehensive network of recreation facilities available to all residents and visitors to the area. The City also has a dedicated TravelSmart Officer responsible for promoting walking. Examples of existing measures to encourage and promote walking by the City of Cockburn are detailed in Section 2.2.2.

From the collaborative mapping exercise, the community has expressed concerns with the existing pedestrian networks in Cockburn. They include the following:

- Difficulties crossing busy arterial roads, particularly Beeliar Drive in Cockburn Central, Russell Road at Hammond Park (Success Primary School) and Armadale Road
- Suggestions for a pedestrian overpass across Beeliar Drive to get to Gateway Shopping Centre for safety and better connectivity
- Lack of pedestrian infrastructure particularly in new development areas (e.g. Aubin Grove and access to Aubin Grove Primary School)
- Roundabouts provide no pedestrian priority and therefore present safety issues for these users
- Conflict between cyclists and pedestrians using the PSP near Cockburn Station
- Poor lighting along pathways in recreational areas and reserves.

**Figure 9** illustrates that the major concerns with the community are particularly in Cockburn Central, Atwell and Aubin Grove.





**Figure 9** Collaborative mapping – walking results

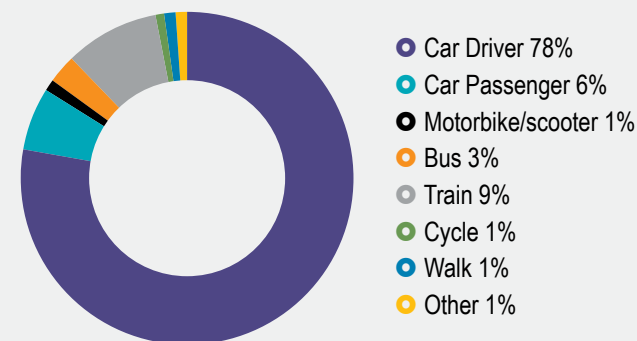
Between the 2006 and 2011 Census' there has been a 3% reduction in car driver mode share for journeys to work originating in Cockburn.

## 2.2 Travel behaviour, patterns and issues

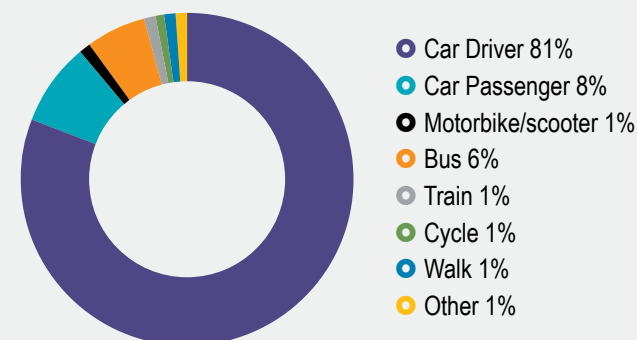
### 2.2.1 How do people currently travel?

Journey to Work (JTW) data and results from the Collaborative Map survey were used as tools to gain an understanding of the current travel behaviours of City of Cockburn residents.

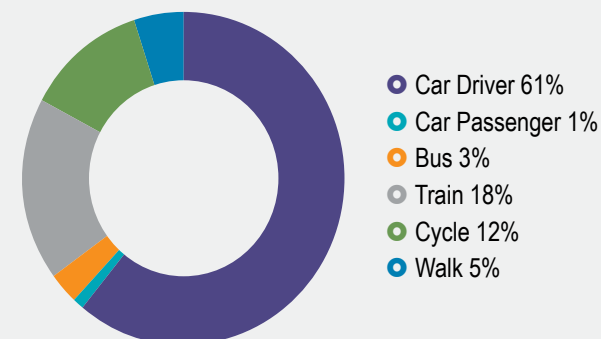
The JTW data was based on the 2011 Census and indicates that residents of the City of Cockburn rely predominantly on the private car for commute trips, as shown in **Figure 10**. In 2011, approximately 85% of residents reported car driver to be their primary mode for the journey to work (including motorbikes/scooters), compared to 12% and 2% using public and active transport, respectively. **Figure 11** shows the 2006 JTW analysis results and it illustrates that there is a decreasing trend in car usage and an increase in public transport usage. A major factor in the increase of public transport usage, particularly train, was the opening of the Mandurah rail line in 2007.



**Figure 10** 2011 Census Journey to Work - City of Cockburn LGA



**Figure 11** 2006 Census Journey to Work - City of Cockburn LGA



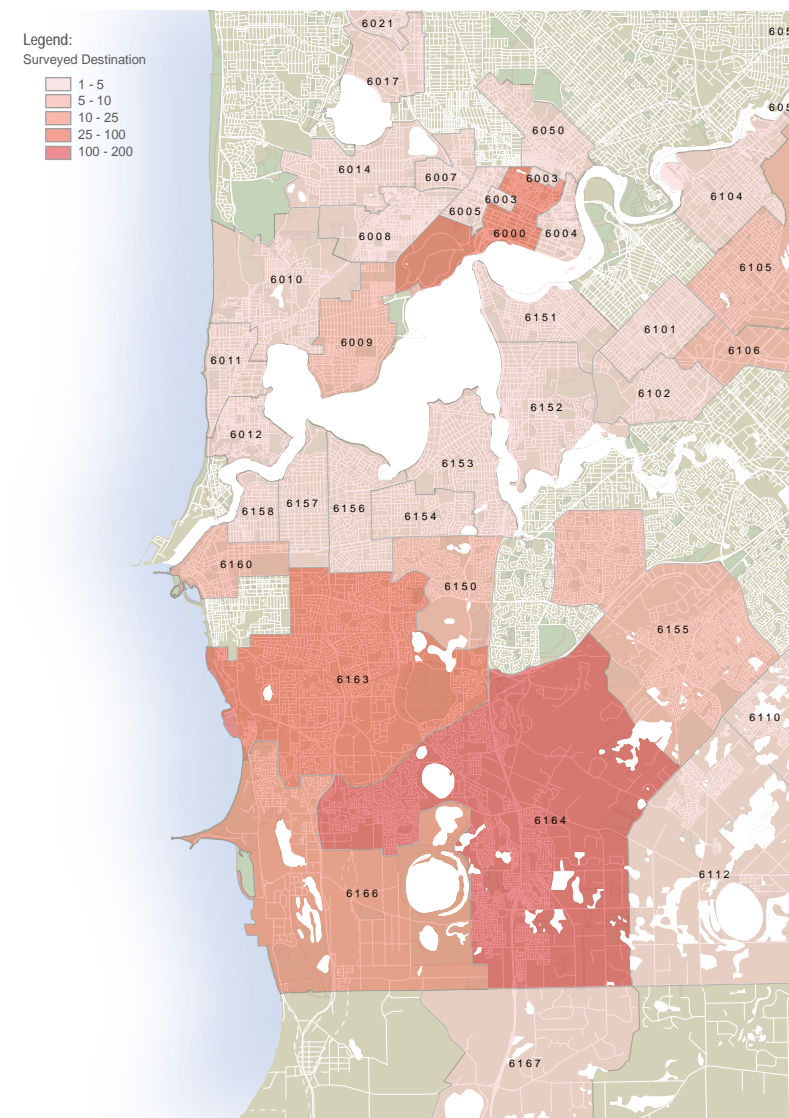
**Figure 12** Collaborative Mapping - Travel Mode

A large number of the City's residents work within Cockburn Central and improvement to public and active transport servicing this area could help reduce car usage.

The community collaborative mapping results on travel mode share for work/ education trips, shown in **Figure 12**, indicate different travel patterns compared to **Figure 10**. The surveyed residents have a greater propensity to use public transport and active travel modes which is a promising sign of what can be possible. It should be noted that the sample size is considerably smaller than the JTW data set but could indicate a growing shift towards sustainable travel modes. Also it may indicate that the collaborative map was used by a cross section in society who more regularly use active and public transport modes, may live in more transit accessible locations or may relate to socio-demographic characteristics.

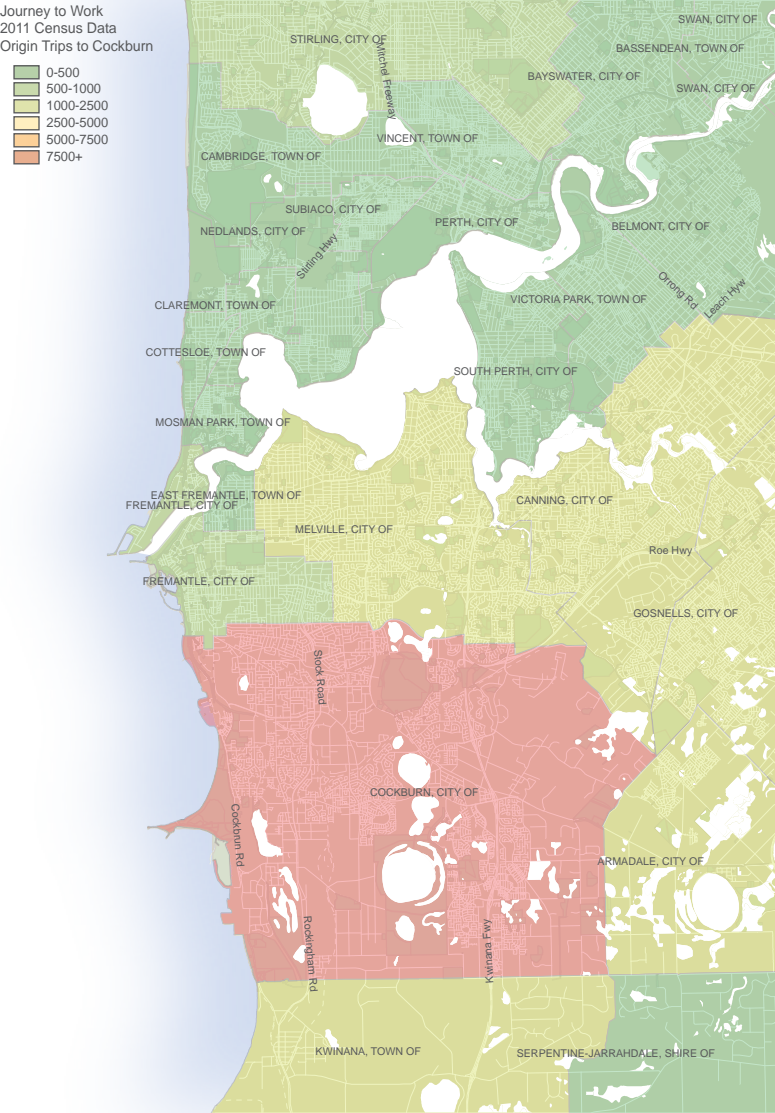
Trip origin and destination data recorded in Collaborative Map was interrogated. Results show that the majority of trips with an origin in the Cockburn LGA are destined for Cockburn Central and Perth CBD (postcodes 6164 and 6000, respectively), as shown in **Figure 13**. This indicates that a large number of the City's residents work within Cockburn Central and improvement to public and active transport servicing this area could help reduce car usage but can work best if partnered with potential disincentives for car use such as parking pricing or restricting the supply of parking.

Origin and destination data were also derived from the Journey to Work dataset and are illustrated in **Figure 14** and **Figure 15**. The data shown correlate with the Collaborative Mapping results, illustrating that a high percentage of commute trips occur internal to the City of Cockburn.

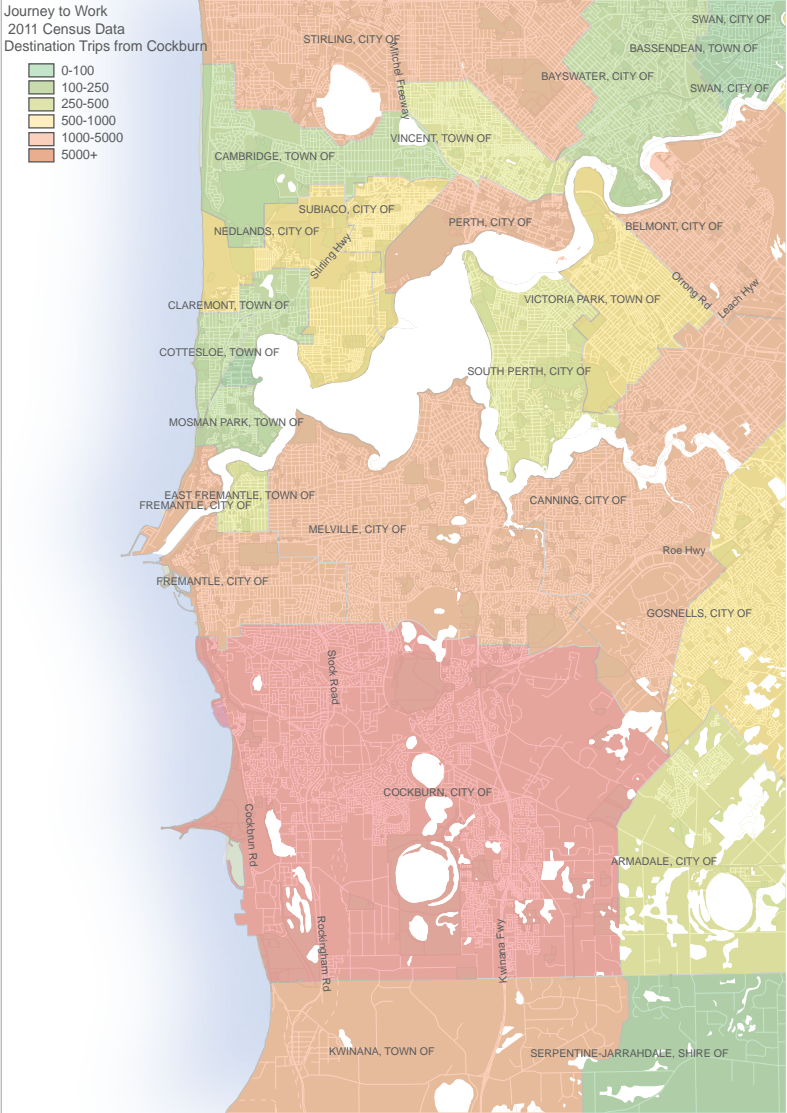


**Figure 13** Collaborative mapping - destination of work/ education trips by postcode from Cockburn LGA





**Figure 14** 2011 Census Journey to Work - Origin Trips to Cockburn



**Figure 15** Census 2011 Journey to Work - Destination Trips from Cockburn

### 2.2.2 Behaviour change programs in the City

TravelSmart and Your Move are two programs instrumental in inspiring local residents to opt for active travel modes for short trips in and around the City. TravelSmart, a state government initiative, is provided at a local level by the City's TravelSmart Officer and provides a suite of initiatives and events to City employees, local schools and the local community.

The City's TravelSmart Officer has worked closely over the last 18 months with staff from the Department of Transport, Department of Sport and Recreation to see the development and provision of 'Your Move'. 'Your Move' will see 10,000 Cockburn households set personalised goals to motivate them to switch car trips to active modes and increase physical activity by providing highly personalised information, feedback and support.

'Your Move' has been delivered by 14,576 phone calls to participants, through distribution of 14,645 fitness centre and bike shop vouchers, 144 free outdoor fitness sessions, 40 bike education sessions and 6 bike maintenance sessions at 6 local primary schools, 10 community bike education and bike maintenance sessions provided in four different locations throughout the City and a four week beginners bike education course for Seniors. 28% of households have set goals to walk instead of drive, 17% plan to take the train, 8% plan to catch a bus and 7% ride instead of driving. These trips are planned from home to the local shops (14%), around Perth (10%), within the City (7%) and to work (4%).

The programs formal evaluation will be completed by September 2014 but ongoing qualitative results show a community who is extremely supportive of Your Move as a program that has encouraged participants to get motivated and get more active.

The City's TravelSmart Officer has close contact with many primary schools by engaging them with the 'TravelSmart to School' program. The City supports schools to engage their teachers, parents and children in becoming more active for the school day commute by leaving family cars at home. Children who ride, scoot, walk and take public transport to school benefit in many ways – additional minutes of physical activity, engage with their surroundings, have a sense of confidence and connectedness to the communities and also develop an understanding and an interest in the concepts surrounding sustainability. Parents who accompany their children by bike or on foot act to reduce the congestion on local roads and make roads safer for their school communities. The City TravelSmart program provides small grants to schools to hold special event days to promote National Ride to School Day, Walk Safely to School Day and Walk Over October – Walk to School Day to inspire and celebrate year round achievements of families who opt for active travel.



The 2013-14 financial year has seen 10 schools awarded with Connecting Schools Grants, funded equally by the City's TravelSmart Program and Department of Transport. Schools have improved or installed brand new cycling infrastructure including new sheds, new covered structures with bike parking, scooter and skateboard racks, signage at school entrances to celebrate active travel and one school has installed a sensory bike path complete with a set of miniature road traffic signs so students can be taught bike education at school. These grants are complimentary to the Perth Bicycle Network grants that are managed by the City's Engineering team seeing priority items from the City's Bike Plan co-funded by Department of Transport.

TravelSmart local resources including two maps that are printed bi-annually that feature the cycling network – including cycle friendly streets, bike parking, bike repair stations, reserves and places of interest and on the reverse public transport routes around the City and their links to Cockburn Central train station. These resources are complemented by (524) way finding signs that have been installed around the suburbs prompting locals to walk to destinations close by; they provide a directional arrow and an approximate time to walk. Two new bicycle repair stations have been installed, one at Cockburn Central train station and within the City's civic complex for riders to do quick repairs.

Events are an important part of community engagement – TravelSmart has a presence at many of the City's Summer of Fun events and provides specific events for Bikeweek, Walk Over October and a summer series of bike maintenance programs.



### 2.2.3 Congestion

The Cockburn District Traffic Model (DTM) was developed for the City using a cordon from the MRWA Regional Operations Model (ROM) for forecast future years. The modelling purpose was to forecast traffic volumes on key routes throughout the City. This is aimed at assisting decision making on future road network improvements and management of the arterial/ distributor road network. While this model is more refined than ROM, MRWA uses the ROM in their strategic road network planning.

The model is a tool that can be used to confirm or identify the current congestion issues within the City of Cockburn. The model run for the 2011 base year identified congestion hotspots at multiple locations throughout the city.

Current traffic conditions in the City of Cockburn involve pronounced peak traffic conditions during weekday commuter peaks and in the lead up to long weekends due to people travelling south along Kwinana Freeway. North-south heavy vehicle flow between western industrial areas such as Henderson and Fremantle, and east-west between the Kwinana Freeway and Fremantle also affect the overall congestion within the transport network in the City of Cockburn.

The collaborative mapping results showed that there is a correlation between the traffic modelling results and congestion locations raised by the community. Significant sites include:

- Gateway Shopping Centre access
- Beeliar Drive
- North Lake Road
- Armadale Road
- Cockburn Station Park 'N' Ride access
- Roe Highway / Kwinana Freeway interchange
- Russell Road / Gibbs Road around Kwinana Freeway ramps
- Kwinana Freeway.

**Figure 16** illustrates the congestion hot spots in the City of Cockburn based on the collaborative mapping results.

#### The DTS identified current congestion issues at:

- Kwinana Freeway throughout the City of Cockburn
- Armadale Road (between Tapper Road and Warton Road)
- Stock Road (various stretches but mostly concentrated to south of Phoenix Road)
- Beeliar Drive (at Cockburn Central and west of Hammond Road)
- Farrington Road (especially between North Lake Road and Bibra Drive and west of Karel Avenue)
- Berrigan Drive (north of Jandakot Road) Jandakot Road (east of Berrigan Drive).

The Moving People Network Plan (MPNP) being developed by the Department of Transport has highlighted the presence of eight congestion hotspots throughout the City of Cockburn. It is understood that these locations have been identified on the basis of current issues through stakeholder consultation. Four of the locations, as listed below, correlate with the collaborative map results:

- Rockingham Road/ Cockburn Road/ Hampton Road intersection
- Roe Highway/ Kwinana Freeway interchange
- Roe Highway/ Karel Avenue intersection
- Beeliar Drive/ Armadale Road/ Kwinana Freeway interchange

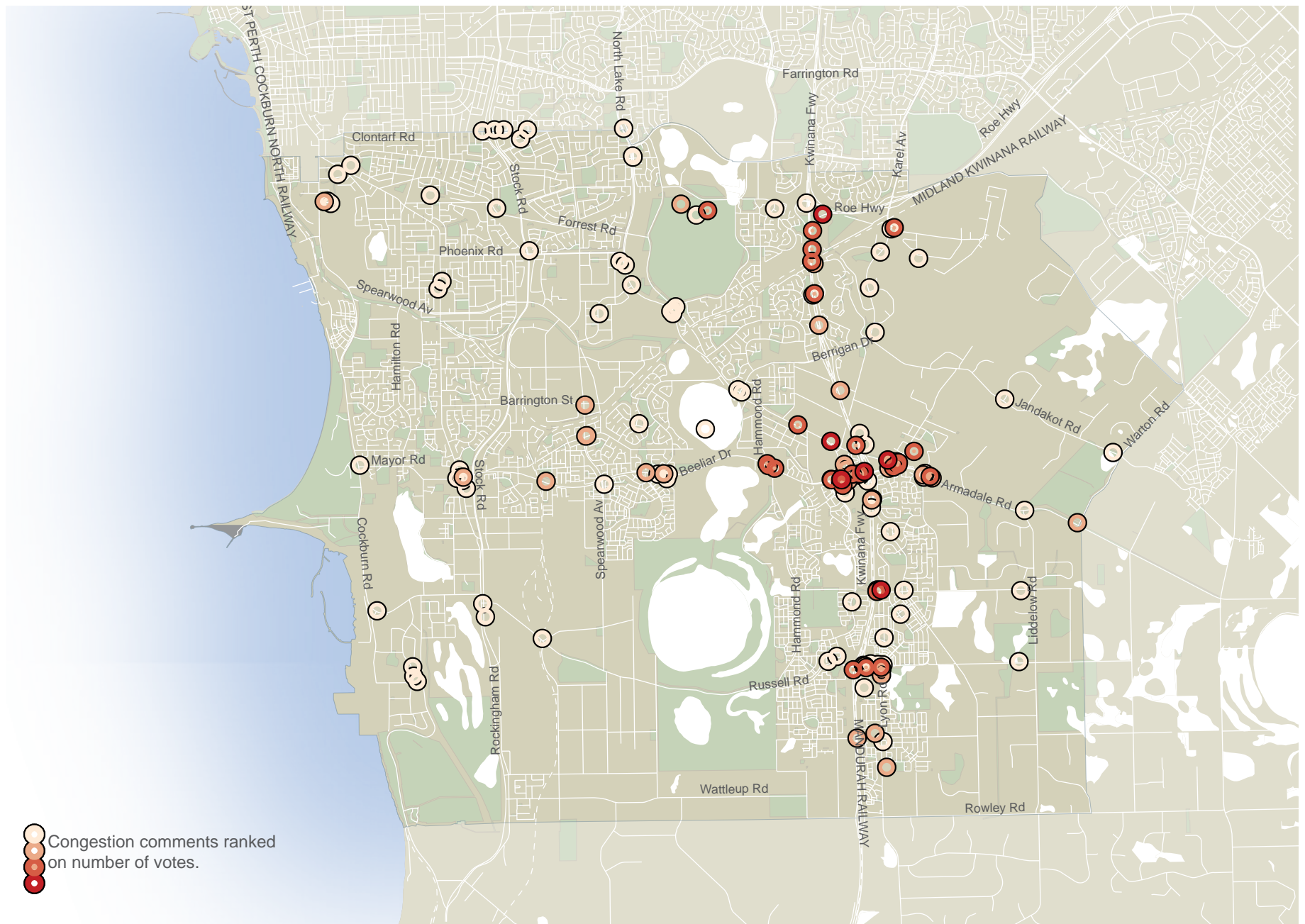
While there may be a few isolated comments raised on the collaborative map for the remaining sites, there were no concentrations of user comments. These locations are:

- Murdoch Drive/ Farrington Road intersection
- Berrigan Drive/ Kwinana Freeway interchange
- Berrigan Drive/ Jandakot Road intersection
- Russell Road/ Rockingham Road intersection.

There were a number of isolated comments around Russell Road/ Rockingham Road/ Sparks Road raised in the collaborative mapping exercise. Further development at the Australian Marine Complex and Latitude 32 may see these areas emerge as future congestion hotspots.

The sites cited in the MPNP that do not correspond with the collaborative mapping feedback highlight that these are possibly emerging congestion locations for consideration in the ITP but also that there are other locations that have been raised through the collaborative mapping which need to be elevated in status with key agencies. These locations are namely:

- Hope Road, north of Bibra Lake
- North Lake Road/ Poletti Road
- Hammond Road/ Beeliar Drive
- Bartram Road adjacent to the Kwinana Freeway. Bartram Road currently terminates on each side of the freeway. An overpass in this location would help to relieve congestion on adjacent east-west routes (Armadale Road/Beeliar Drive, Russell Road/Gibbs Road) and provide more direct local access to Atwell College.



**Figure 16** Collaborative mapping - congestion hot spots

#### 2.2.4 Safety and security for all transport system users

The community has expressed concerns that there are security and road safety issues in the City of Cockburn. These are as follows:

- Speeding on residential streets
- Lack of pedestrian footpaths and pedestrian crossings
- Close intersection spacing and poor traffic signal coordination causing rear-end collisions
- Issues around schools, such as vehicles parking on footpaths, motorists exceeding 40km/h in school zones and a need for more dedicated off-street parking
- Localised issues where roundabouts, stop signs, turn pockets or signals need to be introduced
- Poor road geometry, such as blind corners and motorists speeding around curves
- Long delays to access busy roads such as Beeliar Drive, Cockburn Road, Russell Road and Berrigan Drive from side streets
- Maintenance issues relating to road surfaces and the obstruction of sight distances by roadside vegetation
- “Hooning” behaviour in residential streets, including Fawcett Road, Lesueur Pass, Beenyup Road and The Grange.

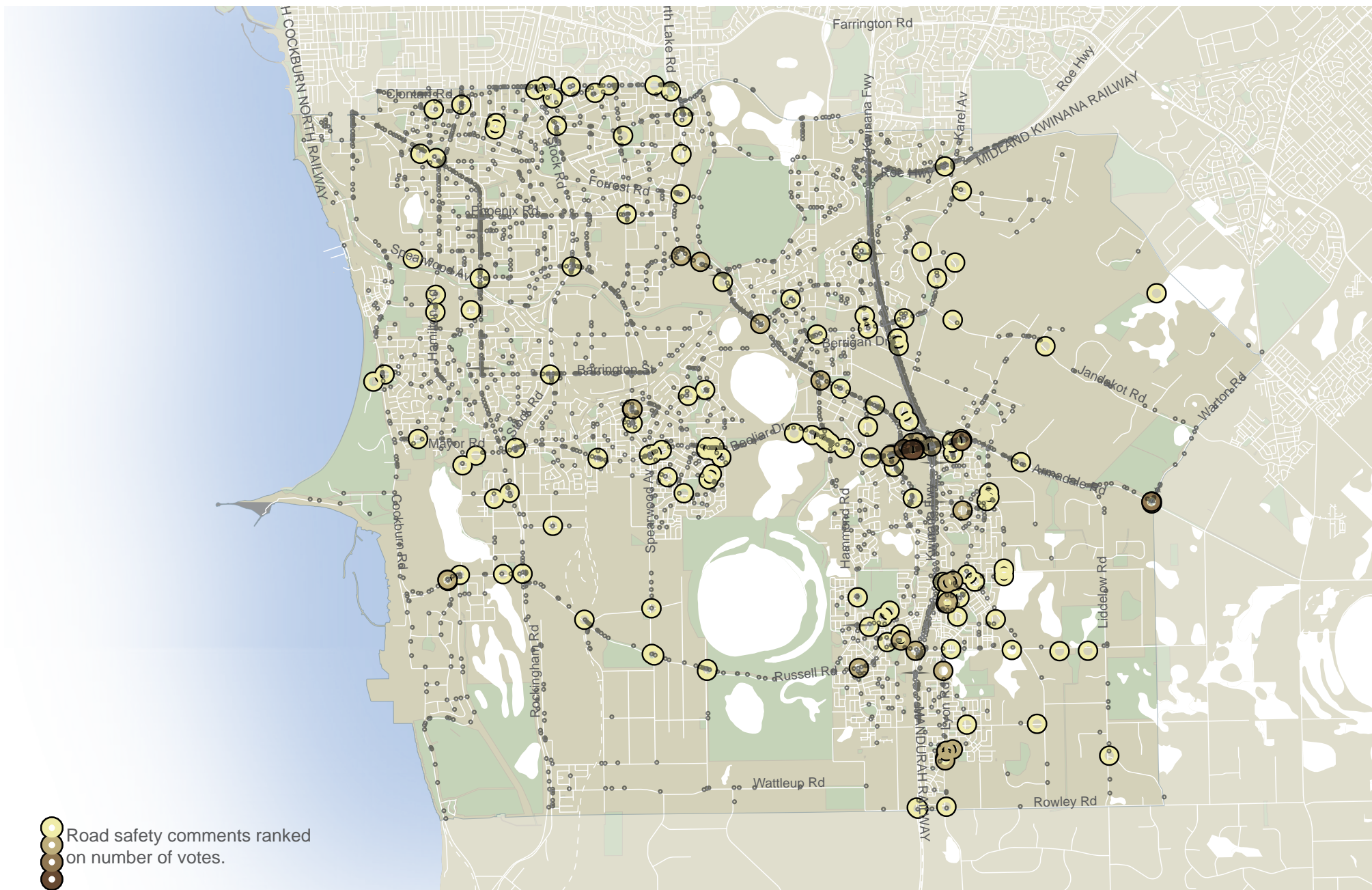
**Figure 17** shows the locations of the road safety comments raised by the community overlaid on the last five years of actual crash data (sourced from MRWA).

This shows a clear correlation between community views on locations where road safety is an issue and actual crash occurrences so community perceptions are generally validated by the crash data. A comparison with **Figure 16** also shows that there is a connection between crash locations and community views on congestion hotspots. This result is not surprising given that congestion can lead to safety issues mainly stemming from driver impatience and frustration. Examples include travelling too close to the vehicle in front (ie tailgating), speeding through signalised intersections during the green phase, running amber/ red signals, picking insufficient gaps to enter the major traffic stream from side streets/ driveways and traffic queues blocking intersections.

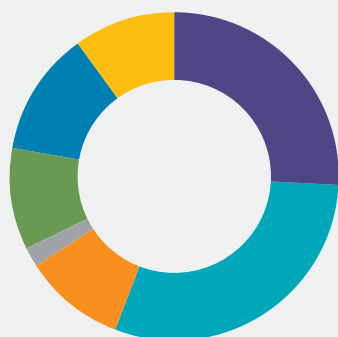
The City annually applies for, and is successful in obtaining, Black Spot Program grant funding from Main Roads WA for road safety improvements. Projects recently completed under the Black Spot Program include:

- Realignment and signalisation of Beeliar Drive/Hammond Road intersection
- Installation of signal mast arms on North Lake Road at three intersections





**Figure 17** Collaborative mapping road safety comments overlaid on MRWA crash records (for 2008-2012)



**Figure 18** Summary of the proportions of community comments by category

## 2.3 Summary of key issues

The feedback from the collaborative map has revealed the key transport concerns facing the community at present. **Figure 18** shows the percentage of responses by topic.

The transport issues facing the city are numerous; however, a few key issues are highlighted below:

- Congestion, particularly around Cockburn Central, the Kwinana Freeway and the Kwinana Freeway interchanges
- Busy arterial roads forming barriers to walking and cycling
- General lack of pedestrian crossing facilities
- Growing road safety issues and evidence of a strong correlation between congestion and actual road safety issues
- Lack of bus priority, particularly problematic at Cockburn Central where numerous bus services converge
- Some key employment locations are not currently serviced, or well serviced, by public transport
- Community perception that bus services are infrequent and have a limited service span
- Kwinana Freeway forms a barrier between communities and concentrates traffic flows to a few, heavily congested locations.

### 2.3.1 What are the impediments to using sustainable transport modes?

The collaborative mapping exercise included a brief questionnaire on current travel patterns and reasons for using a chosen travel mode. The results from this survey revealed the following:

- Of the people who currently travel by car only (as driver or passenger), 65% stated that they use that mode because *'Public transport is not available or not an option between my trip origin and destination or at the times I need to travel'*. 16% state that they use the car *'for convenience'*. Other factors for using private vehicle included the supply of free parking at the workplace, needing a car for employment, or their workplace is too far to use active modes
- For bus and train users, this mode is chosen because it is convenient and it is too far to walk or cycle
- The majority of cyclists use that mode due to convenience
- Similarly, the majority of walkers stated that they use that mode for convenience.

This information reveals two key lessons:

- Car use is high because motorists do not have public transport as an available alternative. This is either a perception requiring more information on available public transport options to be made available or a fact with no/ limited public transport options existing
- Convenience is a strong reason why some people chose non-car travel modes.





WA Tomorrow (2012) predicts that the City of Cockburn could have between 121,900 and 141,600 residents by 2026. The population is expected to age with the greatest proportional increase in population in the over 55 years group.

- The City of Cockburn has a large supply of undeveloped and underdeveloped urban and urban deferred zoned land at approximately 1,170ha (at 2012) which indicates that the majority of growth will be via new greenfield sites but this could be expected to run out around 2020/21.
- Brownfield development will also have a role with two major projects underway at Cockburn Coast and Port Coogee.
- Achieving the *Directions 2031 and Beyond* targets for employment self-sufficiency in the South-West sub-region (Cockburn, Kwinana and Rockingham) will require the creation of approximately 41,000 additional jobs by 2031.
- Directions 2031 sets aspirations that *'all people should be able to easily meet their educational, employment, recreation, service and consumer needs within a reasonable distance of their home'*.
- Major transport projects in planning for the City of Cockburn include rapid transit connecting Fremantle, Cockburn Coast and Cockburn, a new rail station at Aubin Grove (Russell Road) and the westerly extension of Roe Highway.
- Road infrastructure will come under increasing pressure due to traffic generated by major projects. Farrington Road and Kwinana Freeway (driven by the Fiona Stanley Hospital), Russell and Rowley Roads (outer harbour and intermodal terminal), Cockburn Road, Rockingham Road, Spearwood Avenue and Hampton Road (associated with the Cockburn Coast development) are likely locations.

## 3 City of Tomorrow

### 3.1 Strategic planning directions

A review of the State and local planning policies provides the strategic framework for the ITP. Key documents and their relevance to the Cockburn ITP are discussed below.

#### (National) Department of Infrastructure and Transport – Our Cities, Our Future (2011)

Our Cities, Our Future is the National Urban Policy document that sets an agenda on the future of Australian cities. The document defines principles, goals and objectives and breaks the document into the four defined themes of productivity, sustainability, liveability and governance.

Relevant objectives to this ITP include:

- Integrate land use and infrastructure
- Improve the efficiency of urban infrastructure
- Improve accessibility and reduce dependence on private vehicles
- Support community wellbeing
- Improve the planning and management of our cities
- Evaluate progress.

Relevant priorities under 'Integrate land use and infrastructure', notes productive capacity of cities can be improved with more effective integration of land use and infrastructure. This can include maximising yields on land use, improving productive capacity and leveraging investments in infrastructure.

#### Western Australian Planning Commission – Directions 2031 and Beyond (2010) and Draft Outer Metropolitan Perth and Peel Sub-region Strategy

Directions 2031 proposes that new growth occur in a more balanced way around a diverse network of activity centres, linked by a robust movement network and supported by a green network of parks, conservation and biodiversity areas so as to achieve a connected city scenario.

The 'connected city' is a medium-density development scenario, which targets 47% of dwellings (154,000) are to be delivered through medium density housing. Central to this are the following outcomes that are sought:

- Reducing the need to travel
- Support travel choice for travel to services, facilities and employment
- A more energy efficient urban form.

By 2031 the Perth and Peel region will have a population of 2.2 million people. This represents over half a million new residents to be housed in 328,000 new dwellings and needing 353, 000 new jobs.



Developments such as the Hamilton Hill Revitalisation Strategy, Cockburn Central TOD and Cockburn Coast will help deliver infill targets and the wider objectives of a compact city. Two of these sites however are currently not well serviced by high quality public transport services such as rail or rapid transit. Hamilton Hill and Cockburn Coast developments should be an impetus for investment in rapid transit.

A total of 41,000 additional dwellings are required in the south west metropolitan area by 2031 according to the Draft Outer Metropolitan Perth and Peel Sub-region Strategy. Specifically Cockburn is to contribute an additional 11,100 dwellings by infill and a further 18,280 dwellings by greenfield and brownfield development. The principal urban expansion areas are:

- Munster
- Banjup

Cockburn Central has been identified as a “Secondary Centre” in the Activity Centres hierarchy while Cockburn Coast and Spearwood are District Centres. Jandakot Airport is recognised as a specialised centre with a primary function of aviation and logistics services.

The Australian Maritime Complex and Western Trade Coast are recognised as strategic industrial centres while Bibra Lake, Cockburn Central, Jandakot Airport and North Coogee are recognised as existing industrial centres.

Fremantle, a regional centre, and Murdoch, a specialised centre, are also in close proximity to Cockburn and will continue to be major attractors for employment, education, retail and major health services.

### Western Australian Planning Commission - State Planning Policy 4.2 – Activity Centres for Perth and Peel

The main purpose of the Activity Centres Policy is to specify broad planning requirements for the planning and development of new activity centres and the redevelopment and renewal of existing centres in Perth and Peel. The policy objectives of greatest significance to this ITP are as follows:

- Increase the density and diversity of housing in and around activity centres to improve land efficiency, housing variety and support centre facilities
- Ensure activity centres provide sufficient development intensity and land use mix to support high-frequency public transport
- Maximise access to activity centres by walking, cycling and public transport
- Plan activity centre development around a legible street network and quality public spaces
- Concentrate activities, particularly those that generate high numbers of trips, within activity centres.







For Cockburn Central, the target is to achieve a minimum 25 dwellings/ha and a desirable 35 dwellings/ ha residential density target within 400m catchment of the rail station. The policy also stipulates details on parking supply including maxima, promoting an efficient supply of car parking by a suitable allocation of on-street, off-street public and shared parking. Use of mechanisms such as cash-in-lieu and reciprocal / shared use arrangements are also supported.

### Department of Transport - Moving People Network Plan (yet to be released)

The Department of Transport is in the process of developing the Moving People Network Plan that together with the proposed Moving Freight Plan will provide the overall strategic direction for multi-modal transport planning in Perth. The Public Transport Network Plan, WA Bicycle Network Plan and CBD Transport Network Plan will all sit under the framework of the Moving People Plan. It is understood that the Moving People Plan covers the following themes:

- Invest in public transport
- Optimise road network efficiency
- Expand the road network
- Demand management
- Future planning and integration.



The plan is aimed at identifying preferred functions for key roads within metropolitan Perth – this concept is referred to as SmartRoads and is based on the VicRoad's model, and recognises that roads cannot fulfil all functions equally rather it is best to focus/prioritise certain functions on certain routes. Preferred future routes within Cockburn include:

- Traffic: Roe Highway extension (to Stock Road), Rowley Road (possible future route), Power Avenue (possible future route), Bartram Road (between Hammond Road and Tapper Road) and new connections to/ from/ around Jandakot Airport
- Public Transport: Phillips Road/ Power Avenue, Cockburn Road, Hamilton Road, North Lake Road, Phoenix Road, Forrest Road, Winterfold Road, Berrigan Drive, a number of routes through Aubin Grove/ Atwell and new networks around Jandakot
- Cycle: Forrest Road, Hamilton Road, Rockingham Road, Stock Road, Cockburn Road, an off road coastal path and connections to Jandakot Airport.

Two possible future traffic routes in the south – Power Avenue and Rowley Road are expected to be in response to the proposed Latitude 32 development and further growth at AMC. No new 'preferred pedestrian' routes have been designated.

The City of Cockburn considers that Stock Road should be highlighted as a preferred traffic route.

It is evident that the emphasis of the plan is on improving the permeability of the public transport and active mode networks. Greater detail is required regarding the planning and management of these future preferred routes consistent with their intended function.

The Moving Freight Plan is yet to be released for comment.

### Department of Transport – Draft Public Transport Plan for Perth in 2031

The draft document provides the framework for the future public transport network in metropolitan Perth. It focuses on required upgrades to 2031 but also identifies long term plans for post 2031. The plan focuses on a three-tier transit network comprising:

- Heavy rail
- Light rail (LRT)
- Bus rapid transit (BRT)

Projects to be delivered as part of stage one of the plan (prior to year 2020) includes BRT along Rockingham Road/ Hampton Road, connecting from Beeliar Drive to Fremantle Rail station. This picks up brownfield developments at Port Coogee and Cockburn Coast.

In 2031, the preferred scenario for public transport involves daily patronage on the Mandurah rail line through Cockburn increasing from 10 – 30,000 passengers per day (ppd) currently to 30 – 50,000ppd.

Stage Two projects, to be implemented between 2020 and 2031, include a new station on the Mandurah line at Aubin Grove (State Government has since announced will be delivered in late 2016), extension of BRT southward to connect along the coast between Fremantle and Rockingham, picking up a large catchment through Cockburn including industrial areas that are not presently well served by public transport. A new-east west BRT service; connecting between Fremantle (via the coastal BRT and Beeliar Drive) and Cockburn Station is proposed. No BRT is planned in Cockburn pre-2031 east of the rail line.

The plan also outlines the following principles to support public transport service provision and use:

- *Concentrate development in centres particularly designated strategic centres* - Develop concentrated centres containing the highest appropriate density housing, employment, services, retail and public facilities within an acceptable walking distance (400 – 1,000 metres) from major public transport nodes such as railway stations and high frequency bus routes with at least a 15 minute frequency at peak times.
- *Align centres within corridors* - Concentrate high density mixed use, accessible centres along major public transport corridors within urban areas
- *Connect streets* - Provide street networks with multiple connections to public transport services and efficient access for road based public transport

- *Improve access* - Provide walkable environments and give priority to pedestrians including people with disabilities. Ensure that pedestrian access to public transport is direct and pleasant with good lighting and natural surveillance from adjacent uses
- *Manage parking supply* - Use the location, availability and supply of parking to discourage car use
- *Improve road management* - Improve transport choice and promote an integrated transport approach by managing road traffic flow and protect and promote priority public transport routes.

In 2031, the preferred scenario for public transport involves daily patronage on the Mandurah rail line through Cockburn increasing from 10 – 30,000 passengers per day (ppd) currently to 30 – 50,000ppd. Clearly congestion issues around Cockburn Central Station and good forward planning for access to the proposed Aubin Grove Station will be needed to help achieve this growth.

The Plan also outlines the proposal for extension of the Thornlie heavy rail line to the Mandurah Line. This has the potential to change service patterns through Cockburn/ Aubin Grove, increase rail capacity through the corridor but also increase passenger transfers at Cockburn Station.

Parsons Brinckerhoff (on behalf of LandCorp, along with Cities of Fremantle, Cockburn and Melville)  
- Southwest Metro Rapid Transit Network Study - Recommendations Report

This report investigates the future needs for a rapid transit network, specifically considering both BRT and LRT. Of interest to Cockburn are proposed linkages From Fremantle to Cockburn Central via Cockburn Coast and Phoenix Road Shopping Centre but also another trunk line connecting Fremantle and Murdoch along South Street via Kardinya Park Shopping Centre.

The study recommended BRT on all the corridors forming the Southwest Metro Rapid Transit Network (See **Figure 19**), with the Fremantle to Murdoch and Cockburn Coast to Fremantle corridors also recommended for incremental staging from BRT to LRT at 2031. Specifically the section between Cockburn Coast and Cockburn Central was recommended as BRT rather than LRT in line with the forecast patronage and employment growth. This corridor would potentially pick up patronage in Spearwood and Bibra Lake. The section between Cockburn Coast and Fremantle was identified as warranting upgrading from BRT to LRT at 2031. The report notes that further work is required to define the preferred operating routes.

### SOUTHWEST METRO TRANSIT NETWORK KEY ACTIVITY CENTRES



**Figure 19** Southwest Metro Transit Network (Source: Parsons Brinkerhoff)



### South West Group of Councils – Travelling Together (2003)

This integrated transport plan has been developed in partnership between the local governments of Cockburn, Melville, Rockingham, East Fremantle and Kwinana. While the document is dated it outlines the desired future vision for transport in the metropolitan south west. This vision and how it may specifically relate to the City of Cockburn is summarised in **Table 3**. Lobbying is underway by the councils to produce an updated ITP.

Vision	Relevance for Cockburn
Balanced multi-modal transport system with an efficient network that links local, district and regional centres and which provides employment, education, shopping and recreational facilities.	<p>Linkages between Cockburn and the Rockingham and Fremantle (Strategic Metropolitan Centres) is possible via bus however the travel times are disproportionate compared to private vehicle travel.</p> <p>Connections between the smaller activity centres within the LGAs are generally not possible by public transport without making at least one change.</p>
Balanced transport system that promotes economic activity by providing a high level of accessibility in all modes.	Industrial areas within Cockburn play a significant role in the economic prosperity of the City and region however there is limited travel choice to these locations.
Multi-modal transport system that sustains and supports healthy lifestyles, offering travel choice with a high level of accessibility.	This highlights that walking and cycling should be promoted as travel modes and not just for recreation.
Sustainable transport system that improves air quality and other environmental standards by actively promoting use of public transport, walking and cycling within safe and convenient networks that link activity nodes within communities.	Congestion and road safety were highlighted as the two greatest issues during the collaborative map engagement, indicating that this vision remains current but clearly more has to be done to realise it.
Transport system that offers affordable and safe accessibility for all social age groups within communities.	This is particularly important noting the aging population and the fact that greenfield development is expected to continue for the foreseeable future where affordable transport options are vital.

**Table 3** Relevance of the South West Councils – Travelling Together ITP to Cockburn



### City of Cockburn – Strategic Community Plan 2012 to 2022

The City's strategic community planning process seeks to engage the people of Cockburn to examine seven key focus areas. They are; Growing the City, Communities and Lifestyles, A Prosperous City, Environment and Sustainability, Infrastructure, Moving Around, Leading and Listening.

The required outcome of the Plan is to develop road, pedestrian and cycleway networks to facilitate the safe movement of people and goods while advocating improvements to the public transport system. It identifies five key 'wants':

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

### City of Cockburn - Local Planning Strategy (LPS)

The City's Local Planning Strategy establishes a framework for the future planning and directions of the municipality which are then enacted through the Town Planning Scheme. Transport is a strategy under the LPS which establishes the following directions:

- Maximise development near public transport routes
- Provide for a safe and efficient network of local and arterial roads facilitating access and the distribution of traffic through the area
- Minimise trip lengths in order to maximise public convenience and minimise the impacts of private car users
- Encourage cycling by defining and implementing cycle networks and promoting the provision of end of trip facilities.

### City of Cockburn Long Term Financial Plan 2012/13 – 2021/22

The City has identified a range of major and transport infrastructure that it is seeking to deliver over the next 20 years. The Long Term Financial Management Plan contains an updated major road infrastructure program totalling \$118.24M over the life of the plan.



### City of Cockburn - Local and Commercial Activity Centres Strategy (LCACS), 2012

LCACS sets the vision for the planning and development of the City's commercial centres over the next 10-15 years. It takes into account State Planning Policy No. 4.2 Activity Centres for Perth and Peel (SPP 4.2) and Directions 2031 and beyond: Metropolitan planning beyond the horizon (Directions 2031). This document sets nine objectives for the outcomes sought from the strategy and includes *to facilitate the optimization of access to and within centres*. The current levels of accessibility to centres was not established as part of the strategy but clearly is a worthwhile action in future. It does set a framework for the desired level of accessibility for centres as follows:

- Activity centres that facilitate multiple purpose/multiple occupancy trips in alignment with its defined role
- Activity centres that encourage active transport options for users when accessing and moving within activity centres
- A highly efficient movement network at the local, district and regional level.

The strategy requires access to be considered at either one or all of the following approval steps: structure planning, detailed areas planning and significant development applications at neighbourhood and local centres. Access targets are to be established for secondary, district and neighbourhood centres. This could include a certain proportion of trips to be made by sustainable modes.

### Cockburn Disability Access and Inclusion Plan (DAIP) 2012 – 2017

The intention of the DAIP is to assist with the coordination of planning and activities conducted by the City of Cockburn to ensure that all community members have equitable access to services, events, and public spaces and buildings. Delivery is coordinated by a Disability Access and Inclusion officer (DAIO).

The City has set up a Disability Reference Group (DRG) which consists of an open membership of Councillors, Council Officers, service provider representatives, people with disabilities and carers. The DRG provides advice and input in a range of issues, and receives regular reports from the DAIO on progress of the DAIP. The reference group has been consulted on major projects in the region, such as the Cockburn Central and Port Coogee developments.

### City of Cockburn - District Traffic Study, 2013

Further details on the 2013 District Traffic Study are provided in Section 1.2 of this report.

### Roe Highway Stage 8

The State Government is committed to the extension of the Roe Highway, west of the Kwinana Freeway to Stock Road in Coolbellup. However, the City of Cockburn opposes the extension on the grounds that it will impact adversely upon environmentally sensitive wetland areas between North Lake and Bibra Lake.

City of Cockburn Bicycle Network and Footpath Plan, 2010

The City of Cockburn Bicycle Network and Footpath Plan provides a review the City’s existing network of cyclist and pedestrian infrastructure. The plan identifies improvements to the existing cyclist and pedestrian networks and potential non-built solutions to enhance existing networks, their maintenance and future provision.

City of Cockburn Trails Masterplan, 2013

The City of Cockburn Trails Masterplan compliments the Bicycle Network and Footpath Plan and sets out the range of improvements required on existing trails and proposed future trails to establish a comprehensive network of recreation facilities available to all residents and visitors to the area.

3.2 Major capital works program

The Long Term Financial Plan 2012/13 – 2021/22 presents the City’s planned major road projects (refer to **Figure 20**).

Congestion was raised by the community as a significant issue facing the City. It is recommended based on this feedback that the City’s major road works program be reviewed based on congestion and road safety feedback through the ITP. This plan should identify tier 1 (high priority) and tier 2 (normal priority) projects. Feedback from the ITP has identified the following high priorities:

- North Lake Road extension and Verde Drive construction
- Bartram Road overpass.
- Gibbs Road/ Russell Road upgrade: needed before Aubin Grove station is operating
- Jandakot Road.
- Encourage MRWA to undertake a review of traffic signal timings and phasing at the following locations:
- Armadale Rd and the following intersections: Tapper Rd, new intersection proposed Verde Drive, Kwinana Freeway Ramps
- Beeliar Drive and the following intersections: North Lake Road/ Wentworth Parade/ Kwinana Freeway Ramps

Major capital works

Congestion	✓
Road Safety	✓
Parking	
Freight	✓
Public Transport	
Cycling	
Walking	

## Other major works

● Congestion	✓
● Road Safety	✓
● Parking	
● Freight	✓
● Public Transport	
● Cycling	
● Walking	

## 3.3 Other major works

A recent study by the RAC has indicated that improving traffic signal sequencing and timings can reduce congestion by as much as 27% (refer to media release dated 21 October 2013). Considerations should be given to cycle lengths, coordination between sets of signals along key routes and opportunities to include filtered right turns.

The following actions are recommended:

- Encourage MRWA to introduce managed freeways on the Kwinana Freeway with priority locations: Beeliar/ Armadale, Berrigan Drive, Roe Highway and Russell/ Gibbs and working with the City of Cockburn regarding adverse impacts on the local road network
- Undertake an advocacy role to lobby the State Government for funds for Kwinana Freeway widening and Armadale Road widening and safety improvements.
- Lobby MRWA for Beeliar Drive to be upgraded to a 'Primary Regional Road' on the basis of the forecast traffic volumes (up to 51,000 vpd in 2020 and over 60,000vpd without North Lake Rd overpass). This should apply as a minimum to the section of Beeliar Drive between the Freeway and Wentworth Parade and ultimately for the full length from the Freeway to Stock Road.

The DTS highlights that other roads may also be worthy of categorisation to primary regional road status such as Farrington Road (between North Lake Road and Kwinana Freeway; particularly should a northbound off ramp be introduced), North Lake Road (noting that in 2031 sections of North Lake Road are forecast to carry higher volumes than Stock Road). The City should work with MRWA to define a monitoring plan.

- Work with the DoP to identify roads requiring a review of the MRS reservation. A formal request must be made and roads recommended for review based on the DTS forecasts include Warton Road, Berrigan Drive/ Karel Avenue, Farrington Road, Jandakot Road, Russell Road and Phoenix Road.

These roads do not have regional road status however 2031 forecasts suggest they should be considered and road reservation widths reviewed. These reviews should also, as a priority, consider future public transport priority needs. The following roads are designated 'other regional roads' but are forecast to carry notable traffic volumes in future (as per the DTS 2031 forecasts) and accordingly their reservations should be reviewed: North Lake Road overpass/ Verde Drive (the need for widening at Solomon Rd), North Lake Road and Russell Road ('blue' road, but the road reserve identified in the MRS is inadequate for a dual carriageway).

- Liaise with the DoT to ensure that the planning of identified future 'preferred traffic' routes under the Moving People Plan is not compromised through approvals of new developments

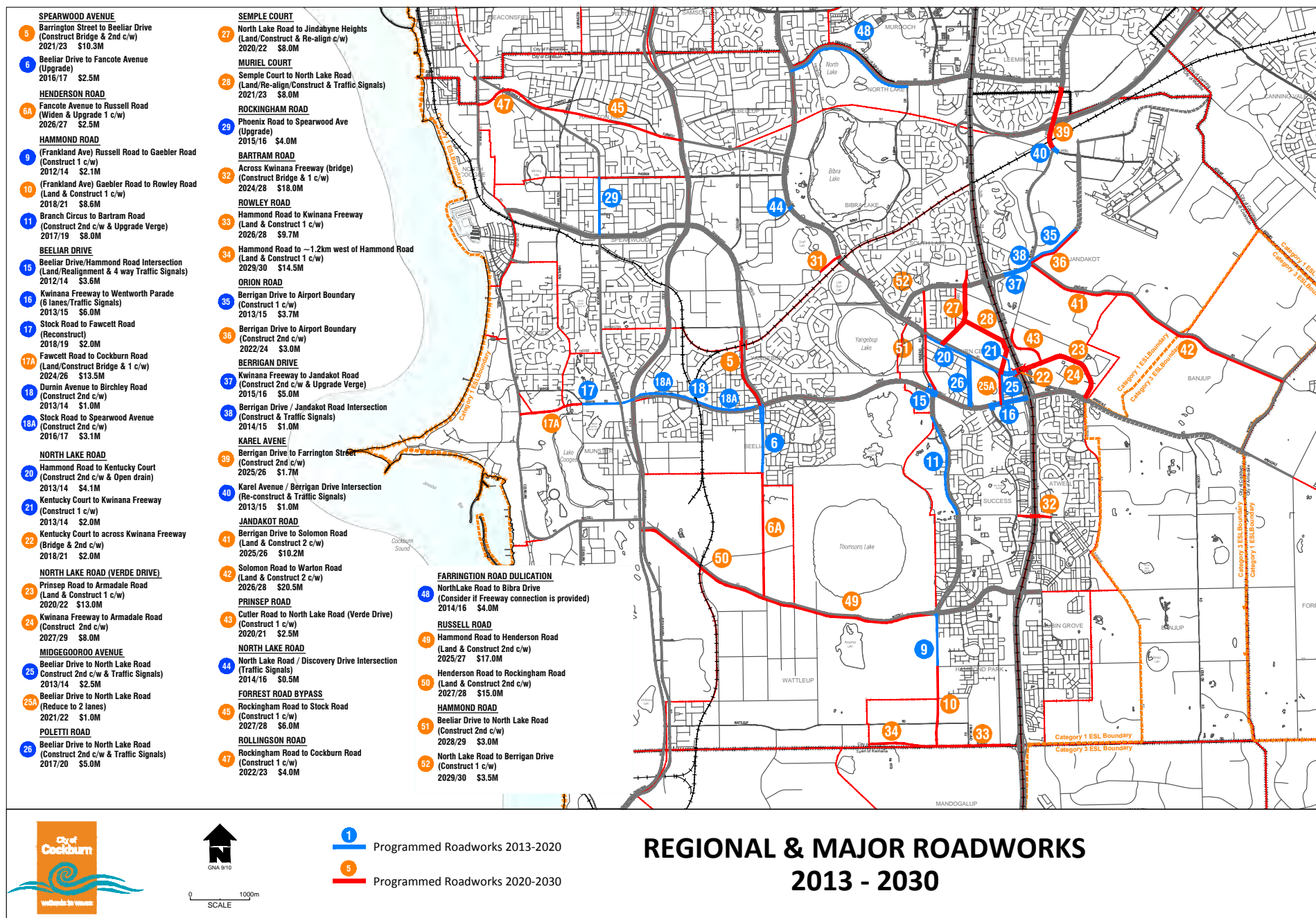


Figure 20 Major Road Projects Source: City of Cockburn

- Require all Transport Assessments for structure plans and subdivisions and any other developments generating more than 100 trips in a peak hour to use forecast traffic volumes from the DTS to assess the future impacts of developments on the future road network.
- MRWA is progressing planning of Roe Hwy extension to Stock Road. It is understood that the City of Cockburn does not support this project. To 'Do Nothing' is not a realistic option as this will increase traffic in the Hamilton Hill area and pressures on other parallel routes such as Farrington Road, Phoenix Road and Forrest Road. The impacts of not extending the Roe Highway have been investigated as part of the DTS. It is recommended that, without Council support for the Roe Highway extension, an alternative plan be identified and presented to MRWA. This plan should include public transport improvements such as the BRT route between Fremantle and Murdoch identified in the Southwest Metro Rapid Transit Network Study.

### 3.4 Leading practice in land use integration and travel demand management

Perth has experienced unprecedented levels of population growth in recent years. Much of this growth has taken place in Perth's suburbs; however, the Perth CBD continues to be the metropolitan area's most significant employment, entertainment and leisure hub providing around 25% of white collar and 18% of all metro jobs.

Congestion is a growing issue for the city and there is realisation that this cannot be addressed solely through adding capacity to the road network (refer to **Figure 21**). Recent evaluation of peak hour congestion undertaken by the Royal Automobile Club (WA) showed that the lowest levels of service is experienced on trunk routes, particularly on approach to and around the CBD.

The 2013 Congestion Index developed by TomTom shows that Perth is now ranked second worst of major Australasian Cities behind Sydney<sup>4</sup>. This growth in congestion has clearly impacted City of Cockburn residents and business with congestion ranking as the most commented issue during the community engagement exercise.

Some locations in Perth are embracing travel demand management through measures that include paid parking, restricting parking supply, using revenue from parking or developer contributions to fund public transport and encouraging use of sustainable travel modes through travel plans and integrated transport plans.

#### Leading practice in land use integration and travel demand management

● Congestion	✓
● Road Safety	
● Parking	✓
● Freight	
● Public Transport	✓
● Cycling	✓
● Walking	✓

<sup>4</sup>TomTom (2013) *TomTom Australia & New Zealand Traffic Index*, TomTom International BV, 12pp..



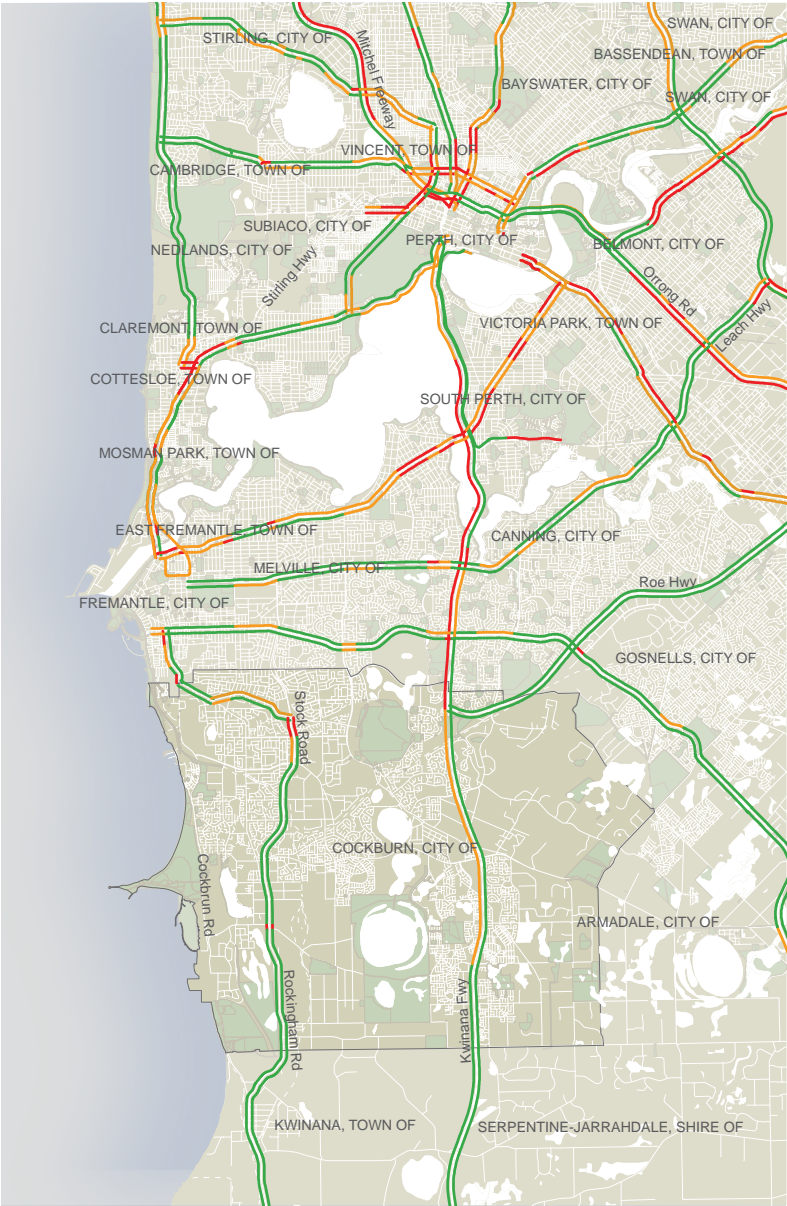


Figure 21 RAC's congestion evaluation outcomes

RAC's congested evaluation outcomes - Posted Speed (kph)				
Observed Average Speed (kph)	Arterials/Highways		Freeways/Highways	
	50-70 kph	80-90 kph	80 kph	100 kph
	< 25	< 33	< 40	< 40
	25-40	33-49	40-65	40-75
	> 40	> 49	> 65	> 75





On an international scale these measures, while effective, are a step removed from leading practice.

Congestion and access management initiatives may be grouped broadly into two categories: vehicle access controls and investment in non-car modes. Examples are provided in **Table 4**.

#### 3.4.1 Vehicle access controls

There is a strong correlation between the supply and cost of car parking verses car use. Easily available cheap car parking is a key driver towards car dependency. The control of parking, especially located within Cockburn Central and other key areas, is therefore paramount to encouraging use of alternative modes of transport and ensuring existing parking supply is used efficiently.

Parking controls include:

- Paid parking – parking priced based on location and duration of stay (long term/short term)
- Duration of stay restrictions – short-term parking in areas where high turnover is preferred i.e. shopping areas and the control of long-term commuter parking

ITS is being used more often in the control of parking and can play an important role in the efficient use of supply and collection of revenue.

The City of Perth has developed a mobile app for smartphone and tablet devices which enables users to find available car parking spaces in the city.

The app provides users with real time availability as well as fee and time restriction information. This app assists in reducing traffic congestion by reducing the time spent by vehicles circulating on the CBD road network while looking for an available parking bay.

A common measure used nationally and internationally is the use of in-ground parking sensor technology. An in-ground sensor is a device that is buried underground within a parking bay and records when a vehicle arrives and departs from a parking bay. Once a vehicle has overstayed the permitted time limit in a parking pay, plus a grace period of five minutes, a signal is sent from the sensor in the bay to the nearest parking officer's hand-held device. The parking officer will check to see if a parking offence has occurred before issuing a parking ticket.

Vehicle access controls	Investment in non-car modes
Parking supply caps/ reductions	Public transport service enhancements
Parking pricing	Public transport prioritisation
Road capacity constraints/ road diets	Pedestrian realm/ infrastructure investments (e.g. wider footpaths)
Reduced speed limits	Improved cycling links and end of trip facilities.
Reduced vehicle connectivity	Reduced signal cycle times
Traffic management and control	
Reduced through-routing	

**Table 4** Types of congestion and access management

### Future travel behaviour and patterns in Cockburn

● Congestion	✓
● Road Safety	✓
● Parking	✓
● Freight	
● Public Transport	✓
● Cycling	✓
● Walking	✓

## 3.5 Future travel behaviour and patterns in Cockburn

The City of Cockburn has recently faced unprecedented growth and planning and construction activity. The City is expected to continue to be a highly sought-after place to live and work due to its coastal location, easily commutable distance (travel time) to the Perth CBD, existing and potential for new employment, access to heavy rail, natural assets and available greenfield sites for development. The City will therefore continue to transform as it becomes increasingly urbanised.

### Population, employment and land use changes

Key population, employment and land use changes forecast include:

- Growing from a population of 88,599 (2010) to 114,212 by 2020 and to around 130,000 by 2031
- Tapering off of greenfield development post 2020 – 2022
- Reduction in greenfield development will see greater infill development and reducing household sizes and potentially reducing housing affordability
- Families settling in greenfield sites and an aging population in established suburbs
- Greenfield development mostly focussed in the south and east of the City

- Growth in employment opportunities from 22,000 in 2006 to a forecast 55,000 in 2030

Policy directions suggest major residential growth areas will be centred on Aubin Grove, Success, Hammond Park – Wattleup, Coogee-North Coogee and Beeliar. The most significant growth is expected around Hammond Park, Wattleup, Banjup and Munster.

Success, Hammond Park and Aubin Grove are within a reasonable catchment of the Cockburn and future Aubin Grove train stations; however, new public transport infrastructure must be a priority to cater for growth in Coogee/ North Coogee and Beeliar. Issues associated with access to Cockburn station by all modes is a high priority.

### Travel opportunities and challenges

How these demographic and population changes translate to opportunities and needs on the transport system could include:

- Greater reliance on public and community transport in locations housing the aging population. Locations include Cockburn Central, Coolbellup and Hamilton Hill
- Greater employment self-sufficiency, potentially leading to people living closer to their workplace and therefore shorter trips that can be catered for by walking and cycling/scooter/ motorbike
- Requirement for improved public transport options to support planned residential development in Coogee/ North Coogee and Beeliar. BRT has been explored and shown to be viable but this planning needs to be progressed



- Trips to industrial areas have historically been difficult to service by public transport however the medium to long term phase of industrial development will be focussed at AMC/ Latitude 32 and Jandakot Airport Precinct. Industrial development of this scale may be able to support improved public transport provision
- Expansion of the public transport network to greenfield developments in the south and east. It will be important for public transport services to new residential subdivisions to be provided upfront/ at an early stage of development to help prevent new residents from forming a car dependency.
- Increased industrial development will lead to additional freight movements to be catered for on the road network and greater mixing of heavy and light vehicle traffic. Increased use of freight rail lines could help to minimise these impacts but noise impacts

would need to be assessed given the surrounding residential land use in some locations

- A need to better manage existing transport infrastructure through the employment of intelligent transport systems which may include MRWA's initiative for managed freeways, introducing variable parking pricing (peak and off peak) and introducing parking guidance systems at key locations such as Cockburn Central.

The City will require a suite of interventions to change travel behaviour that will need to be up-scaled over time. For instance provision of additional bus services and localised bus priority in key congestion locations (eg Cockburn Central) will be a first stage of wider corridor upgrades such as BRT and ultimately LRT.

### End of trip cycle facilities

● Congestion	✓
● Road Safety	
● Parking	✓
● Freight	
● Public Transport	
● Cycling	✓
● Walking	✓

## 3.6 End of trip cycle facilities

End-of-trip facilities are designated places that support cyclists, joggers and walkers in using alternative ways to travel to work rather than driving or taking public transport.

End-of-trip facilities include:

- secure bicycle parking
- locker facilities
- change rooms
- drying areas

Traditionally end-of-trip facilities have only been available for use by occupants of the building in which they are located. Example of publically available facilities are available however.

The City of Melbourne and the City of Brisbane have both installed publically available end-of-trip facilities within their respective central business districts. The City of Brisbane's Cycle 2 City facility is a fully staffed, secure bike storage facility with showers. Additional facilities include daily fresh towel provision, laundry service and on-site bicycle workshop.

Opportunities for the installation of end-of-trip facilities will be investigated by the City of Cockburn. Potential locations include Cockburn Central and the future Aubin Grove railway station. Providing end-of-trip facilities at key transport interchanges provides opportunities for users to access the public transport network by bicycle rather than driving and utilising limited Park 'N' Ride facilities.

The City will also encourage workplace building owners to install quality of end-of trip facilities for staff use.





## 4 Key Drivers: Gaps, emerging trends and issues

A review of the City of Today and City of Tomorrow highlights a number of key existing and emerging issues, gaps and trends. These are the key drivers for the ITP to address.





## 4.1 Issues

### Issues of today

- Traffic congestion, primarily centred on Cockburn Central but increasingly being created by other major developments are expected to have notable impacts on the road network including Fiona Stanley Hospital, Murdoch Activity Centre, AMC and Latitude 32 (Wattleup Road)
- Traffic congestion perpetuates further congestion as busy arterial roads become barriers to pedestrian movements and encourage car use for short trips
- Lack of pedestrian facilities to allow safe and convenient crossing of arterial roads
- Growth in road safety issues and a strong correlation between road congestion and road safety issues
- Roads that have been developed to a rural standard now carrying significant traffic volumes on a daily basis. Russell Road and Jandakot Road are clear examples
- A grid network of arterial routes is difficult to achieve in Cockburn due to the presence of natural barriers; however, the road reservations for some strategic arterial roads do not allow for future growth or introduction of bus priority because they are not currently wide enough

- The existing preferred public transport routes under the Moving People Network Plan (Beeliar Drive/ Armadale Road, Rockingham Road) do not have public transport priority and are known congestion locations

### Potential issues of tomorrow

- Congestion on the rail network, making it difficult for passengers to board services in the AM peak from Cockburn and Aubin Grove stations
- Congestion and parking shortages around Aubin Grove train station
- Future residential development will involve some infill and brownfield development but is likely to occur in greenfield locations for the most part. It will be important for public transport provisions to be introduced at early stages, which is likely to require developer contributions through levies (such as the Perth Parking Management Act) and rates levies (as is the case in Queensland for the Gold Coast Rapid Transit system). The layout of these areas needs to strongly support the use of public and active travel modes.
- Growth in congestion and parking demands in future growth areas, particularly Cockburn Coast, Jandakot Airport, Aubin Grove Station, Port Coogee, Spearwood, the Muriel Court precinct and Hamilton Hill. Impacts on bus service reliability and travel times

- Roe Highway extension the impacts of building it versus not building it and lack of a well-conceived alternative for future transport needs
- Managing parking demand vs. supply at activity centres and the increased resources needed to manage and monitor parking
- Growth in freight movements. Requirements for designated, purpose-designed, off street heavy vehicle parking.

## 4.2 Gaps

- Limited public transport provision to industrial areas. Some employment centres such as the Jandakot Airport specialised activity centre is not connected by public transport to the nearby Cockburn Central town centre
- Limited public transport provision to link neighbourhood activity centres with district centres
- Potential lag of BRT provision in growth areas to the east of the municipality e.g. Banjup
- No bus priority and missed opportunities for bus priority around Cockburn Central
- Strategic planning such as the 'Plan for the District' focuses solely on road transport infrastructure for private vehicle travel and should reference the city's cycle and walking plans more strongly and in a more integrated way

- Some major road projects are required to improve the permeability of travel through Cockburn, which is important for local accessibility and to permit the efficient movement of freight
- Funding gaps: numerous road network upgrades have been identified but most require State government funding. Funding has yet to be committed
- Lack of coordinated information on the impacts of significant industrial and logistic related development in Cockburn and clear freight management strategy for Cockburn.

## 4.3 Emerging trends

- Creation and linkage of activity centres (neighbourhood, secondary, regional)
- Growing employment self-sufficiency and more dispersed trip origins and destinations
- Rapid growth in public transport use since the introduction of the Perth-Mandurah rail line
- Growing interest in healthy communities and opportunities for utilitarian and leisure transport to play a role in improving health and wellbeing
- Further residential growth in areas surrounding Cockburn and how this may influence travel to, from and through Cockburn
- An aging population and providing people with limited mobility with realistic travel choices other than private car.







## 5 The Future Transport Vision for Cockburn

### 5.1 Vision

A workshop was held in September 2013 with a select group of officers from the City to discuss the feedback from the community engagement and to identify a vision and objectives for the ITP. The general sentiment at the workshop was that while existing issues raised by the community were important to address; the ITP needed to be visionary. The City wants to be in a position to shape the transport future rather than reacting to existing issues.

It was also acknowledged through the workshop that the ITP needed to help implement and therefore be consistent with the Strategic Community Plan for the City. Drawing on the vision articulated in the Strategic Community Plan, the ITP is underpinned by the following vision:

**Our mission is for a robust, safe and integrated transport network that meets the current and future needs of people and industry while minimising environmental impacts.**

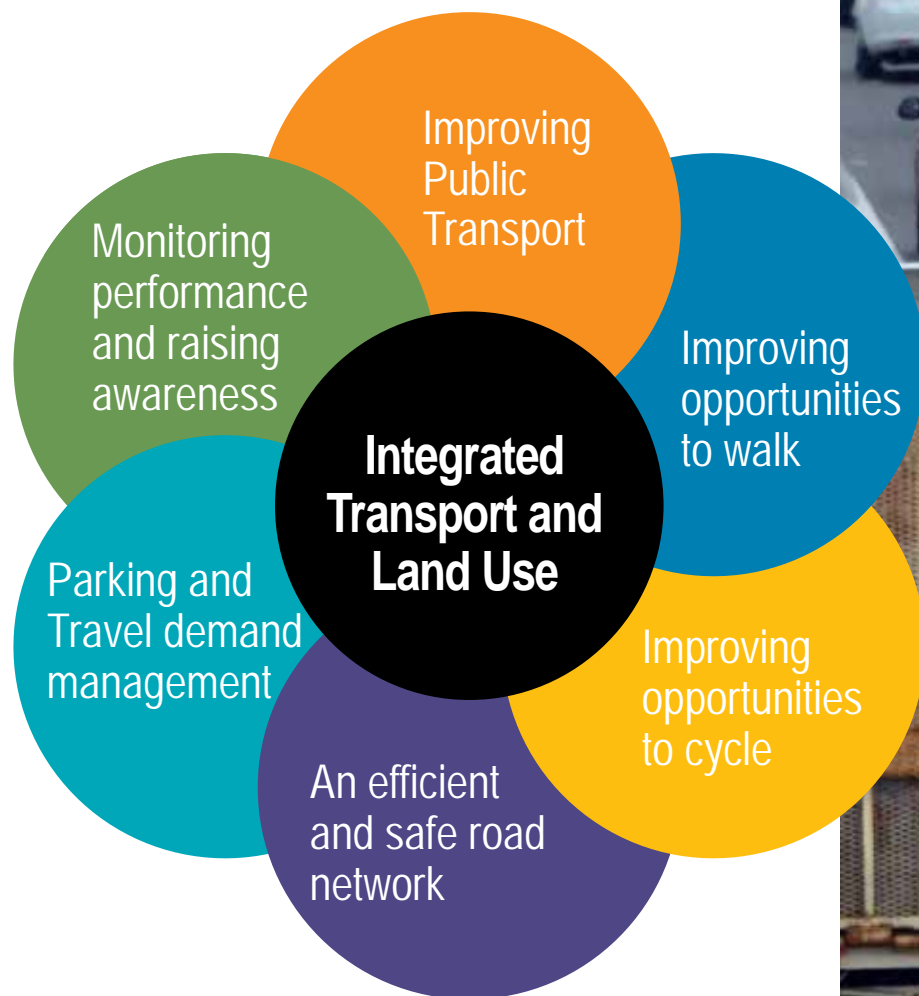
### 5.2 Objectives

The key objectives of this ITP are:

- To have a transport system that efficiently integrates with land use, enables multi-modal trips, and allows flexible management of the City's road space.
- To provide an efficient and highly connected movement network for pedestrians and cyclists that caters for and encourages healthy active transport travel for trips of any length.
- To provide a transport system that is safe and efficient, accepting that a level of traffic congestion will always exist, and is planned to meet the long-term transport needs of a growing city.
- To have a legible, well-structured arterial road network that provides efficient routes for heavy vehicles and general traffic for intra-city and regional trips.
- To provide infrastructure and promote behaviour that encourages patronage of public transport in a sustainable manner and creates efficient and prioritised movement for public transport and other high occupancy vehicles.
- To raise community awareness of transport alternatives to private cars, and keep them regularly updated on transport issues in Cockburn.

These objectives translate to the themes shown in **Figure 22** and the implementation plan has been shaped around these themes.





**Figure 22** ITP themes



## 6 Implementation Plan

### 6.1 Implementation Plan

The implementation plan is presented in the table in this section. Note that specific road capacity upgrades have not been included in the implementation plan but are planned for in the City's Major Capital Works Programme.

The actions within the plan have been given a priority according to the following timescales:

- Short: to 2017
- Medium: 2018 to 2021
- Long: 2022 to 2031.

Actions centred on management, advocacy, policy/strategy development or education have generally been categorised as short term actions, under the assumption that the City will provide sufficient resources to drive these actions forward.

#### Scale of Cost

0	Operational <sup>5</sup>
\$	Low (< \$100,000) <sup>6</sup>
\$\$	Medium (\$100,000 - \$500,000)
\$\$\$	High (>\$500,000)

<sup>5</sup> Sourced from existing budget. Assumed work done in-house using existing staff and funding resources.

<sup>6</sup> May be funded from operational sources if there is capacity for work to be done in-house.



## Improving public transport

Action	Description/ justification	Priority	Responsibility	Cost
<b>Improve access to rail</b>	<p>Work with the PTA to review crowding issues on AM peak hour services at Cockburn Station. Understand planned level of service at Aubin Grove Station.</p> <p>Liaise with MRWA to review opportunities to improve the safety and efficiency of access to park and ride bays located off Armadale Road, at Knock Place.</p>	Short	CoC/ PTA (Transperth)/ MRWA	0
<b>Improve connections to the Murdoch Activity Centre</b>	<p>Work with the PTA to provide an efficient access route for the new bus service planned to Murdoch Activity Centre from Spearwood.</p> <p>Identify opportunities for on-street bus priority for this service (eg Farrington Road/ Murdoch Drive) and the location of new stops.</p>	Short	CoC/ PTA (Transperth)	0
<b>Improve bus efficiency</b>	<p>Work with the PTA to investigate the opportunities for bus priority through Cockburn Gateway/ Beeliar Drive and the future North Lake Road overpass as a high priority. Other locations where congestion exists or expected to occur in future should also be investigated (in line with the Moving People Network Plan):</p> <ul style="list-style-type: none"> <li>• Rockingham Road/ Cockburn Road/ Hampton Road intersection</li> <li>• Murdoch Drive/ Farrington Road intersection</li> <li>• Berrigan Drive/ Jandakot Road intersection</li> <li>• Russell Road/ Rockingham Road intersection.</li> </ul> <p>Beeliar Drive bus priority at Cockburn Station/ Gateway would form the first part of the BRT outlined in the (Draft) Long Term Public Transport Plan for Perth</p>	Medium	CoC/ PTA (Transperth)/ DoT/ MRWA	0
	<p>The (Draft) Long Term Public Transport Plan for Perth highlights two parallel BRT routes: Murdoch Station to Cockburn Road (via South St) and Cockburn Station to Cockburn Road via Beeliar Drive. The Southwest Metro Rapid Transit Network Study also recommended BRT between Cockburn Central and Cockburn Coast but noted that the preferred alignment of this corridor needed further investigation. The investigation itself to safeguard the route should be a short term measure.</p>	Short/ Medium	CoC/ DoT/ PTA/ MRWA	0

Action	Description/ justification	Priority	Responsibility	Cost
<b>Improve east-west public transport</b>	<p>Investigate with PTA a potential east-west bus route between Cockburn and Armadale; irrespective of BRT. The Long Term PT Plan Perth identifies BRT between Armadale and Cockburn post 2031. With new developments such as Piara Waters/ Banjup – the need for this service could be earlier than expected (at least from Nicholson Road to Cockburn Station). Feedback from the community has shown interest in this bus route and could link key destinations such as Cockburn Coast (and potential LRT) with Murdoch Activity Centre and/or Cockburn Central. JTW postcode mapping shows propensity for east-west trips to be made by car.</p> <p>Consideration should also be given to the potential impacts on the extension of the Thornlie Rail Line as per the Draft Long Term PT Plan for Perth. This is expected to see a change in service patterns and potentially increased passenger interchange at Cockburn Central Station.</p>	Medium	CoC/ PTA (Transperth)/ MRWA	0
<b>Review bus service span and frequency</b>	Work with the PTA to undertake a review of service span and regularity of bus services on weekends and evenings with a focus on: Coogee, Hamilton Hill and Beeliar.	Short	CoC/ PTA (Transperth)	0
<b>Improve public transport to industrial areas and key employment nodes</b>	<p>Pilot scheme to connect industrial areas with bus services. Work with the PTA to investigate opportunities for peak-only services (mini buses), potential to divert existing services through industrial areas and the potential for demand responsive feeder services.</p> <p>Work with PTA and Jandakot Airport to investigate the potential for a bus service from Cockburn Station to Jandakot Airport.</p>	Short	CoC/ PTA (Transperth)	\$
<b>Investigate potential for small Park n Ride facilities.</b>	Investigate potential locations for small Park 'N' Ride facilities (car/bicycle/motor cycle) servicing strategic bus routes, particularly on major roads to reduce longer trips by private vehicle to bus/rail stations	Short	Jandakot Airport Holdings/ CoC/ PTA (Transperth)	0
<b>Investigate potential for small Park n Ride facilities.</b>	Investigate potential locations for small Park 'N' Ride facilities (car/bicycle/motor cycle) servicing strategic bus routes, particularly on major roads to reduce longer trips by private vehicle to bus/rail stations	Medium	CoC/ PTA (Transperth)/ MRWA	0
<b>Review existing bus stop infrastructure.</b>	Development of a program to review existing bus stop infrastructure, develop target standards/ policy for same; and commitment of increased annual budget for that purpose.	Short	CoC/ PTA (Transperth)	0
<b>Future taxi ranks</b>	Consult with DoT/ Taxi Industry Board/ Taxi Council of WA regarding current/ future needs for taxi ranks in Cockburn.	Short	CoC/ Taxi Council	0

## Improving opportunities to walk

Action	Description/ justification	Priority	Responsibility	Cost
<b>Improve and protect the quality of existing infrastructure</b>	Continue to deliver the actions outlined in the City's Bicycle Network and Footpath Plan (July 2010). Consider categorising the pedestrian routes in activity centres so as to protect (via the planning scheme) the proliferation of crossovers on busy pedestrian routes. A similar categorisation scheme is in place in the City of Perth under the Perth Parking Management Act.	Short	CoC/ WAPC	\$\$ 0
<b>Improve pedestrian safety and network efficiency</b>	Monitor pedestrian crossing behaviour and safety on Beeliar Drive, at the Cockburn Central Town Centre, to determine the patronage and effectiveness of the underpass (once completed) and the signalised crossing facilities at the North Lake Road (Midgegooroo Avenue) intersection.  Investigate length of pedestrian crossing phase at Spearwood Avenue and Rockingham Road and the need for a new pedestrian crossing at Kent Street on Rockingham Road adjacent to the shopping centre. If necessary, consider options to improve the convenience and safety of pedestrians crossing between the Town Centre and Gateway Shopping Centre. One intervention could include reducing signposted speed limits or use of variable speeds (peaks and off peaks). This investigation should involve working closely with the DoT and the team involved in the Connecting Stations project.	Short	CoC/ DoT/ MRWA	0
	Liaise with MRWA for the automatic inclusion of pedestrian walk phases at signalised intersections and reduce the length of signal cycle times to reduce wait times for pedestrians in main activity centres, near schools and recreation facilities. Suggested locations include the following intersections: North Lake Road/ Beeliar Drive, Rockingham Rd/Phoenix Rd, Rockingham Rd/ Spearwood Ave.	Short	CoC/ MRWA	\$\$

Action	Description/ justification	Priority	Responsibility	Cost
<b>Improve the permeability of the pedestrian infrastructure network</b>	Provide pedestrian footbridge across the Kwinana Freeway linking Gateway shopping centre and Atwell.	Long	CoC/ Perron Group/ MRWA	0
	Actively participate in the review of Liveable Neighbourhoods and ensure that footpaths are mandatory on both sides of the street for all new structure plans and subdivisions and clearer guidance is provided on requirements for a safe and high quality pedestrian environment (i.e. where the use of certain intersection treatments are and are not suitable).	Short	CoC/ WAPC	0
	Work with the DoT to determine whether the preferred pedestrian environments identified in the Moving People Network Plan require any improvements to wayfinding, signage and lighting. Identify future 'preferred pedestrian' routes based on planned/ committed development (eg Hamilton Hill, Cockburn Coast and Port Coogee).	Short	CoC/ DoT	0
<b>Mandatory end of trip facilities</b>	Review the town planning scheme to require mandatory end of trip facilities. This includes lockers and change facilities not just for cyclists but also walkers.	Short	CoC/ WAPC	0
<b>Improve access to rail</b>	Undertake an audit of the cycle and walking network within 1km of the proposed Aubin Grove train station. Work with PTA to implement upgrades to improve quality and permeability of routes and crime prevention through environmental design (CPTED) principles before the station opens.	Short	CoC/ DoT/ PTA	\$
<b>Promotion of walking as a travel mode</b>	Work closely with the DoT to reinforce the behaviour change (and behaviour change interest) generated as part of the Your Move, Connecting Schools and Connecting Stations projects. Where not already in existence, encourage schools to develop a safe walking and cycling to school program.	Short	DoT/ DET/ CoC	0
	City of Cockburn to develop a travel plan for the council workplaces and require major workplaces to develop travel plans (as part of development approval processes).	Short	CoC/ WAPC	0
<b>Improving access to recreational facilities, parks and reserves</b>	Undertake a lighting audit of pathways around recreational facilities and reserves (noting that lighting may be intentionally dimmed around reserves to minimise impacts on wildlife).	Short	CoC	\$

Action	Description/ justification	Priority	Responsibility	Cost
<b>Review existing footpath plan.</b>	The current Bicycle Network and Footpath Plan is four years old and should be reviewed. Report on the delivery of the existing plan and produce a new plan in 2015 using a Perth Bicycle Network grant. Progress on implementing the revised plan should be reported annually (in line with the Disability, Access and Inclusion Plan).	Short	CoC/ DoT	\$
<b>Infrastructure for disabled persons and mobility scooters.</b>	Undertake a review the City's road design standards, subdivision specifications, policies etc. to ensure that a high standard of infrastructure is provided for growing demand for disability access and travel by an aging population.	Short	CoC/ Disability Services Commission	\$
<b>Audits</b>	Develop standards/ policy within the City's planning scheme for cycleability and walkability audits of public and private infrastructure, networks and developments.	Short	CoC/ WAPC	0

## Improving opportunities to cycle

Action	Description/ justification	Priority	Responsibility	Cost
<b>Improve and protect the quality of existing infrastructure</b>	<p>Deliver the actions outlined in the City's Bicycle Network and Footpath Plan.</p> <p>Review 'footpaths' for width, safety, surface treatment and connectivity to determine whether they can be designated as shared paths and designated on the district cycle plan.</p> <p>Arterial roads that have shoulders which meet width standards to be designated as cycle lanes. Line mark, colour and stencil, and update district cycle plan accordingly.</p> <p>Review the path maintenance regime throughout the City on a regular basis. Community feedback includes poor path surface and trees overhanging pathways.</p>	Short	CoC/ WAPC	<p>\$\$</p> <p>\$</p> <p>\$\$</p> <p>0</p>

Action	Description/ justification	Priority	Responsibility	Cost
<b>Improve the permeability of the cycling infrastructure network</b>	Improve east-west cycle links to freeway along the following routes: Farrington Road, Hope Road, Armadale Road, Forrest Road, Rowley Road and across North Lake Road.	Medium	CoC/ DoT/ MRWA	\$\$
	Investigate the opportunities to include separate shared paths along busy arterial routes: North Lake Road, Stock Road, Cockburn Road, and Russell Road. Identify potential constraints (i.e. corridor width, infrastructure and services, significant vegetation, some key roads are MRWA managed) and undertake a review of crash statistics in order to develop priorities, staging plan and costings. This work should be undertaken in partnership with the DoT and MRWA, noting that most of these routes are identified as future preferred cycle routes under the Moving People Network Plan.	Medium	CoC/ DoT/ MRWA	\$
	Define an improvements programme and apply for PBN funding through the Department of Transport to expedite capital works. Liaise with the local bicycle user groups to collaboratively develop the list of priorities.	Short	CoC/ WAPC	\$
	Actively participate in the review of Liveable Neighbourhoods to make sure that cyclists' needs are considered in their own right.	Short	CoC/ WAPC	0
	Review of arterial road reservations are required on key roads in the City and future cross sections must allow for cycle infrastructure.	Short	CoC/ DoP/ WAPC	0
<b>Mandatory end of trip facilities</b>	Review the town planning scheme to require mandatory end of trip facilities.	Short	CoC/ WAPC	0
<b>Audits</b>	Develop standards/ policy within the City's planning scheme for cycleability and walkability audits of public and private infrastructure, networks and developments.	Short	CoC/ WAPC	0
<b>Freeway Principal Shared Paths</b>	Include an action to lobby MRWA for a Principal Shared Path on the east side of the Kwinana Freeway, adjacent to suburban areas, with connectivity to those suburbs and across the freeway. Highest priority location should be section between Cockburn Central and proposed Aubin Grove stations.	Short	CoC/ DoT/ MRWA	0



Action	Description/ justification	Priority	Responsibility	Cost
<b>Bicycle Break-down services</b>	Lobby RAC(WA) to extend their break down services to bicycles (as per Victoria) and motorcycles. This would provide reassurance to cyclists and motor cyclists, particularly women, and help increase those travel modes.	Short	CoC/ RAC	0
<b>Strategically located end of trip centres</b>	<p>Investigate investment in intermodal/ end of trip facilities at key destinations such as Cockburn Central shopping centre or train station, Murdoch Activity Centre, Aubin Grove Station. These could offer more than just bicycle parking for the public but include for example male and female shower facilities, secure lockers, towel service, ironing facilities and hair dryers, bicycle maintenance service and dry cleaning service.</p> <p>This could be established in partnership with a bicycle hire operator but this is expected to be a longer term prospect due to the limited successes of similar schemes in other Australian cities.</p>	Medium/ Long	CoC/ DoT/ commercial enterprises	\$

## Parking and travel demand management

Action	Description/ justification	Priority	Responsibility	Cost
<b>Improve management of car parking</b>	Undertake a detailed review of parking within Cockburn Central Town Centre. Consider whether time restrictions require review to better meet demand, the role of enforcement and potential for parking charges. This should be considered in the activity centre structure plan being developed for the centre.	Short	CoC/ DoP/ WAPC	\$
	Review parking provision rates in the planning scheme within activity centres, areas well serviced by public transport and where higher density development is proposed (e.g. Hamilton Hill).	Short	CoC/ DoP/ WAPC	0
	Identify short term measures to better manage construction workforce parking in Cockburn Central to free up on street spaces for residents and business visitors.	Short	CoC/ construction contractors	0
	Investigate whether a resident permit scheme may need to be introduced to manage parking around mixed use areas or key nodes that interface with residential areas (e.g. proposed Aubin Grove Rail station).	Medium	CoC/ DoP/ WAPC/ PTA	0

Action	Description/ justification	Priority	Responsibility	Cost
<b>Improve access to and efficiency of existing parking</b>	North Lake Road overpass – to provide alternative options for buses to access the Cockburn Station Bus interchange; bus priority is fundamental. This road should also facilitate another means of access to the Park 'N' Ride facility. Preference is to provide access options rather than channelling traffic to a single location as is currently the case.	High	CoC/ PTA (Transperth)/ MRWA	\$\$\$
	Introduce Intelligent Transport Systems (ITS)/ way-finding solutions for parking, especially at Cockburn Central. Use of dynamic signage systems have been effective in reducing vehicle kilometres travelled by minimising the need for drivers to circulate streets to find available bays.	Short	CoC/ Perron Group	\$\$
	Increase on-street motorcycle parking provisions in activity centres.	Medium	CoC	0
	Liaise with PTA to introduce priority parking bays for people who car share. This would be used to encourage car share trips to the station. Need to consider how this could be implemented and managed (e.g. the need to swipe two Smartcards registered to two separate people and the tickets print an extra line stating 'car share').	Short	CoC/ PTA	\$
<b>Strategic position on parking</b>	Prepare a City wide Parking Strategy (similar to the City of Subiaco's) to guide the management of parking in the City. Primary focus is to address parking on public roads but could include private parking facilities.	Short	CoC/ WAPC	\$
<b>Investigate potential induced demand impacts of new road capacity infrastructure</b>	The City needs to strike a balance between new/ upgraded roads to manage congestion or provide for local accessibility against providing additional demand that may induce additional car trips. This test should be considered in partnership with the Department of Planning, using the Strategic Transport Evaluation Model.	As required	CoC/ DoP	0
<b>Accessible parking at community facilities</b>	Review the design and supply of accessible parking bays at all of the City's community facilities, buildings etc. to ensure that they comply, or are upgraded, to current standards and meet the on-going needs of the aging community.	Short	CoC	\$

Action	Description/ justification	Priority	Responsibility	Cost
<b>Accessible parking on private property</b>	a. Develop an annual program to provide funding assistance to upgrade accessible parking on private property to the current standard.	Short	CoC	\$
	b. Develop an annual program to provide funding assistance to upgrade accessible parking on private property to the current standard.			\$

## An efficient and safe road network

Action	Description/ justification	Priority	Responsibility	Cost
<b>Development of a strong freight movement network</b>	Review of Freight Network and Functional Road Hierarchy in consultation with MRWA. This must include an assessment of whether the road reserve can adequately accommodate current/ future needs, the MRS classification (e.g. Jandakot Road should be a blue road based on traffic forecasts) and the ownership of the distributor roads.	Short	CoC/ DoP/ WAPC/ MRWA	\$
	Provide input to the DoT on the development of the Moving Freight Plan specific to the future requirements of the City and managing freight access to significant planned development at Latitude 32, AMC and Jandakot Airport.	Short	CoC/ DoT	0
	Consult with relevant industry groups on the findings of this ITP. Together with industry groups, investigate whether there is a need for a heavy vehicle parking/ assembly area to the western side of the Kwinana Freeway in order to address the informal parking issues	Short	CoC/ industry groups	\$
	Lobby MRWA for the upgrade of Rowley Road to provide access to the Coast/ proposed Kwinana Outer Harbour	Short	CoC/ DoT/ MRWA	0
	Develop a service vehicle management plan for Cockburn Central.	Short	CoC/ Perron Group	\$
	Consult with heavy vehicle drivers and their industry about the need for short term parking facilities for heavy vehicles that are also located close to amenities.	Short	CoC/ industry groups	\$

Action	Description/ justification	Priority	Responsibility	Cost
<b>Improve planning for multi-modal access to industrial land</b>	Develop guidelines for the development of transport networks in industrial zones. Current planning does not provide for pedestrian and cyclist access which was highlighted as being desired by workers in industrial areas to provide them with some travel options	Short	CoC/ DoT/ DoP/ WAPC	0
<b>Coordination and focus for road safety improvements and road upgrades</b>	Develop a Black Spot Program funding application priority list drawing on historical crash data in addition to feedback from the community from the collaborative mapping exercise.	Short	CoC/ MRWA	0
	Some 'rural' standard roads are carrying notable traffic volumes (including heavy vehicles) and upgrading the road (e.g. widen or seal shoulders, reseal, introduce lighting, review clear zones to vegetation, introduce pedestrian and cyclist infrastructure) should be a priority. Identify a list of locations and undertake road safety audits. Focus should be on freight routes and busy routes: Wattleup Road, Tapper Road, Jandakot Road and Liddlelow Road, Russell Road, Berrigan Drive (north of Jandakot Road), Rowley Road and Henderson Road.	Short	CoC	0
	Review the City's reported crash history for crashes involving vulnerable road users (pedestrians, cyclists and motor cyclists) to determine if any user group-specific road safety improvements are warranted.	Short	CoC	0
	Liaise with MRWA regarding the rollout of managed freeways and the use of variable speed limits on roads and use of variable message signs to warn motorists of incidents on the road network. Priority routes should be those linking to the Kwinana Freeway.	Medium	CoC/MRWA	0
	Encourage MRWA to introduce managed freeways on the Kwinana Freeway with priority locations: Beeliar/ Armadale, Berrigan Drive, Roe Highway and Russell/ Gibbs and working with the City of Cockburn regarding adverse impacts on the local road network	Short	CoC/MRWA	\$
	Undertake an advocacy role to lobby the State Government for funds for Kwinana Freeway widening and Armadale Road widening and safety improvements.	Short	CoC	\$

Action	Description/ justification	Priority	Responsibility	Cost
	Lobby MRWA for Beeliar Drive to be upgraded to a 'Primary Regional Road' on the basis of the forecast traffic volumes (up to 51,000 vpd in 2020 and over 60,000vpd without North Lake Rd overpass). This should apply as a minimum to the section of Beeliar Drive between the Freeway and Wentworth Parade and ultimately for the full length from the Freeway to Stock Road.	Short	CoC/MRWA	\$
	Work with the DoP to identify roads requiring a review of the MRS reservation. A formal request must be made. Roads recommended for review based on the DTS include Warton Road, Berrigan Drive/ Karel Avenue, Farrington Road, Jandakot Road, Russell Road and Phoenix Road.	Short	CoC/DoP	\$
	Liaise with the DoT to ensure that the planning of identified future 'preferred traffic' routes under the Moving People Plan is not compromised through approvals of new developments	Short	CoC/DoT	\$
	Require all Transport Assessments for structure plans and subdivisions and any other developments generating more than 100 trips in a peak hour to use forecast traffic volumes from the DTS to assess the future impacts of developments on the future road network.	Short	CoC	\$
<b>Raise road safety awareness within the community</b>	Include road safety snapshot post on City's website in order to nominate/ vote for black spot problem locations. The City is to then evaluate these against actual crash stats.	Short	CoC/ WA Police	\$
	Include list on website of Black Spot Program funding applications including the status of applications and highlight priority locations where future funding applications will be made.	Short	CoC	0
	Work more closely with schools regarding management of parking and student education on road safety.	Short	CoC/ DET	\$
	Work with the ORS to run a campaign on road safety in the local newspaper as this was a priority issued raised by the community. Provide facts and figures on crashes – where are they happening, causes, etc. and provide driver education messages (e.g. adjusting to conditions, speeding, enjoy the ride, etc.).	Short	CoC/ ORS	\$

Action	Description/ justification	Priority	Responsibility	Cost
	Create a combined Road Safety Officer/ TravelSmart officer position to promote road safety issues and behaviour change to the community. Increase the existing part-time TravelSmart officer position to a full time role in Engineering.	Short	CoC	\$
<b>Focus on eliminating 'hoon' behaviour and speeding</b>	Promote the WA Police "Traffic Complaint Report" to report hoon behaviour. The Community Safety and Crime Prevention Plan (2011 to 2014) recommend cameras in council vehicles to report poor driving and allow prosecution.	Medium	CoC/ WA Police	
	Define, in consultation with MRWA, Office of Road Safety and Police, potential locations for fixed speed cameras/ red light cameras.	Medium	CoC/ WA Police/ ORS	0
	Continue to partner with the WA Police in the Local Government Speed Enforcement Program	Short	Coc/WA Police	0

## Monitoring performance and raising awareness

Action	Description/ justification	Priority	Responsibility	Cost
<b>Monitor the performance of transport networks in the region.</b>	It is intended that this ITP be a live document that is actively implemented and updated every three to five years. The document should be made available online, and report upon the progress made towards achieving targeted goals.  Monitoring of the status of actions should be formally undertaken every 12 months.	Short	CoC	0
<b>Seek feedback and consultation with community members.</b>	Establish a working group encompassing a broad cross section of the community and stakeholders to meet recurrently with City of Cockburn representatives. These sessions will provide the community with an opportunity to give feedback regarding observed transport conditions.	Short	CoC/ MRWA/ DoT/ DoP	0
<b>Cockburn Central Strategic Plan</b>	The outcomes from this ITP should be considered in the preparation of the Cockburn Central Activity Centre Plan.	Short	CoC	0



Action	Description/ justification	Priority	Responsibility	Cost
Update Travelling Together document	Many transport challenges in Cockburn are not unique to Cockburn and it will be important to work with adjacent Councils to solve issues holistically. Councils should collectively lobby for funding to update the South West Group of Councils – Travelling Together document.	Short	CoC/ City of Kwinana/ City of Rockingham/ Melville (City), East Fremantle (Town)/DoT	\$
	Use the outcomes of this ITP to help set the accessibility targets for activity centres as Perth the LCACS.			0



The City of Cockburn desires a significantly different transport future to the current situation. The City will need to drive the implementation of the ITP however to be successful it will need to do so in partnership with state government agencies, businesses/industry, major institutions, community groups and the wider community.

## 7 Making it happen: Evolving to an integrated approach to Transport Planning

The plan ultimately relies on many people within the community adopting a change to their travel habits which may include:

- Reducing the need for travel and making fewer trips on a typical day
- Reducing the length of trips
- Increased use of public transport, walking and cycling
- Using more than one mode for a single journey
- Travelling at an alternative time (e.g. outside core peak periods)
- Increased car pooling

This ITP has been informed by engagement with the community to understand transport related issues. As expected, this has mainly focussed on issues of today rather than looking to change the future transport scene.

The next step of implementation should seek support and buy in of the ITP's objectives and the implementation plan before the plan is adopted. This can be done through a number of means including:

- Making the ITP available for public comment
- Further consultation with government agencies and industry bodies with an aim to develop partnerships
- Gaining buy in from whole of government.

### 7.1 Risks and rewards

The local planning policies, collectively aim to improve land use and transport integration in order to create a better place to live, work and visit. Transport and the implementation of the ITP is clearly central to this outcome and helping to shape a more balanced transport network that delivers on the objectives outlined in Section 5.2.

The ITP however is written as a strategic document and needs to go through the process of being adopted by Council as a formal policy document.

The potential risks or barriers to implementing the ITP are summarised below, in addition to mitigation measures.

Potential barrier/ risk	Description	Possible mitigation
Funding	Lack of obvious available funding sources.	Seek advice from the Department of Transport, Main Roads WA, the Department of Planning or the Western Australian Local Government Association.  Investigate potential for private sector partnerships – particularly where these organisations seek to gain substantially from the implementation of the ITP. Other avenues include cash in lieu schemes and special rate levies.
Community engagement	Lack of community interest, buy-in, understanding	‘Launch’ the ITP and provide regular updates on progress and breakthroughs.  Developing an ITP focus group.
Resources	Capacity of officers within the City to drive the plan forward	Monitor officer capacity to deliver the ITP. Appoint new roles to help drive key action areas forward.  Regular communications to update officers of progress/changes/ breakthroughs in order to keep officers engaged.
Visibility	Lack of signs that the ITP is having any impact  ITP sits on the shelf and not actively implemented	Consider developing targets that can be clearly monitored.  Work more closely with the Department of Transport to see how the ITP could dovetail with other initiatives (e.g. <i>YourMove</i> , <i>Healthy Active By Design</i> ).



## 7.2 Monitoring

This ITP has not included specific mode share targets however this is something that the City may choose to develop particularly as it helps to understand the impacts of the ITP. It is important that the targets set are realistic and that the impacts of the targets are understood and can be met by the particular mode (either based on existing or planned capacity). For instance a 5% shift to public transport may not be possible within the limits of the capacity of the current system.

It is intended that this ITP be a live document that is actively implemented, updated every three to five years and progress reviewed annually.



## 8 Conclusion

The City of Cockburn desires a significantly different transport future to the current situation. Rapid population growth in the City has placed pressure on existing transport infrastructure with new infrastructure not keeping pace with this growth in population and associated travel demands. Transport provision in many cases has been reactionary, too focussed on road building and created hostile environments for pedestrians and cyclists to negotiate. This has led to a vicious cycle of more people turning to private vehicles for travel including relatively short trips.

The heavy reliance on private vehicle travel has been borne by a suburban mentality where it is possible to drive from your doorstep to shops or workplace relatively unimpeded and with plentiful, free parking at your destination.

Now the City is facing unprecedented levels of congestion and road safety issues. Over 50% of the comments raised by the community during the engagement process related to congestion and road safety. The District Traffic Study has demonstrated that it is not possible to build the City out of congestion and a range of integrated transport and land use measures are required to create a more balanced transport system and reduce reliance on private vehicle travel.

This ITP seeks a step change in travel behaviour and aims to create a transport system that:

- Efficiently integrates with land use, enables multi-modal trips, and allows flexible management of the City's road space.
- Provides an efficient and highly connected movement network for pedestrians and cyclists that caters for and encourages healthy active transport travel for trips of any length.
- Is safe and efficient, accepting that a level of traffic congestion will always exist, and is planned to meet the long-term transport needs of a growing city.
- Includes a legible, well-structured arterial road network that provides efficient routes for local heavy vehicles and general traffic for intra-city and regional trips.
- Provides infrastructure and promotes behaviour that encourages patronage of public transport in a sustainable manner and creates efficient and prioritised movement for public transport and other high occupancy vehicles.
- Is supported by raised community awareness of transport alternatives to private cars, and keep them regularly updated on transport issues in Cockburn.

It is important for the ITP not simply be reactive to existing transport issues but identify progressive outcomes to avoid these issues from spreading.





An implementation plan has been developed with short, medium and long term horizons for measures noting that a significant focus is required in the short term on improving sustainable travel modes. This is to create a more balanced transport system but needs to be matched by travel demand management to discourage private vehicle use. The tabled measures include new infrastructure, behaviour change approaches and policy change.

The City will need to drive the implementation of the ITP however to be successful it will need to do so in partnership with state government agencies, businesses/ industry, major institutions, adjacent local government authorities, community groups and the wider community. It is intended that this ITP be a live document that is actively implemented and updated every three to five years.

## 9 Glossary

The following terms and abbreviations have been used throughout this document:

AMC	Australian Marine Complex
CoC	City of Cockburn
DoP	Department of Planning
DoT	Department of Transport
DTS	Cockburn's District Traffic Study (1012)
Fwy	Freeway
Hwy	Highway
ITP	Integrated Transport Plan
MAC	Murdoch Activity Centre
MPNP	Moving People Network Plan
MRWA	Main Roads of Western Australia

ORS	Office of Road Safety
ROM	Regional Operations Model
SouthWest Connect	Extension of Roe Highway west of Kwinana Freeway
STEM	Strategic Transport Evaluation Model
TOD	Transit Oriented Development
vpd	Vehicles per day
WAPC	Western Australian Planning Commission







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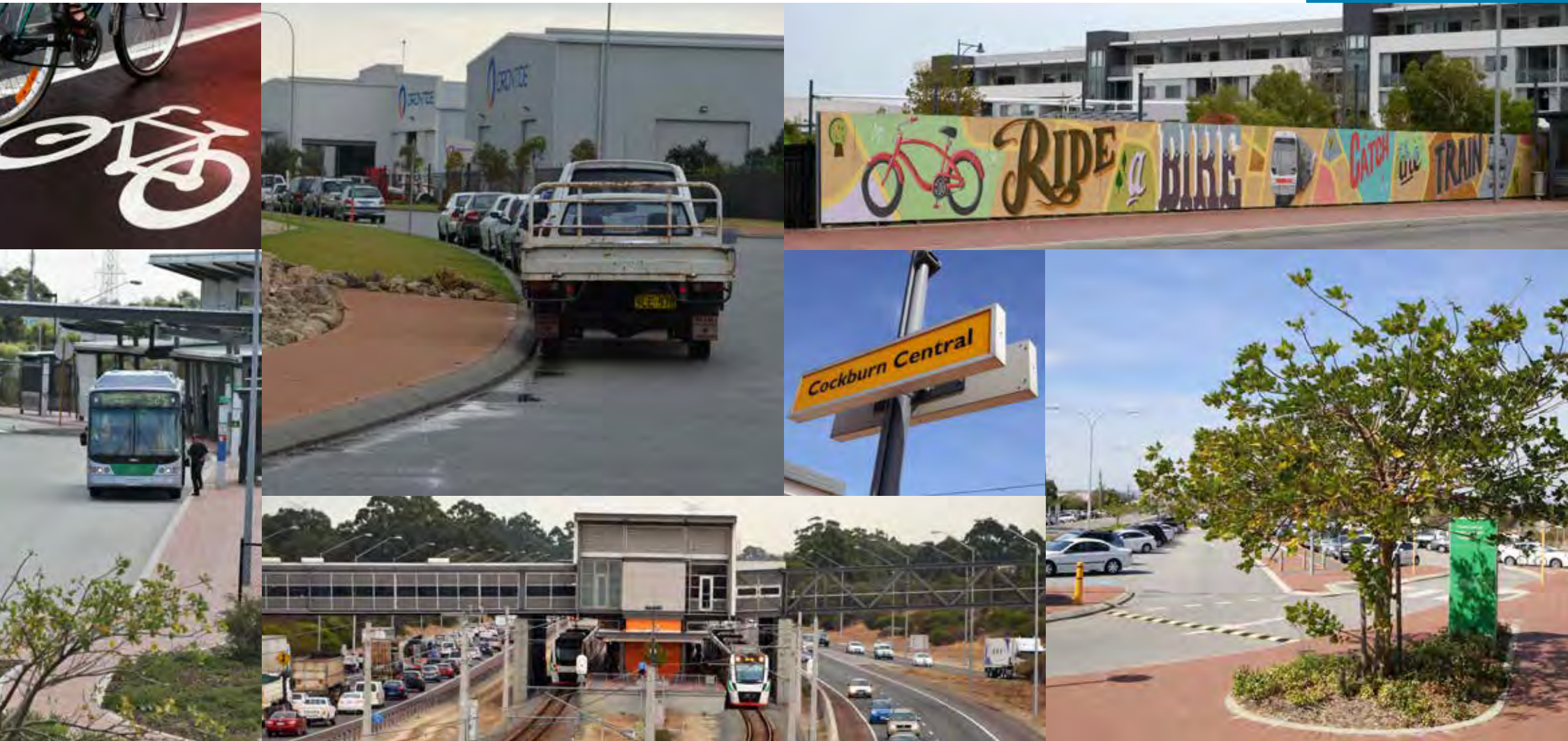
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## City of Cockburn

9 Coleville Crescent,  
Spearwood, WA 6163

[www.cockburn.wa.gov.au](http://www.cockburn.wa.gov.au)





**CITY OF COCKBURN**  
**FIRE CONTROL ORDER**  
**2014 - 2015**



*'To all Owners and Occupiers of Land within the District of the City of Cockburn'*

**FIRST AND FINAL NOTICE**

Pursuant to the powers contained in Section 33 of the *Bush Fires Act 1954* (as amended) you are hereby required without exception to comply with the requirements set out in this notice.

**DEFINITIONS:**

Act	means <i>Bush Fires Act 1954</i> (as amended).
Authorised Officer	means an officer appointed as a City of Cockburn Fire Control Officer.
Building Protection Zone	means the area within a distance of 20 metres from a dwelling ( <del>As defined in the Residential Design Codes of WA and in AS 3959</del> ) that has a reduced bush fire fuel load, measured from the external walls within the boundaries of the lot on which the dwelling is situated.
Bush Fire Prone Areas	means an area of the Local Government where there is a declaration made in the Town Planning Scheme to recognise the area as Bush Fire Prone or an area where there is a high chance of Bush Fire due to the local environment.
Firebreak	means a strip or area of <u>trafficable</u> ground, <del>of a prescribed width</del> of 3.0 metres clear in width that is kept and maintained totally clear of all flammable material which includes the pruning or removal of any living or dead trees, scrub or any other material encroaching within the minimum height of the firebreak.
Fire Management Plan	means a plan that has been developed and approved by the City of Cockburn to reduce and mitigate fire hazards within a particular subdivision, lot or other area of land anywhere in the district.
Flammable Material	means any dead or dry grass, vegetable, substance, object, thing or material (except living flora including live and/ or habitat standing trees) that may or is likely to catch fire and burn or any other thing deemed by an authorised officer to be capable of combustion.
Minimum Height	means a continuous vertical uninterrupted line at a right angle to the horizontal line of the firebreak to a minimum height of 4 metres from the ground.
Permit	means a "Permit to Burn the Bush" as issued by an authorised City of Cockburn Fire Control Officer under s18 of the <i>Bush Fires Act 1954</i> .
Prohibited <del>Fire-Season</del> Burning Times	means the time period of each year where it is unlawful to set fire to the bush at any time. This season is normally <del>is</del> from 1 December of each year until and including 31 March of the following year. This period may be amended from time to time, subject to the prevailing seasonal conditions.
Restricted <del>Fire-Season</del> Burning Times	means the time period of each year where it is unlawful to set fire to the bush without a valid "Permit to Burn the Bush" issued by an authorised Fire Control Officer. This period normally is from 1 April until and including 30 November of any year. This period may be amended from time to time, subject to the prevailing seasonal conditions.
Trafficable	means to be able to travel from one point to another <u>non-stop</u> in a 4x4 vehicle on a clear surface, without any obstruction that may endanger fire fighters and their resources. A Firebreak is not to terminate (dead end).
Zone	means the land zoning description as recorded by the City of Cockburn in its property rates register.

The works outlined in the following (as applicable) must be completed on or before the **1 November** of each year and then maintained up to and including **31 May** of the following year.

**1. LAND AREA 2032m<sup>2</sup> or greater**

You are required to;

- 1.1. ~~Construct trafficable bare earth firebreaks inside and along all boundaries as close as practical~~  
 Ensure that a trafficable firebreak 3.0 metres in width is established and maintained inside immediately along all boundaries in a continuous path without obstruction, including

boundaries adjacent to roads, drains, rail reserves and any public open space reserves.

~~4.2. Trim back all overhanging branches, trees, limbs, etc. from over the top of the firebreak area to a minimum height of 4 metres. Firebreaks can be established as necessary immediately around standing trees and obstacles where they may obstruct a normal firebreak.~~

1.3. Remove all flammable material surrounding all buildings situated on the land except living trees, shrubs, green lawns and plants maintained gardens under cultivation to a minimum width of 5 metres and a minimum height of 4 metres;

1.4. Remove all flammable material except living trees, shrubs, green lawns and plants maintained gardens under cultivation to a minimum width of 5 metres and a minimum height of 4 metres immediately surrounding any place where wood, timber, mulch piles, hay stacks, tyres, vehicles, flammable liquids, chemicals and gas products are stored on the land.

Maintained and living lawns and gardens are an acceptable alternative in conjunction with or in lieu of bare earth firebreaks provided that the same minimum width and height requirements for a firebreak are maintained.

## 2. LAND AREA less than 2032m<sup>2</sup>

To reduce the fire hazard on your land you are required to;

2.1. Have all flammable materials such as long dry grass, weeds, etc. slashed, mown or trimmed down by other means to a maximum height of 50mm across the entire property for the firebreak period.

Where living and maintained gardens or and lawns are established these areas are to remain green and maintained.

## 3. Additional Requirements

In addition to the requirements noted above, regardless of land size and location, Council or its duly authorised officer may require you to undertake additional works on your property to improve access and/or undertake further hazard removal and/or reduction works, where in the opinion of that authorised officer, it is to the works would be conducive to preventing the outbreak and/or the spread or extension of a bush fire.

It is the landowner/occupiers responsibility to ensure all dangerous goods where stored on their land, are stored in compliance with relevant legislative requirements.

## 4. Fire Management Plans and Building Protection Zones

All subdivisions and/or developments within the City of Cockburn must comply with the Fire Management Plans for their subdivision/estates in entirety to the satisfaction of Council or its duly authorised officer.

## 5. Firebreak Variations

~~Please note that all current firebreak variations will be automatically cancelled from 1 July 2014.~~  
Please note that all firebreak variations approved prior to the 1 July 2014 will remain in place for 3 years, with an expiry date of the 30 June 2017 unless a new variation has been approved. An authorised officer of the City of Cockburn will make contact with individual property owners who have previously approved existing variations to reassess them against their individual circumstances in preparedness for the 2014-15 bush fire season during this period.

If it is considered to be impractical by the owner/occupier of land to clear firebreaks or establish other arrangements as required by this notice, the owner or occupier of land in the district may apply in writing for a variation to the City of Cockburn for its consideration prior to the 1 October 2014 of each year.



New firebreak variations may be approved by the City of Cockburn for up to a 3 year period, subject to the owner of the property not changing and the property remaining compliant with the approved variation conditions. Failure to comply may result in the approved variation being revoked.

Should a request to vary the firebreak requirements on your property not be approved, this notice must be complied with as outlined and as applicable in its entirety.

## 6. Hazard Reduction Burning

During the prohibited ~~fire season~~ burning times you cannot undertake any bush or garden refuse burning activities at any time within the City of Cockburn.

During the restricted ~~fire season~~ burning times, ~~residents on properties in the rural areas of the City~~ owner/occupiers of land not zoned residential, commercial or industrial within the City of Cockburn may burn the bush for fire mitigation purposes by following the conditions of a valid permit to burn issued by a City of Cockburn Fire Control Officer.

During the restricted fire season only, it is permissible for owners/occupiers ~~within the localities of Jandakot, Banjup and Munster on rural properties only~~ of land in areas not zoned residential, commercial or industrial within the City of Cockburn to undertake the burning of garden refuse (dry leaves, small branches, off cuts, etc.) ~~in separate piles~~ on the ground in a pile no larger than 1.0m<sup>3</sup> during this period by complying with all the outlined requirements of s24D and s24F (3) in the *Bush Fires Act 1954*.

Any other methods of burning of garden refuse such as incineration in areas not zoned residential, commercial or industrial shall not be undertaken within the City of Cockburn.

## 7. Penalties

The penalty for failing to comply with this Order can be up to \$5,000. A person in default is also liable whether prosecuted or not to pay the costs of performing the work directed by its duly authorised officer if it is not carried out by the owner and/or occupier by the date required by this notice, or by the date as shown on any written additional works notice as issued by the duly authorised officer of Council.

~~Please note that any~~ Owner/occupier who engages a contractor to undertake works on their behalf ~~is are~~ responsible to ensure that the works ~~completed meet~~ comply with the requirements of this ~~notice~~ Order.

Any notice previously published by City of Cockburn in the *Government Gazette* or in any Western Australian newsprint is hereby revoked.

By Order of Council

**CITY OF COCKBURN**  
**FIRE CONTROL ORDER**  
**2014 - 2015**



*'To all Owners and Occupiers of Land within the District of the City of Cockburn'*

**FIRST AND FINAL NOTICE**

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**DEFINITIONS:**

Act	means <i>Bush Fires Act 1954</i> (as amended).
Authorised Officer	means an officer appointed as a City of Cockburn Fire Control Officer.
Building Protection Zone	means the area within a distance of 20 metres from a dwelling that has a reduced bush fire fuel load, measured from the external walls within the boundaries of the lot on which the dwelling is situated.
Bush Fire Prone Areas	means an area of the Local Government where there is a declaration made in the Town Planning Scheme to recognise the area as Bush Fire Prone or an area where there is a high chance of Bush Fire due to the local environment.
Firebreak	means a strip or area of trafficable ground of 3.0 metres clear in width that is kept and maintained totally clear of all flammable material which includes the pruning or removal of any living or dead trees, scrub or any other material encroaching within the minimum height of the firebreak.
Fire Management Plan	means a plan that has been developed and approved by the City of Cockburn to reduce and mitigate fire hazards within a particular subdivision, lot or other area of land anywhere in the district.
Flammable Material	means any dead or dry grass, vegetable, substance, object, thing or material (except living flora including live and/ or habitat standing trees) that may or is likely to catch fire and burn or any other thing deemed by an authorised officer to be capable of combustion.
Minimum Height	means a continuous vertical uninterrupted line at a right angle to the horizontal line of the firebreak to a minimum height of 4 metres from the ground.
Permit	means a "Permit to Burn the Bush" as issued by an authorised City of Cockburn Fire Control Officer under s18 of the <i>Bush Fires Act 1954</i> .
Prohibited Burning Times	means the time period of each year where it is unlawful to set fire to the bush at any time. This season is normally from 1 December of each year until and including 31 March of the following year. This period may be amended from time to time, subject to the prevailing seasonal conditions.
Restricted Burning Times	means the time period of each year where it is unlawful to set fire to the bush without a valid "Permit to Burn the Bush" issued by an authorised Fire Control Officer. This period normally is from 1 April until and including 30 November of any year. This period may be amended from time to time, subject to the prevailing seasonal conditions.
Trafficable	means to be able to travel from one point to another non-stop in a 4x4 vehicle on a clear surface, without any obstruction that may endanger fire fighters and their resources. A Firebreak is not to terminate (dead end).
Zone	means the land zoning description as recorded by the City of Cockburn in its property rates register.

The works outlined in the following (as applicable) must be completed on or before the **1 November** of each year and then maintained up to and including **31 May** of the following year.

**1. LAND AREA 2032m<sup>2</sup> or greater**

You are required to;

- 1.1. Ensure that a trafficable firebreak 3.0 metres in width is established and maintained inside immediately along all boundaries in a continuous path without obstruction, including boundaries adjacent to roads, drains, rail reserves and any public open space reserves.

- 1.2. Trim back all overhanging branches, trees, limbs, etc. from over the top of the firebreak area to a minimum height of 4 metres.
- 1.3. Remove all flammable material surrounding all buildings situated on the land except living trees, shrubs, green lawns and maintained gardens under cultivation to a minimum width of 5 metres and a minimum height of 4 metres;
- 1.4. Remove all flammable material except living trees, shrubs, green lawns and maintained gardens under cultivation to a minimum width of 5 metres and a minimum height of 4 metres immediately surrounding any place where wood, timber, mulch piles, hay stacks, tyres, vehicles, flammable liquids, chemicals and gas products are stored on the land.

Maintained and living lawns are an acceptable alternative in conjunction with or in lieu of firebreaks provided that the same minimum width and height requirements for a firebreak are maintained.

## **2. LAND AREA less than 2032m<sup>2</sup>**

To reduce the fire hazard on your land you are required to;

- 2.1. Have all flammable materials such as long dry grass, weeds, etc. slashed, mown or trimmed down by other means to a maximum height of 50mm across the entire property for the firebreak period.

Where living gardens and lawns are established these areas are to remain green.

## **3. Additional Requirements**

In addition to the requirements noted above, regardless of land size and location, Council or its duly authorised officer may require you to undertake additional works on your property to improve access and/or undertake further hazard removal and/or reduction works, where in the opinion of that authorised officer, the works would be conducive to preventing the outbreak and/or the spread or extension of a bush fire.

It is the landowner/occupiers responsibility to ensure all dangerous goods where stored on their land, are stored in compliance with relevant legislative requirements.

## **4. Fire Management Plans and Building Protection Zones**

All subdivisions and/or developments within the City of Cockburn must comply with the Fire Management Plans for their subdivision/estates in entirety to the satisfaction of Council or its duly authorised officer.

## **5. Firebreak Variations**

Please note that all firebreak variations approved prior to the 1 July 2014 will remain in place for 3 years, with an expiry date of the 30 June 2017 unless a new variation has been approved. An authorised officer of the City of Cockburn will make contact with individual property owners who have existing variations to reassess them against their individual circumstances during this period.

If it is considered to be impractical by the owner/occupier of land to clear firebreaks or establish other arrangements as required by this notice, the owner or occupier of land in the district may apply in writing for a variation to the City of Cockburn for its consideration prior to the 1 October of each year.

New firebreak variations may be approved by the City of Cockburn for up to a 3 year period, subject to the owner of the property not changing and the property remaining compliant with the approved variation conditions. Failure to comply may result in the approved variation being revoked.

Should a request to vary the firebreak requirements on your property not be approved, this notice must be complied with as outlined and as applicable in its entirety.

## **6. Hazard Reduction Burning**

During the prohibited burning times you cannot undertake any bush or garden refuse burning activities at any time within the City of Cockburn.

During the restricted burning times, owner/occupiers of land not zoned residential, commercial or industrial within the City of Cockburn may burn the bush for fire mitigation purposes by following the conditions of a valid permit to burn issued by a City of Cockburn Fire Control Officer.

During the restricted fire season only, it is permissible for owners/occupiers of land in areas not zoned residential, commercial or industrial within the City of Cockburn to undertake the burning of garden refuse (dry leaves, small branches, off cuts, etc.) on the ground in a pile no larger than 1.0m<sup>3</sup> during this period by complying with all the outlined requirements of s24D and s24F (3) in the *Bush Fires Act 1954*.

Any other methods of burning of garden refuse such as incineration in areas not zoned residential, commercial or industrial shall not be undertaken within the City of Cockburn.

## **7. Penalties**

The penalty for failing to comply with this Order can be up to \$5,000. A person in default is also liable whether prosecuted or not to pay the costs of performing the work directed by its duly authorised officer if it is not carried out by the owner and/or occupier by the date required by this notice, or by the date as shown on any written additional works notice as issued by the duly authorised officer of Council.

Owner/occupier who engages a contractor to undertake works on their behalf are responsible to ensure that the works comply with the requirements of this Order.

Any notice previously published by City of Cockburn in the *Government Gazette* or in any Western Australian newsprint is hereby revoked.

By Order of Council





**PERMIT TO SET FIRE TO THE BUSH**

**Permit No: 0000**

Subject to the provisions of the *Bush Fires Act 1954* and the regulation made thereunder and to the due observance and performance of the conditions endorsed on this permit including the provisions of Section 18 of the said Act permission is hereby granted to:

FULL NAME \_\_\_\_\_ Telephone No: \_\_\_\_\_

Of \_\_\_\_\_

To set fire at the following location;

\_\_\_\_\_

For the purpose of burning; (please circle)

**BUSH/SCRUB/GRASS   LIVESTOCK CARCASS   GARDEN REFUSE   OTHER:** \_\_\_\_\_

Between the \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_ and the \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_

**PLEASE READ THIS AND THE BACK OF THIS PERMIT CAREFULLY BEFORE YOU USE THIS PERMIT:**

**This permit is not valid at any time during the declared prohibited burning times or when a Total Fire Ban has been declared for the City of Cockburn or where the Fire Danger Rating for Perth Coastal Plains is Very High or above.**

This permit is issued subject to the provisions of Section 46 of the *Bush Fires Act 1954* and may be revoked or suspended by a Bush Fire Control Officer, if, in their opinion, the fire if lit, would become a source of danger and may choose to inspect an area to be burnt before issuing a permit to burn. (See further note overleaf).

**PERMIT HOLDER CONDITIONS OF ISSUE**

As condition of issue of this permit, the permit holder listed above agrees to, comply with to the conditions set out by Regulation 15B of the *Bushfires Act 1954* (overleaf) and in addition, those set out below;

<b>✓or N/A</b>	<b>Conditions of Permit Use</b>
✓	Minimum of _____ people to be onsite during the burn until it is extinguished
✓	Dial 1196 to check the Fire Danger Rating for Perth Coastal Plain on the day of burning.
✓	Notify the owner or occupier of all land adjoining your land;
✓	Contact DFES on 9395 9209 (24 hours)
	Contact DPaW on 9405 1222 (24 hours)
✓	Contact Fire Control Officer on phone: _____ (24 hours)
✓	Provide for running water, water pump and tank or earth moving equipment at the burn site.
✓	Light the burn after _____ hours and extinguish it by _____ hours
✓	Do not light the burn if there is a strong wind warning issued by Bureau of Meteorology current for Perth Metropolitan

Additional  
Conditions \_\_\_\_\_

**CITY OF COCKBURN FIRE CONTROL OFFICER**

SIGNED: \_\_\_\_\_ DATED: \_\_\_\_\_

**IT IS THE PERMIT HOLDERS RESPONSIBILITY TO COMPLY WITH ALL CONDITIONS SET OUT IN THIS PERMIT. FAILURE TO COMPLY WITH ANY OF THESE CONDITIONS MAY RESULT IN AN INFRINGEMENT OR PROSECUTION IN COURT.**

WHITE COPY – PERMIT HOLDER

YELLOW COPY – OFFICER

BLUE COPY - BOOK

**NOTE TO THE PERMIT HOLDER:**

The onus lies on the person burning not only to comply with the provisions of the *Bush Fires Act 1954*, but also to ensure there is no danger of the fire escaping. The issue of this permit in no way affects that responsibility and does not allow for any breach of the applicable sections of the *Heath Act 1991*, *Environmental Protection Act 1986*, *Waste Avoidance and Resource Recovery Act 2007* or any other relevant legislation.

It is an offence to cause a smoke nuisance to persons and to cause pollution due to excessive smoke or as a result of burning tyres, plastic, chemicals, wet green waste and other similar materials which could produce thick smoke and toxic gases. It is also an offence to burn any vegetation that has been accumulated as a result of land clearing and development

**Section 18 – Restricted Burning Times**

- (6) Subject to this Act a person shall not set fire to the bush on land within a zone of the State during the restricted burning times for that zone of the State unless —
  - (a) he has obtained a permit in writing to burn the bush from a bush fire control officer of the local government in whose district the land upon which the bush proposed to be burnt is situated, or from the chief executive officer of the local government if a bush fire control officer is not available; and
  - (b) the conditions prescribed for the purposes of this section are complied with in relation to the burning of the bush.
- (7) The person issuing a permit to burn under this section may, by endorsement on the permit —
  - (a) incorporate therein any additional requirements and directions considered necessary by him relative to the burning; or;
  - (b) modify or dispense with any of the conditions prescribed for the purposes of this section in so far as those conditions are applicable to the burning.
- (8) The holder of a permit to burn under this section —
  - (a) shall observe and carry out any requirement or direction incorporated therein pursuant to subsection (7)(a);
  - (b) shall, where any prescribed condition is modified pursuant to subsection (5) or subsection (7)(b), comply with that condition as so modified;
  - (c) need not comply with any prescribed condition that is suspended or dispensed with pursuant to subsection (5) or (7)(b).
- (9) A permit issued under this section may authorise the owner or occupier of land to burn the bush on a road reserve adjoining that land.
- (10A) Subject to the regulations a local government may by resolution declare that within its district bush may be burnt only on such dates and by such persons as are prescribed by a schedule of burning times adopted by the local government.
- (10B) A person desiring to set fire to bush within the district of the local government that has made a declaration under subsection (10A) shall, by such date as may be determined by the local government, apply to the local government for permission to set fire to the bush, and the local government shall allocate a day or days on which the burning may take place.
- (10C) Any burning permitted under subsection (10B) shall be done only on the day or days and in the manner specified by the local government and subject to the conditions prescribed for the purposes of this section except that any prescribed period of notice may be varied by the local government in order to enable the schedule of burning times adopted by it to be given effect to.
- (11) Where a person starts a fire on land, if the fire escapes from the land or if the fire is in the opinion of a bush fire control officer or an officer of a bush fire brigade out of control on the land, the person shall be liable to pay to the local government on the request of and for recoup to its bush fire brigade, any expenses up to a maximum amount of \$10 000 incurred by it in preventing the extension of or extinguishing the fire, and such expenses may be recovered in any court of competent jurisdiction.

**Regulation 15B - Permit to burn holder, duties of;**

- (1) Subject to the Act a person who has obtained a permit to burn the bush under section 18 of the Act (in this regulation called the permit holder) shall comply with the conditions set out in this regulation in relation to the burning of the bush.
- (2) The permit holder shall give notice of his intention to burn the bush upon land, or upon a part of land, to -
  - (a) the chief executive officer or a bush fire control officer of the local government in whose district that land is situated; and
  - (b) the owner or occupier of all land adjoining that land; and
  - (c) a forest officer if the bush is situated within 3 km of forest land; and
  - (d) an officer or employee of each notifiable authority (if any), being an officer or employee who is apparently authorised to accept that notice.
- (3) The period of notice required under sub regulation (2) shall not be —
  - (a) more than 28 days; or
  - (b) less than 4 days unless the notice is given verbally in which case the minimum period of notice may be determined by mutual agreement.
- (4) Notice required to be given to an owner; occupier or other person under sub regulation (2) may be given by any of the following methods-
  - (a) by verbal communication or in writing as will ensure (except in the case mentioned in paragraph (c) that every owner, occupier or other person is made aware of the intention to burn and the date and time thereof; or
  - (b) by delivering it at the premises on which the person to whom notice is to be given lives or carries on business or by leaving it with a person who is apparently over the age of 16 years who resides or is employed on the premises; or
  - (c) in the case of an owner or occupier of adjoining land who is not at the time residing on the adjoining land by posting, not less than 8 days prior to the first day on which it is intended to burn the bush, the notice by prepaid letter addressed to the last known place of abode or business of the owner or occupier.
- (5) A notice given under subregulation (2) shall contain full particulars of the locality where the bush proposed to be burnt is situated.
- (6) Before setting fire to the bush the permit holder shall arrange for and provide, in order to assist in keeping the fire under control and preventing it from spreading beyond the land on which the burning is to take place, at least 3 able-bodied persons who shall be constantly in attendance at the fire from the time it is lit until no burning or smouldering fuel is within 30 m of the perimeter of the firebreak surrounding the burnt area or, if there is no such firebreak, within 30 m of the perimeter of the burnt area.
- (7) Where for any day, or any period of a day, specified in a notice given under subregulation (2) the fire danger forecast issued by the Bureau of Meteorology in Perth in respect of the locality where the bush proposed to be burnt is situated is either "catastrophic", "extreme", "severe" or "very high" the permit holder shall not burn the bush in the locality on that day or during that period but may burn the bush in the locality on the first day next following that day or that period on which the fire danger forecast issued by the Bureau of Meteorology is below "very high".  
(



**BANJUP RESIDENTS GROUP (Inc.)**

72 Murdoch Way  
Banjup  
Western Australia 6164

Tel: 08 9417 3696  
Mobile: 04 3765 5922  
Email: [vp.banjup@gmail.com](mailto:vp.banjup@gmail.com)

13 May 2014

Mr Stephen Cain  
City of Cockburn  
Chief Executive Officer  
PO Box 1215  
Bibra Lake 6965

Dear Mr Cain

**Public Consultation: Fire Control Order 2014-2015 and Permit to Set Fire to the Bush**

**Fire Control Order**

We submit that your proposed Fire Control Order is not supported by evidence that the onerous conditions are warranted.

While we agree that residences and buildings storing highly flammable liquids and gases should not be closely surrounded by fire hazard materials, we maintain that there is no evidence that a clear zone of 5 metres is warranted.

We see no need for and do not support a clear zone of 5 metres around other outbuildings on a private property.

We do not support limiting the burning of garden refuse after 6:00 pm to piles of only 1 metre square. We maintain that there is no evidence that such a limitation is warranted.

**Permit to Set Fire to the Bush**

We submit that your proposed Permit to Set Fire to the Bush is not supported by evidence that the onerous and impractical conditions are warranted.

We note that in August 2013 the City of Cockburn deleted its fire related local laws and now relies entirely on the Bush Fires Act. This has led to far more onerous, impractical, and unwarranted conditions being placed upon Banjup residents wishing to conduct a pile burn to dispose of excess and fire hazardous vegetation. In particular, we cannot support the impractical condition that:

*"at least 3 able-bodied persons shall be constantly in attendance at the fire"*

Further, giving 4 days rather than 1 day notice of setting a fire is unnecessary and impractical.

Visit our web site at: <http://www.banjup.webs.com/>

### **Limited Notice and Consultation**

We note that the notice of this consultation was advertised in the Cockburn Gazette. The City of Cockburn is very aware that the Cockburn Gazette is NOT delivered to any address in Banjup. We also note that your web site shows that the notice was released on 15 April. Further, the City of Cockburn wrote to 1100 rural property owners in Cockburn on 22 April advising them of changes in the Town Planning Scheme relating to the Bush Fire Prone Area requirements. We find it surprising that the City could not have included in the same envelope a copy of the Fire Order public comment notice. If you had done so, then all rural residents would have had the opportunity to respond properly.

We have requested that the closing date for our submission be extended until the end of May so that we can consult properly with our members at our General Meeting on Sunday 18 May. Our Committee has no executive powers – we cannot tell residents what to do. We would also wish to discuss the City's proposals with your Bush Fire Reference Group at the meeting of 21 May before finalising our submission. However, the City of Cockburn has declined to extend the closing date.

Nevertheless, by the end of May we shall provide a further submission that reflects our members' views. We would appreciate the City of Cockburn accepting it.

Since last year, the Banjup Residents Group has sought to discuss the development of fire related policy with the City of Cockburn. We maintain that landowners have valuable experience in managing Banjup's semi-rural properties and are well able to contribute to the development of practical and effective fire policies that would be widely accepted. We are disappointed that the City has chosen not to involve those most affected and has consequently made proposals that are impractical and unwarranted.

Yours sincerely

Colin Bramwell

**Vice President**

## **BANJUP RESIDENTS GROUP (Inc.)**

72 Murdoch Way  
Banjup  
Western Australia 6164

Tel: 08 9417 3696  
Mobile: 04 3765 5922  
Email: [vp.banjup@gmail.com](mailto:vp.banjup@gmail.com)

22 May 2014

Mr Stephen Cain  
City of Cockburn  
Chief Executive Officer  
PO Box 1215  
Bibra Lake 6965

Dear Mr Cain

### **Public Consultation: Fire Control Order 2014-2015 and Permit to Set Fire to the Bush**

Committee members of the Banjup Residents Group met with the City's Bush Fire Reference Group on 21 May 2014 to discuss the proposed the City's proposed Fire Control Order 2014-2015 and Permit to Set Fire to the Bush. The meeting was constructive and resulted in a convergence of views as to how the City's proposals could be improved to make them more practical for Banjup residents without compromising the safety of those residents or the fire-fighters who might be deployed in an emergency.

We have consulted widely with our membership on this matter and have been advised by those that have expertise in this area that the definitions of Flammable and Combustible need to be carefully stated. Flammables means those liquids or gases that are volatile and, because of their low flash point, are easily ignited, such as petrol, paint thinners, and propane gas. Combustible means those materials that will easily catch fire, such as wood or dry grass.

We make these distinctions so that the Fire Control Order can deal separately with the hazards presented by the different types of material.

Consequently, the Banjup Residents Group has revised its submission on this matter of 13 May and now presents this submission as its preferred position. We trust that it will meet with Council's approval.

### **FIRE PERMIT CONDITIONS**

- ❖ Banjup residents see these conditions as **onerous**
  - Phoning DPAW as well as DFES
  - Advise neighbours 4 days before a burn, if they are at home
  - Advise neighbours 8 days before a burn, if they are away
- ❖ Banjup residents see these conditions as **impractical**
  - 3 persons at a bonfire
  - No burning on a Sunday or public holiday

Visit our web site at: <http://www.banjup.webs.com/>

Banjup residents would prefer that the conditions on a 2014/5 fire permit be similar to those on previous years' permits. We submit that these conditions can be satisfied by the authorised person issuing the fire permit varying the Regulations in accordance with section 18 (7) of the Bush Fires Act:

*(7) The person issuing a permit to burn under this section may, by endorsement on the permit —*

*(a) incorporate therein any additional requirements and directions considered necessary by him relative to the burning; or*

*(b) modify or dispense with any of the conditions prescribed for the purposes of this section in so far as those conditions are applicable to the burning.*

That is, for a standard pile burn, allow 2 persons only, give 1 day's notice, and dispense with need to phone DPAW. For this, the City's proposed Fire Permit form will need to be modified to include options for the issuing officer to complete.

Banjup residents request that the City of Cockburn confirms its policy to allow Sunday and public holiday burning and that any exceptions would be advertised 6 weeks in advance and confirmed by Council.

## **FIRE CONTROL ORDER CONDITIONS**

Banjup residents propose these definitions:

### **❖ Fire Break definition**

*a strip or area of ground, of a prescribed width that is kept and maintained totally clear of all flammable material which includes the pruning or removal of any living or dead trees, scrub or any other material encroaching within the minimum height of the firebreak.*

*(Unchanged from Cockburn's proposal)*

### **❖ Combustible Material definition**

*any dead or dry grass, vegetable, substance, object, thing or material (except living flora including live and/ or habitat standing trees) that may or is likely to catch fire and burn or any other thing deemed by an authorised officer to be capable of combustion.*

*(Unchanged from Cockburn's proposal except to replace 'Flammable' with 'Combustible')*

- The Bush Fire Reference Group accepted that these definitions imply that any green weeds (which are 'flora' eg cape weed) on a fire break are permitted. Banjup residents acknowledge that in summer months the dead, dry weeds must be removed from the fire break.

### **❖ Flammable Material definition**

*any gases, liquids, or solids that can readily ignite in the presence of a spark or flame, including petrol, kerosene, paint thinners, acetone, propane, and butane or any other material deemed by an authorised officer to be capable of ignition.*

*(New definition to add clarity to the Fire Control Order)*

Banjup residents note that:

- 'Prohibited Fire Season' is called 'Prohibited Burning Times' in the Bush Fires Act
- 'Restricted Fire Season' is called 'Restricted Burning Times' in the Bush Fires Act
- 'Trafficable' belongs in the 'Firebreak' definition

❖ Banjup residents see these conditions as **impractical**

➤ Condition 1.3

*Remove all flammable matter surrounding all buildings situated on the land except living trees shrubs, green lawns and plants under cultivation to a minimum width of 5 metres and a minimum height of 4 metres*

- Banjup residents acknowledge that it is sensible to protect with a 5 metre building protection zone any dwelling and sheds where fuel is stored but unnecessary for outbuildings such as tool sheds, stables, chook houses, and other buildings containing no flammables.
- Garden mulch is in any planting bed around a house and will be dry for most of the time. This should be exempt from the Fire Order.
- Banjup residents propose:

*Remove all Combustible Materials surrounding any dwelling or any roofed building containing any Flammable Materials situated on the land, except living trees shrubs, green lawns, gardens under cultivation to a minimum width of 5 metres and a minimum height of 4 metres*

- ◆ The Bush Fire Reference Group acknowledged that 'gardens under cultivation' would exempt dry garden mulch spread across garden beds from the prohibition of all 'Combustible Materials'.

❖ Condition 1.4

*Construct firebreaks to a minimum width of 5 metres and clear over head to a minimum height of 4 metres immediately surrounding any place where wood, timber, mulch piles, hay stacks, tyres, vehicles, flammable liquids, chemicals and gas products are stored on the land.*

- Banjup residents acknowledge that it is sensible to have fire breaks around fuel dumps and large piles of wood, mulch, or hay in the open. It is impractical to have 5 metre fire break around a domestic garage or parking area where a couple of vehicles stand.
- Banjup residents propose:

*Construct firebreaks to a minimum width of 5 metres and clear over head to a minimum height of 4 metres immediately surrounding any place where piles of more than 4 cubic metres of Combustible Materials or any tyres, vehicles, flammable liquids, chemicals, gas products and any other Flammable Materials are normally stored in the open on the land.*

- Note that our proposed condition 1.3 provides for a 5 metre Building Protection Zone around all buildings in which flammables are stored in 'roofed buildings'.

❖ Condition 6 – Burning of Garden Refuse after 6:00 pm

*undertake the burning of garden refuse (dry leaves, small branches, off cuts, etc.) separate piles on the ground no larger than 1.0m<sup>2</sup>*

- This wording would allow the simultaneous burning of a dozen such separate piles.
- The Bush Fire Reference Group acknowledged that a resident on Liddelow Road is renowned for having a dozen small fires burning on his property at night, often with no-one in attendance, and that this was a risk to neighbouring properties.
- Banjup residents contend that it is sensible to have only one bonfire at a time and to restrict the size of a bonfire burning at night when it is difficult to see the ground around the fire. However, 1 metre square is impractical – it is only the size of a camp fire that is permitted under section 25 (1) (a) of the Bush fires Act – 2 metres square would be more realistic for a small fire at night.
- Banjup residents propose:  
*undertake the burning of garden refuse in one only pile on the ground no larger than 2 metres square with at least 1 person in constant attendance.*

We would appreciate the opportunity to discuss our submission further should any clarification be required.

Yours sincerely

Colin Bramwell  
**Vice President**



**From:** [stratplanning@cockburn.wa.gov.au](mailto:stratplanning@cockburn.wa.gov.au) [<mailto:stratplanning@cockburn.wa.gov.au>]  
**Sent:** Wednesday, 14 May 2014 3:44 PM  
**To:** Strategic Planning  
**Subject:** Online Planning Submission Comment

Name: Alex Campbell

Address: 24 Bittern Lane Beeliar 6164

Email: [millycam@iinet.net.au](mailto:millycam@iinet.net.au)

Submission Name: Fire Control and Permit

Do you Object to  
this Submission: I support

Do you wish to  
keep their details  
confidential: no

Comments: Specifically clause 1.1, 1.2 and 1.3 be applied to the Azelia Ley Museum old stables/workshop in Manning Park, Hamilton Hill. And clause 1.1 be applied to the western boundary of Manning Park, specifically behind the Azelia Ley Wagonhouse Museum.

~~XXXXXX~~:

Comments:

I live on rural bush land (4Ha) and each year apply for 6 or more permits to burn which are always granted. The current permit system is ambiguous. It talks about having piles of material to burn of 1m or less whilst at the same time assuming that the whole of the land in question is to be burned. In common with many other owners I never burn my whole block. I remove material to burn from the whole block to a common point and burn that material there. The permits I receive are permits to set fire to the bush but in fact I never set fire to the bush but to piles of material removed from the bush. In other words a bonfire. There needs to be a permit to have a bonfire. Then that permit needs to allow for amounts to be burned consistent with the location of the bonfire and the measures to control it and limit the ash flying off the fire. As to the size and control of the bonfire and regulation of the fire that is always going to be a subjective call between the owner and the bushfire officer issuing the permit. A one size, 1m high pile, rule does not fit all! Neither does having "water on hand" I control my fires with a JCB backhoe, a 14 tonne front end loader and a bobcat. Recently the number of responsible persons required to attend the fire was increased from 2 to 3 - I don't have 3 people resident, but my control machinery is worth 10 people when controlling the progress of the bonfire. This needs to be considered and allowed for. To avoid repetitive officer visits each fire season there should be a system of approval on line which allows for the burning of bush material in line with an agreed established practice, this will save time and money and promote a reduction in the pile to burn size. One effect of the current system over the previous (burn at any time in winter old system) is that piles grow to much larger size before burning due to the encumbrance of having to get onto an officer instead of taking an opportunity to have a smaller fire more often and trying to make the limited number of permits go further. I'm sure this was never the intention - to promote bigger fires - but its what happens. Finally as someone who has been through two whole of block fire events between 2000 and 2012 I would like to comment on some crazy restrictions that were in force in the last whole of block fire, which caused me more property damage than if those regulations had not been in place, but this is not the place to do that.

**From:** [stratplanning@cockburn.wa.gov.au](mailto:stratplanning@cockburn.wa.gov.au) [<mailto:stratplanning@cockburn.wa.gov.au>]  
**Sent:** Friday, 16 May 2014 3:38 PM  
**To:** Strategic Planning  
**Subject:** Online Planning Submission Comment

Name: LINDSAY EVANS  
Address: 184 GIBBS ROAD BANJUP WA 6164  
Email: [elceevans@dodo.com.au](mailto:elceevans@dodo.com.au)  
Submission Name: City of Cockburn Fire control Order 2014-2015 and City of Cockburn Permit to set Fire to the Bush

Do you  
Object to  
this  
Submission:  
OBJECT

Do you  
wish to  
keep their  
details  
confidential:  
No

I OBJECT to the PROPOSAL OF DRAFT FIRE CONTROL ORDER (2014-2015) and DRAFT OF PERMIT TO SET FIRE TO THE BUSH DRAFT FIRE CONTROL ORDER (2014-2015) I object to the definition of the Restricted Fire Season because it is unreasonable and unjustified. The reason for this measure, which has lasted for at least 5 years, is not known. If there is a risk management approach as alluded in the Terms of Reference of the Bushfire Reference Review Group found in the minutes of the Special Council Meeting (Minutes) 31 October 2013 Paragraph 9.4 then this measure is mitigation against an identified risk. The risk assessment will be well documented, as will the periodic or continual reviews that are conducted as a result of the assessment of residual risk. A review of the justification for this measure is long overdue and should be made public. [http://www.cockburn.wa.gov.au/Meetings\\_and\\_Minutes/Minutes\\_and\\_Agendas/3472-10\\_ascm\\_mins\\_311013.pdf](http://www.cockburn.wa.gov.au/Meetings_and_Minutes/Minutes_and_Agendas/3472-10_ascm_mins_311013.pdf) It would appear that the risk is believed to be constant outside the prohibited period and this is incorrect as recognised by a number of other councils. But for the whim town planners, a three kilometre shift in the boundary of the City of Armadale to the west or a five kilometre shift in the boundary of the City of Kwinana to the North and Banjup would be subject to a set of completely different requirements which are far more reasonable and provide a practical environment for landholders to reduce fuel loads. I note that despite the Roleystone bushfires, the City of Armadale has resisted implementing an overregulated and risk adverse process. [http://www.armadale.wa.gov.au/Home/Services\\_And\\_Facilities/Rangers/Burning\\_Permits](http://www.armadale.wa.gov.au/Home/Services_And_Facilities/Rangers/Burning_Permits) <http://www.kwinana.wa.gov.au/about-kwinana/fire---emergency-services/hazard-reduction---fire-breaks> For the past five years, I have also maintained the firebreaks on my parent's semi-rural property. The Shire of Kalamunda's requirements are similar to those of Armadale and Kwinana. <http://www.kalamunda.wa.gov.au/Your-Neighbourhood/Emergency/Restrictions> Request council publish a detailed risk assessment that provides justification for the extension the restricted period. This should include a quantifiable reduction in the probability of fire propagation that can be used to seek a reduction in

Comments  
:



insurance premiums for residents of Banjup verses residents of Forrestdale (Armada) and Wandu (Kwinana). I object to the period that the works (i.e. firebreaks) outlined in the draft Fire Control Order must be maintained i.e. 1 November of each year until 31 May of the following year because it is unjustified. There were only two submissions for the last draft fire control order when this measure was introduced. In response to my submission, I was advised that the changes to the fire break period was to ensure consistency in the firebreak period across the city rather than have a different period for residential areas and rural areas, and to assist in reducing the risk of wild fires in the district. Kathleen Koelen [kkoelen@cockburn.wa.gov.au](mailto:kkoelen@cockburn.wa.gov.au) email sent Wed 24/07/2013 9:48 AM This is a poor explanation for four reasons: a. There is no consideration for the date to be standardised on 1 December in lieu of 1 November; b. There is no appreciation that staggering compliance dates may provide a levelling of those resources that are responsible for ensuring compliance; c. There is no consideration of any increased workload or resource expenditure by residents from a reduction in the period to comply with a shorter period to conduct work; and d. There is no justification for the statement that the risk of wild fires in district would be reduced. The two most recent fires at this residence would counter the argument that firebreaks prevent the spread of fires as I stated in my submission in 2013. Banjup is not grass or farmland. Again, but for the whim town planners, a three kilometre shift in the boundary of the City of Armada to the west or a five kilometre shift in the boundary of the City of Kwinana to the North and Banjup would be subject to a set of completely different requirements which are far more reasonable and provide a practical environment for landholders. [http://www.armada.wa.gov.au/files/1e8aba40-e031-4f18-b59e-a23c00bf8f59/Firebreak\\_notice\\_2013\\_-\\_2014.pdf](http://www.armada.wa.gov.au/files/1e8aba40-e031-4f18-b59e-a23c00bf8f59/Firebreak_notice_2013_-_2014.pdf)  
<http://www.kwinana.wa.gov.au/Documents/Your-Property/Fire---Emergency/Firebreaks-notice> I found it curious that when I rang the Rangers to explain my predicament in not being able to meet the requirements of the amended fire control order because the south east corner of my property was still flooded on 1 November 2013, they were unable to give a more detailed explanation of the justification for the change because they were not consulted. This is one indication that the process for review of proposals before reaching council is flawed and risk management processes are inadequate. If they have the appropriate qualifications and/or experience then Rangers, who are required to enforce the fire control order and provide the shopfront to residents, should be represented on the body reviewing bushfire risks and providing mitigation recommendations to council or at least be invited to attend if their qualifications and experience are deemed insufficient. Request council publish a detailed risk assessment that provides justification for the extension the firebreak period. This should include a quantifiable reduction in the probability of fire propagation that can be used to seek a reduction in insurance premiums for residents of Banjup verses residents of Forrestdale (Armada) and Wandu (Kwinana). I object to (1.2) firebreaks being allowed to be established immediately around standing trees and other obstacles where they may obstruct a normal firebreak (1.2) because it is not reasonable. Such variations should be approved by council. The holder of the adjacent property should be consulted because this may leave them with additional work to address overhang from their neighbour's property. Such approvals should also be advised to effected neighbours in writing. The most recent fire in Banjup stopped its west ward progress in the 200m south of Gibbs Road on my property. There is no evidence of firefighter or aircraft involvement either on the ground or from witnesses in adjacent properties who remained



behind to defend their properties. Both fire breaks do not deviate from the boundary, have little if any vegetation (fuel) along the fence lines (removed over the past two years) and are separated by two driveways to properties in the rear. This results in a zero fuel zone of over 15m. I believe the action to remove all vegetation coupled with the pruning of the lower branches of a significant tree to a height of well over 6m and other trees to over 1.5m plus the extinguishment of a couple of spot fires by my rear neighbours on the property west of me is the reason for the fire stopping. Hence any proposal to deviate firebreaks away from boundary fences should be considered with fire prevention in mind before environmental or aesthetic considerations and consultation occur with affected adjacent landholders who may have to accept an increased risk. I object to: a. (1.3) the requirement to remove all flammable matter surrounding all buildings situated on the land except living trees shrubs, green lawns and plants under cultivation to a minimum width of 5 metres and a minimum height of 4 metres because it is unjustified; and b. (1.4) the requirement to remove all flammable matter except living trees, shrubs, green lawns and plants under cultivation to a minimum width of 5 metres and a minimum height of 4 metres immediately surrounding any place where wood, timber, mulch piles, hay stacks, tyres, vehicles, flammable liquids, chemicals and gas products are stored on the land because it is unjustified. There was a failure of process associated with the production of last year's Fire Control Order which saw this provision included after the consultation period. Council minutes of 12 September 2013 paragraph 17.2 refer to this requirement for firebreaks to be installed around structures located on lots greater than 2032m<sup>2</sup> and saw this change as a less imposing provision to ensure flammable material was not located within 5 metres of outbuildings as a preventative measure. The minutes also advise that the reasoning for amending the Fire Order was provided in the Officer Report submitted to the July 2013 Council Meeting but this report has not been made public and hence it is impossible to determine whether the change from 3m to 5m is reasonable and justifiable.

[http://www.cockburn.wa.gov.au/Meetings\\_and\\_Minutes/Minutes\\_and\\_Agendas/3370-09-aocm\\_mins\\_120913.pdf](http://www.cockburn.wa.gov.au/Meetings_and_Minutes/Minutes_and_Agendas/3370-09-aocm_mins_120913.pdf) If this is a firebreak then it fails to meet the definition of a firebreak in the draft Fire Control Order i.e. a strip or area of ground, of a prescribed width that is kept and maintained totally clear of all flammable material which includes the pruning or removal of any living or dead trees, scrub or any other material encroaching within the minimum height of the firebreak. The justification for this firebreak to be greater than 3m is not provided. The statements made in the Council minutes of 12 September 2013 paragraph 19.4 "Reason for Decision" remain in effect. Request council publish a detailed risk assessment that provides justification for the increase in these zones from 3m to 5m. This should include a quantifiable reduction in the probability of fire propagation that can be used to seek a reduction in insurance premiums for residents of Banjup verses residents of Forrestdale (Armadale) and Wandi (Kwinana). I also note that under the Heading "Community Consultation" in the Council minutes of 12 September 2013 paragraph 17.2, it states for the Bushfire Reference Group to consider and recommend. This is an obvious error because the Bushfire Reference Group is not a community organisation. It is a council construct that has no community representation. Indeed its authority to review etc. fire control orders is inconsistent with its brief Terms of Reference found in the minutes of the Special Council Meeting (Minutes) 31 October 2013 Paragraph 9.4.

[http://www.cockburn.wa.gov.au/Meetings\\_and\\_Minutes/Minutes\\_and\\_Agendas/](http://www.cockburn.wa.gov.au/Meetings_and_Minutes/Minutes_and_Agendas/)



[3472-10\\_ascm\\_mins\\_311013.pdf](#) I object to maintained and living lawns and gardens being an acceptable alternative in conjunction with or in lieu of bare earth firebreaks provided that the same minimum width and height requirements for a firebreak are maintained because it is unjustified. This is a vague statement. If this area is to be trafficable by emergency vehicles then I am concerned that gardens above a certain height may provide a fire risk when encountering hot areas underneath vehicles. I suggest that a definition for maximum height be added and that this must be defined e.g. 5cm. I object to the stated "Additional Requirements" whereby in addition to the requirements noted above, regardless of land size and location, Council or its duly authorised officer may require land holders to undertake additional works on your property to improve access and/or undertake further hazard removal and/or reduction works, where in the opinion of that authorised officer, it is to be conducive to the outbreak and/or the spread of a bush fire because this is unreasonable. I suggest that the words reasonable, practical and achievable which are accepted risk management terms be added to this requirement. The requirement for such additional works should be provided in writing together with the associated risk assessment. I support the review of Firebreak Variations in the Draft Fire Control Order and its associated regulations. I strongly recommend that the owner of the adjacent boundary be consulted and informed of the result in writing because this is reasonable when Firebreak variations are being considered as described in my objection to 1.2 above. I support the majority of the Hazard Reduction Burning section in the Draft Fire Control Order. I fully support the 1m2 regulation which is long overdue, but object to the prohibition on incineration which is unjustified. If an incinerator is designed and constructed so as to prevent the escape of sparks or burning material then I would expect it to be a reasonable and practical alternative to burning in the open air. The provisions of s24F of the Bushfires Act 1954 would apply. I strongly recommend that: a. the definitions for "Set Fire to the Bush" or "Bush" and, "Garden Refuse" namely "dry leaves, small branches, off cuts etc" be added to the DEFINITIONS section of the order; and b. the requirements of s24F (3) in the Bush Fires Act 1954 be spelt out in full together with provision of a link on the City of Cockburn Fire Prevention webpage. If applicable a definition for "bush" can be found at s7 in the Bush Fires Act 1954. [http://www.slp.wa.gov.au/legislation/statutes.nsf/main\\_mrtitle\\_106\\_homepage.html](http://www.slp.wa.gov.au/legislation/statutes.nsf/main_mrtitle_106_homepage.html) [http://www.cockburn.wa.gov.au/Council\\_Services/Rangers/Fire\\_Prevention/](http://www.cockburn.wa.gov.au/Council_Services/Rangers/Fire_Prevention/) I recommend that the penalties section be reviewed to ensure consistency with the Bush Fires Act 1954 because some penalties listed there are of the order of \$10,000 and even \$25,000 and perhaps "up to \$5,000" should be replaced with "up to \$25,000". DRAFT PERMIT TO SET FIRE TO THE BUSH I object to the provision of running water (hose/ water tank and pump, etc.) at the burn site for effective control and for extinguishing the burn as being the only means of extinguishing a fire. I understand that there are three elements to a fire, each having its own methods of defusing a fire if appropriate; namely FUEL (Remove), OXYGEN (Smother) and HEAT (Cool). Water is a cooling agent for a solid fuel fire. The Draft Permit to Set Fire to the Bush fails to recognise that smothering using earth is also an acceptable means of extinguishing a solid fuel fire as illustrated in various paragraphs in s24 of the Bush Fires Act 1954. [http://www.slp.wa.gov.au/legislation/statutes.nsf/main\\_mrtitle\\_106\\_homepage.html](http://www.slp.wa.gov.au/legislation/statutes.nsf/main_mrtitle_106_homepage.html) I am concerned that if justification for the use of "earth" is not given in the brief to council then the competence and diligence of the authorised person giving advice is questionable. I object to the restriction to not light a fire if the wind speeds are forecast to exceed \_\_\_\_\_ kilometres per hour because



this is imprecise. The source of this forecast must be defined such as the Bureau of Meteorology's Lower West District Forecast or the Forecast Summary for Lower West Towns (neither of which specifically reference Cockburn) or a specific forecast such as that found in the Australian Meteorology website for Jandakot, if considered appropriate, and a link be provided on the City of Cockburn Fire Prevention webpage. <http://www.bom.gov.au/wa/forecasts/lower-west.shtml> <http://www.bom.gov.au/wa/forecasts/towns.shtml> <http://www.meteorology.com.au/local-forecast/wa/jandakot> [http://www.cockburn.wa.gov.au/Council\\_Services/Rangers/Fire\\_Prevention/](http://www.cockburn.wa.gov.au/Council_Services/Rangers/Fire_Prevention/) I object to the internet location of the Fire Danger Warning applicable to Cockburn not being spelt out in full e.g. <http://www.bom.gov.au/wa/forecasts/lower-west.shtml>. A link should be provided on the City of Cockburn Fire Prevention webpage. I object to the reference to Regulations 15 or 15B because it is not present in the latest version of the Bush Fires Act 1954. The accuracy of this statement needs to be confirmed. I object to the requirement in paragraph (6) of this Regulation that requires at least 3 able-bodied persons who shall be constantly in attendance at the fire from the time it is lit until no burning or smouldering fuel is within 30m of the perimeter of the firebreak surrounding the burnt area or, if there is no such firebreak, within 30m of the perimeter of the burnt area because this is unjustified, impractical and unreasonable. There is a requirement for adequate personnel to be in attendance commensurate with the size and nature of the material being burnt. I suggest that a more suitable provision would be for the number of sentries to be based upon a number of people per metres of the perimeter of the pile being burnt. So for a 1m<sup>2</sup> square pile the perimeter is 4m which can be managed by one person according to the Draft Fire Control Order. If one person can easily manage a perimeter of 10m then the number of people required should be 1 person per 10m of the fire perimeter (or part thereof). Hence a fire pile over 2.5m<sup>2</sup> (assuming a square pile) would require two people. Additional Comments I note that the City of Cockburn Fire Prevention webpage contains a reference to an extraordinary Bush Fire Advisory Reference Group that will be enacted to give interested residents/community groups an opportunity to make a presentation on the proposed changes to the Fire Control Order and the Permit to Set Fire to the Bush. I contend that this is the second of two required meetings. I strongly recommend that the first meeting should be for the Bush Fire Advisory Reference Group to introduce themselves to interested residents/community groups and provide the basis/justification for the proposed order and permit. It may be that the second meeting is not required. Indeed this first meeting should occur before the date that submissions are due (at least one week before). This is the second successive year that I have submitted an objection to the draft fire control order. Both submissions reflect an ignorance of the basis for these council documents and decisions, due to a lack of transparency in the process and this ignorance is the basis for any contention in the preceding paragraphs relating to the requirement being "unjustified". A briefing by the Bushfire Advisory Reference Group, or whoever is the proposer of any changes to the Fire Control Order, would achieve a great deal in reducing the ignorance and may defuse some of the heat in the Banjup Residents Group (BRG). I made a number of recommendations in my last submission. I was disappointed by the brief response from council. I do not believe that the response was commensurate with effort made to provide a submission. I have not attended all of the BRG's meetings but I have only met two of my elected councillors at these meetings. The mayor and the local MHR have attended most of the meetings. Despite none of the local

councillors living on a semi-rural property, there appears to be little consultation with residents and a reflection of resident's views even if they differ with those of the councillors. There was no attempt at a show of hands to demonstrate support or otherwise from those in attendance at BRG meetings and hence there was no reflection in council minutes of any real dissension to the 2013 proposed draft. Indeed there appears to be a view in council and from its agents that residents are not stakeholders in the decisions that affect their residences. The seeking of written submissions to proposals appears to be a late, token gesture towards consultation. There is no recognition that a consequence of fires for many is damage to their most significant financial investment (i.e. their homes) and a significant emotional investment (i.e. their possessions). Lives at risk are not limited to Bushfire Brigade personnel and/or councillors. The reasons for increased regulation over that demanded by adjacent councils are not understood but any assumption that homeowners are prepared to put their lives, possessions and those of their loved ones and neighbours at risk is invalid. I have concerns regarding the composition and duties of the Bushfire Reference Group. This is a clandestine organisation. Apart from a nominated councillor (Special Council Meeting (Minutes) 31 October 2013 Paragraph 9.4), its members are not identified. There are only vague references in council minutes and, attachments to council agenda provided by this group are not made public. The stated purpose of this group is to liaise with senior personnel of both volunteer brigades to ensure that they are adequately prepared to perform their function as fire control organisations. There is a secondary vague statement that it reviews and monitors matters of relevance. It appears from the Leading & Listening section that the BRG supports the Strategic Plan & Policy through a culture of risk management and compliance with relevant legislation, policy and guidelines. The minutes of any meetings are not made public. In fact the Terms of Reference specifically state that community consultation is not applicable which, if the BFRG is to provide advice and recommendations on matters that do not solely effect their organisation but impact directly upon ratepayers, is an extraordinarily dismissive reflection of council's approach to its ratepayers which it is supposed to serve. The terms of reference require urgent amendment so that the group is accountable. A similar statement could be made regarding the Aboriginal working group yet the Youth working group includes youth representation. Such inconsistencies are unfathomable. The qualifications and experience of members of the BFRG is not apparent. For a robust risk management system there is a requirement for advice to be given in accordance with an approved process, by competent personnel whose work is certified correct. It requires a framework that prevents people of insufficient experience and qualifications to directly provide documented advice on matters of high to extreme risk. It requires processes for risk assessment, recording of hazards risks and mitigations in a log/register and for the review of risks on a periodic or continuous basis depending upon the residual risk after mitigation is taken into account. It would appear from the 5m zone saga in the last Fire Control Order that a robust framework is either non-existent, not understood or not enforced. I am also extremely concerned by the confusion regarding areas surrounding buildings as found in the draft FCO. I fully support the requirement for firebreaks around buildings or areas of increased risk on a property. Leaving live flora within these areas and removing dead matter is contrary to the purpose of a firebreak but is consistent with the aims of a fire protection zone around a lower risk structure. It should be noted that the 5m protection zones around outbuildings in the draft FCO is not consistent with the 20m building protection zone recommended by FESA. The

20m “rule” aims to provide a zone of progressively reducing fuel as a building is approached. This is done by limiting the maximum height of plants to 0.4m for every metre from the building and limiting the spacing between plants to three times the maximum height of the plant in question. Under this rule is virtually impossible for plants to overhang houses. I had hoped by now that the Draft FCO would start to reflect council’s plan to comply with the Building Protection Zone aspect of Recommendation 38 of the Kelty Report namely the creation and maintenance of a Building Protection Zone, in line with FESA guidelines.



Government of Western Australia  
Department of Fire & Emergency Services  
Office of Bushfire Risk Management



Our Ref: 17127

Your Ref:

Mr Stephen Cain  
Chief Executive Officer  
City of Cockburn  
PO Box 1215  
BIBRA LAKE WA 6965

Dear Mr Cain

**PROPOSED DRAFT CITY OF COCKBURN FIRE CONTROL ORDER 2014-2015 AND  
PERMIT TO SET FIRE TO THE BUSH**

In reference to the recent Draft Fire Control Order and Permit to Set Fire to the Bush documents advertised by the City of Cockburn for public comment, the Office of Bushfire Risk Management (OBRM) would like to submit the following comments for your consideration.

OBRM have recently conducted a trial with a number of local governments to test a standard permit that incorporates a short risk assessment process. Feedback from the trial has been reviewed and OBRM will be writing to all local governments in the near future to present a summary of the findings and seek comment on a proposed way forward.

Given the timely review of the City of Cockburn permit, I believe the trial feedback may be of some value and would welcome the opportunity to discuss the findings with a member of your staff.

In the interim, I would encourage your consideration of the following comments in relation to the proposed draft documents:

Proposed Draft Permit to Set Fire to the Bush

- Inclusion of a prominent instruction to call "000" in the event a burn becomes uncontrolled.
- Inclusion of a prominent statement that the permit is not valid on days where the forecast Fire Danger Rating for the area is very high or above.
- Increase the area provided for the officer issuing the permit to include additional conditions.

- Increase the size of the text where important information is stated/to be noted by the permit holder.
- Use a table or formatting to clearly distinguish the conditions from other text. Clearly identify where there is action required by the permit holder.
- Extend the first condition stated on the permit to include consideration of the forecast Fire Danger Rating for entire period that a burn may be active or still presents a risk of re-ignition.
- Include or reword a condition to nominate a wind direction or range of wind directions on the permit.
- Include a reference to where further information can be obtained by the permit holder in regard to burning safety and advice.

#### Proposed Draft Fire Control Order 2014-2015

- In the definition for an 'Authorised Officer', include a reference to the relevant section of the Bush Fires Act 1954 that allows for an appointment to be made.
- Consider replacing the term 'Building Protection Zone' with 'Asset Protection Zone' to encourage consideration of other structures and infrastructure that should be protected from bushfire.
- Remove the reference to AS 3959 from the definition for 'Building Protection Zone' as the standard does not provide a specific definition for the term. Consider the definition provided in the *Planning for Bush Fire Protection Guidelines*, which encourages a minimum width of 20m, increasing with slope.
- Consider specifying the definition of rural property. For example, a property that is zoned as rural or special rural, or a property that has a land area greater than a specified size.
- Include a reference to s.24D of the Bush Fires Act 1954 (burning prohibited when the FDR is very high or more) under point six (6) of the notice.
- Change the square metres size restriction for burning piles (garden refuse) to a cubic metres size restriction.

Please don't hesitate to contact me should you have any queries in relation to the above. I can be contacted on (08)9395 9531 or by email at [Alix.Marston@dfes.wa.gov.au](mailto:Alix.Marston@dfes.wa.gov.au)

Yours sincerely



**ALIX MARSTON**  
**A/SENIOR POLICY OFFICER**

16 May 2014



## **Submission 1 - Alex Campbell - Support**

Alex supports the new proposals, particularly clause 1.1, 1.2 and 1.3. He indicates that 1.1 should be implemented to the western boundary of Manning Park, behind Azalea Ley Wagon house Museum.



There is currently a fire break that runs north – south of the property in discussion, with preliminary discussions taking place to undertake some strategic hazard reduction burning in the future to assist in the protection of this site.



## Submission 2 –

## – Proposes amendments

has proposed the following amendments;

1. A Permit for a bon-fire
2. 1.0m<sup>2</sup> pile does not fit all circumstances
3. 'Water on hand' does not fit all circumstances with machinery to be considered.
4. Increased standard from 2 people present to 3 for fires.

The current legislation does not allow for the provision of a permit specifically for a bon fire. What the legislation provides for is an opportunity to burn garden refuse as defined in the *Bush Fires Act 1954* during specified times without a permit and to 'burn bush' with a permit.

In recent review of the matter that 1.0m<sup>2</sup> does not fit all when burning garden refuse piles, the consideration to amend the allowable figure of 1.0m<sup>3</sup> has been supported, which equates to approximately the size of a 6" x 4" box trailer. This has been considered in recognition that obtaining permits to do such can be onerous on the resident, reducing the likeliness of residents undertaking these types of burns while creating a significant demand administratively on the City.

The 'Water on hand' is generally an acceptable standard in which to control a burn off. Where the resident does not have water on hand, but has other equipment such as earth moving machinery to control the burn, then this can be considered by the issuing FCO and is legal as per *Bush Fires Act 1954* s18 (7) which states;

- (7) The person issuing a permit to burn under this section may, by endorsement on the permit —*  
*(a) incorporate therein any additional requirements and directions considered necessary by him relative to the burning; or*  
*(b) modify or dispense with any of the conditions prescribed for the purposes of this section in so far as those conditions are applicable to the burning.*

In respect to 3 able bodied persons, this is the normal practice required under *Bush Fires Regulations 1954* regulation 15B(6) which stipulates;

- (6) Before setting fire to the bush the permit holder shall arrange for and provide, in order to assist in keeping the fire under control and preventing it from spreading beyond the land on which the burning is to take place, at least 3 able-bodied persons who shall be constantly in attendance at the fire from the time it is lit until no burning or smouldering fuel is within 30 m of the perimeter of the firebreak surrounding the burnt area or, if there is no such firebreak, within 30 m of the perimeter of the burnt area.*

Again, also this regulation can be altered to suit the circumstance at the discretion of the Fire Control Officer by employing *Bush Fires Act 1954* s18 (7) which states;

- (7) The person issuing a permit to burn under this section may, by endorsement on the permit —*  
*(a) incorporate therein any additional requirements and directions considered necessary by him relative to the burning; or*  
*(b) modify or dispense with any of the conditions prescribed for the purposes of this section in so far as those conditions are applicable to the burning.*

### Submission 3 – Lindsay Evans – Object

Lindsay is opposed to the following;

1. Restricted Fire Period – 1 April ~ 30 November
2. Fire Control Period – 1 November ~ 31 May
3. 1.2 – Fire Control Order
4. 1.3 – Fire Control Order
5. 1.4 – Fire Control Order
6. Weather wind conditions
7. Inclusion of “garden refuse” and ‘Bush’ definitions
8. Additional Requirements – Fire Control Order
9. Reference to Regulation 15B
10. *Bush Fire Regulations 1954* – Regulation 15B(6)

The City of Cockburn has implemented a restricted fire season throughout the period between 1 April and 30 November inclusive for no apparent reason. It is also recognised that a significant area of Cockburn is residential and may be impacted by smoke. The CBFCO is considering the option of relaxing the restricted period (June – September) to allow residents to undertake burning on rural properties to prevent fire fuel build up.

The City of Cockburn has in previous chosen to accept 1 November ~ 31 May of each year to enforce the fire control order. A suggested amended series of dates 1 December ~ 15 April was initially identified. The dates previously established have been retained which would have supported first inspection warnings. Now that the City of Cockburn does not support warnings, 1 December supports the no warning approach of the City of Cockburn to compliance and allows an additional 4 weeks to dry out some wet areas of the City. 1 April and beyond allows for the enforcement aspect to cease. Due consideration to amending the dates should be given.

Mr Evans points out that the City of Armadale does not appear to be restrictive in its nature for burning, what it does do is restrict burning off on Sundays and public holidays, which for most would only provide for one day a week instead of two on the weekend. This is not currently a restriction in place, nor should it be in the City of Cockburn.

Property owners can trim back trees that over hangs their property boundary at any time. It is unreasonable to remove large established trees that might allow a fire break to move around them and clears vegetation unnecessarily.

Points 1.2, 1.3 and 1.4 are noted and have been amended recently, with the term ‘bare earth’ remaining in place. There should be consideration to the inclusion of the extra definitions outlined. Point 6, 8 and 10 are implemented to suit the conditions to the circumstance at the discretion of the issuing Fire Control Officer by employing *Bush Fires Act 1954* s18 (7) which states;

- (7) *The person issuing a permit to burn under this section may, by endorsement on the permit —*
- (a) incorporate therein any additional requirements and directions considered necessary by him relative to the burning; or*
  - (b) modify or dispense with any of the conditions prescribed for the purposes of this section in so far as those conditions are applicable to the burning.*



The *Bush Fire Regulations 1954* is a subsidiary legislative piece to the *Bush Fires Act 1954* and can be viewed here at

[http://www.slp.wa.gov.au/legislation/statutes.nsf/main\\_mrtitle\\_1196\\_homepage.html](http://www.slp.wa.gov.au/legislation/statutes.nsf/main_mrtitle_1196_homepage.html)

They are two separate documents.

## **Submission 4 – Office of Bush Fire Risk Management ~ Proposed amendments**

Alix has provided the following;

Fire Permit:

1. Inclusion of dial '000' in the event of loss of control.
2. Inclusion of statement to advise permit is not valid on days where Fire Danger rating is Very high or above.
3. Increase room for additional comments.
4. General reformatting and sizing
5. Include wind direction or range of wind directions
6. Further advice reference

Fire Control Order:

1. Definition of 'authorised officer'
2. Replace reference to 'Building Protection Zone' with 'Asset Protection Zone'
3. Replace reference to AS 3959 with *Planning for Bush Fire Protection Guidelines edition 2*
4. Include definition of rural property or special rural
5. Reference to s24D – under point 6 of the notice.
6. Change square metre burn area for a cubic metre area.

The City as part of this correspondence has recently been offered an opportunity to participate in a permit system utilising a risk assessment as part of the process for issuing permits as part of the State's trail. This may be the preferred option to participate in the trails as it would provide for feedback to the state as well as providing the City with a valuable insight into the direction that OBRMS might direct burning into the future. It would also provide further opportunity to develop the current draft Fire permit template to ensure that it is compliant to future requirements.

The current permit template has been formatted where possible to include points 2, 3, 4.

The fire order should be amended to reflect those amendments as outlined.



Government of Western Australia  
Department of Environment Regulation

Your ref FILE: 027/007  
Our ref DER2014/000109  
Enquiries Jane Clarkson  
Phone 6467 5020  
Fax 6467 5532  
Email [nvp@der.wa.gov.au](mailto:nvp@der.wa.gov.au)

Mr Stephen Cain  
Chief Executive Officer  
City of Cockburn  
PO Box 1215  
BIBRA LAKE DC WA 6965

Attn: Mr Robert Avard

CITY OF COCKBURN	
DC 119	
26 MAY 2014	
SUBJECT	112/010
RETENTION	78.3/10
PROPERTY	
APP	
ACTION	R&S Avard

Dear Mr Cain

**CITY OF COCKBURN FIRE ORDER 2014/15**

Thank you for the City of Cockburn's letter dated 16 April 2014 regarding the City's Fire Order 2014/15 and subsequent email of 16 May 2014 providing a copy of the Fire Control Order for 2014-2015.

On 30 June 2013 the (then) Department of Environment and Conservation was split to form the Departments of Environment Regulation (DER) and Parks and Wildlife.

I note that at its meeting of 10 April 2014 Council resolved to seek comment from the Department of Parks and Wildlife on the Draft Fire Control Order in relation to a five metre clearance buffer around buildings. Please be advised that the postal address for Parks and Wildlife is Locked Bag 104 Bentley Delivery Centre WA 6983.

For your information I have attached a copy of DER's Native Vegetation Fact Sheet 20, which discusses clearing for fire protection (Building Protection Zones). Additional Facts Sheets and Guides are available on DER's website [www.der.wa.gov.au](http://www.der.wa.gov.au).

If you require further information please contact Ms Jane Clarkson on 6467 5020.

Yours sincerely

M Warnock  
SENIOR MANAGER  
CLEARING REGULATION

22 May 2014

Att: Fact Sheet 20

The Atrium, 168 St Georges Terrace, Perth WA 6000  
Phone (08) 6467 5000 Fax (08) 6467 5562  
Postal Address: Locked Bag 33, Cloisters Square, Perth WA 6850  
[www.der.wa.gov.au](http://www.der.wa.gov.au)





## Clearing for fire protection (Building Protection Zones)

*Environmental Protection Act 1986*

The Premier of Western Australia, Hon Colin Barnett MLA, issued Circular 2012/02 entitled Building Protection Zones (BPZs) on 3 September 2012. This document encouraged a shared responsibility of reducing bushfire risk in Western Australia by implementing or improving BPZs.

The Department of Fire and Emergency Services (DFES) describes a Building Protection Zone (BPZ) as an area for "managing and reducing fuel loads for a minimum of 20 metres around a building [to] increase its likely survival from a bushfire". Further information is available in an information note available at <http://www.dfes.wa.gov.au/safetyinformation/fire/bushfire/Pages/BushfireProtectionZones.aspx>

Bush fire prevention on private property is primarily the responsibility of local governments under the *Bush Fires Act 1954*. The Office of Bushfire Risk Management and local governments participate in and contribute to the implementation and approval of Bushfire Risk Management Plans that incorporate bushfire prevention and mitigation strategies.

It is common for local governments to issue a written notice under this legislation requiring an owner or occupier of land to clear firebreaks and the area within 20 metres of a building. This notice is sometimes known as a Firebreak Order. This legal requirement provides an exemption from the requirement for a permit for clearing native vegetation.

While the law in relation to BPZs is administered by DFES and local governments, the *Environmental Protection Act 1986* (EP Act) also recognises the need to clear vegetation for fire protection purposes. There is currently an exemption under Regulation 5, Item 15 of the Environmental Protection (Clearing of Native Vegetation) Regulations 2004 from the requirement to obtain a permit to clear previously cleared native vegetation within 20 metres of a building, which applies except in environmentally sensitive areas. The Government recognises the need to remove any unnecessary restrictions to protect buildings and other assets, and it intends to amend the legislation to provide for this.

Until these legislative amendments are in place, DEC will exercise its discretion in the public interest in relation to enforcement action for clearing:

- for bush fire protection within 20 metres of a building to create or maintain a BPZ; and

- to implement the requirements of approved Bushfire Risk Management Plans.

Please be aware that this does not absolve landowners from all other statutory responsibilities under local, state and federal law.

### More information

DEC provides a range of information at [www.dec.wa.gov/nvp](http://www.dec.wa.gov/nvp)

**Fact sheets** provide basic information to cover the most common questions DEC receives about the EP Act clearing provisions

**Application forms** include guidance on what information is required to submit a valid application

**Guides** provide additional detail to what is covered in the facts sheets or forms

**Environmentally sensitive areas** can be viewed from the Native Vegetation Map Viewer at [www.dec.wa.gov.au/nvp](http://www.dec.wa.gov.au/nvp) in the 'Data' section

**Be clear before you clear** – if you require assistance please contact DEC's **Native Vegetation Conservation Branch** on 6467 5020 or email [nvp@dec.wa.gov.au](mailto:nvp@dec.wa.gov.au)

If your clearing relates to **mining or petroleum** please contact the **Department of Mines and Petroleum (DMP)** Native Vegetation Assessment Branch for assistance on 9222 3333 or visit: [www.dmp.wa.gov.au/nvabinfo](http://www.dmp.wa.gov.au/nvabinfo)

See information sheets from Department of Fire and Emergency Services [www.dfes.wa.gov.au/safetyinformation/fire/bushfire/BushfireInfoNotesPublications/infonote-\\_What\\_is\\_a\\_building\\_protection\\_zone.pdf](http://www.dfes.wa.gov.au/safetyinformation/fire/bushfire/BushfireInfoNotesPublications/infonote-_What_is_a_building_protection_zone.pdf)

### Please note.....

The above information provides a general guide to the clearing provisions of the *Environmental Protection Act 1986* (available at [www.slp.wa.gov.au](http://www.slp.wa.gov.au)). DEC has endeavored to ensure the accuracy of the contents of this document, it accepts no responsibility for any inaccuracies and persons relying on this document do so at their own risk.





# Event Strategy



2014 - 2019



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## Executive Summary

The City of Cockburn runs an annual community events program, funded by up to 1% of rates income. In addition to this event program, the City runs other events (see appendix 1) and workshops to support their function and objectives.

The purpose of this Strategy is to ensure that events fulfil the relevant objectives in the Strategic Community Plan and other adopted Council strategies and policies. Consultation has taken place with external stakeholders and internal stakeholders to form this strategy. A Strengths Weaknesses Opportunities and Threats (SWOT) analysis was also undertaken (Appendix 3) to assist in the development of this strategy. There are five specified strategy areas with associated actions identified in this document, as follows:

1. The City will offer an annual program of community events that have broad appeal across the community and where the main entertainment and most activities are free.
2. All City events will follow the Event Strategy Sustainability guidelines.
3. The City will empower and facilitate the community to run their own events, where appropriate.
4. The City will facilitate and encourage activities which attract visitors to Cockburn to enhance local economic activity.
5. All City events will be aligned with relevant City strategies and policies and used to promote other City services, where possible.

Sufficient budgets and adequate human resourcing is critical to the success of this strategy.

Success will be measured through the City's Community Perceptions Survey results and the achievement of actions identified in this Strategy.

Due to the impending Local Government reform agenda, no recommendations have been made in regard to a new organisational structure for the Events Unit at this stage.

## Objectives

The purpose of this Strategy is to ensure that events in the City of Cockburn fulfil the relevant objectives in the Strategic Community Plan, as follows:

'The City's mission is to make the City of Cockburn the most attractive place to live, work, visit and invest in within the Perth Metropolitan Area'.

To achieve this, the City has framed its major objectives around seven key themes in the City's Strategic Community Plan 2012-2022.

Two specific themes relate directly to this Strategy:

Under the theme of 'Community and Lifestyle', the City has committed to:

- 2.3.1 Providing and facilitating community activities, events and programs that draw a wide cross-section of the community.
- 2.3.2 Support the development of local community associations and other advocacy groups.
- 2.4.1 Facilitate equal access for our community to facilities and services.
- 2.6.1 Provide and promote activities, services and recreational facilities that encourage our community towards an active and healthy lifestyle.
- 2.7.1 The significance and richness of our local Indigenous people and diverse multicultural community will be recognised and celebrated.

Under the theme of 'Environment and Sustainability', the City has committed to:

- 4.1.1. Implement sustainable resource management strategies.
- 4.1.2 Promoting sustainable practices within the community.
- 4.4.2 Investigate and implement appropriate waste minimisation programs and new technologies.

## Consultation

Consultation was undertaken with both external and internal stakeholders in late 2013 and early 2014 to inform the development of this Strategy.

**External:** In the 2013 Community Perceptions Survey undertaken by Catalyse, 82% of those surveyed said they were satisfied with the City's 'Festivals, events and cultural activities', 45% of which said they were delighted; 12% were neutral and 7% were dissatisfied. The City asked more in-depth questions related to the free community events program to inform this strategy (see Attachment for full report) using data from two focus groups.



**Internal:** This strategy was developed in 2014 in consultation with City of Cockburn staff including Event Officers, TravelSmart Officer, Cultural Development Officer, Health Promotion Officer and staff from the Strategic Planning, Executive Services, Community Development, Recreation Services, Human Services and Environmental Services Units.

## **Evaluation**

Evaluation of this plan will be undertaken by the Corporate Communications Unit annually:

1. Measurement of satisfaction with events through the annual Community Perceptions Survey.
2. Achievement of the actions detailed in the 5 Strategy areas below.

## **Action Plan**

In order to achieve the objectives of the Event Strategy, five strategies with associated actions have been identified, as follows:

## Strategy 1 – Annual Program of Community Events

The City will offer an annual program of events that have broad appeal across the community and where the main entertainment and most activities are free. This specific program is currently funded by up to a maximum 1% of rates income in accordance with Budget Management Policy SC34. This program of events and its budget must be approved by Council.

	<b>Actions</b>	<b>Cost</b>	<b>Timeframe</b>	<b>Comment</b>	<b>Who</b>
1.1	Review the 'Carnival of Events' program each year following the previous season.	Budget approved annually in accord with Policy SC34	Annually post season - May	The 'Carnival of Events Program' caters for a broad demographic in regard to age and taste - see appendix 2 for the 2013-14 Calendar of Events. Where concerts continue to form part of the program, the genre will be rotated to appeal to a range of ages. For this program of events, the music will generally have broad appeal. Other events are more suited to showcasing other specific styles of music.	Event Coordinator; Event Assistant; Manager Corporate Communications
1.2	Provide promotion of free community events to City of Cockburn residents/ratepayers.	Budget approved annually in line with Policy SC34	Ongoing throughout the season	This program is funded by Council. This promotion will be reviewed if events are held in commercial centres such as Cockburn Central or Port Coogee where there will be an economic benefit to holding events and an opportunity for funding to be sourced from external sources.	Marketing Officer
1.3	A pre event season meeting will be held with all stakeholders to discuss risk mitigation for the community events.	Existing	Annually - October	The outcomes with clear actions will be circulated, reported and recorded.	Event Coordinator

	<b>Actions</b>	<b>Cost</b>	<b>Timeframe</b>	<b>Comment</b>	<b>Who</b>
1.4	One post-event season de-brief will be held with all key stakeholders (internal and external).	Existing	Annually - April	The outcomes with clear actions will be circulated, reported and recorded. The debrief will also cover other major events such as Spring Fair.	Event Coordinator
1.5	Review what applications for sponsorship will be made to support major events.	Existing	Annually - August	Any sponsorship gained will be credited to the annual budget. There is currently not adequate internal resource to manage the sourcing and implementation of a comprehensive event sponsorship program.	Manager Corporate Communications; Marketing Officer; Grants and Research Officer
1.6	The City will partner with the Fremantle Football Club to promote community opportunities with the Club`s presence in Cockburn.	TBA	2016 onwards	There are many possibilities including assistance with recruiting members to the new Aquatic facility and holding a joint family day event. These would all need to be negotiated.	Event Coordinator; Recreation Services Coordinator
1.7	Council will permit but not promote BYO alcohol at evening concerts.	Existing	2014 onwards	Exceptions are: 1. unless advised by the police to actively promote an event as alcohol free; 2. where a concert is aimed at teenagers and younger, Officers will recommend that the particular event is actively promoted as alcohol free.	Manager Corporate Communications; Event Coordinator; Cultural Development Coordinator

## Strategy 2 – Sustainable Events

All City Events will become more sustainable, as defined for the purpose of servicing and marketing the various events and functions provided by the City of Cockburn. This will include an appropriate formula for weighting the necessary sustainability principles to be applied to each event / function.

	<b>Actions</b>	<b>Cost</b>	<b>Timeframe</b>	<b>Comment</b>	<b>Who</b>
2.1	Develop and implement 'Recycle Right' and Waste Minimisation Event Guidelines for all events.	Existing	2014-2015	A process of internal consultation will be undertaken.	Waste Services; Event Coordinator; Environmental Services
2.2	Increase the number of sustainable (to be defined) suppliers at Cockburn events.	Existing	2014-2015	A target can be set once sustainable is defined and an assessment is undertaken of how much change suppliers would need to make to be considered 'sustainable.'	Event Coordinator; Procurement Services; Environmental Services
2.3	1. Minimise the use of printed materials for marketing of events. 2. Use only 100% recycled paper in the printing of all promotional material for events.	Existing	Commence 2014-15 financial year	For production of existing resources such as calendars, Cockburn Soundings and digital media.	Event Coordinator; Environmental Services
2.4	A written procedure will be developed for each event and will be reviewed each year.	Existing	2014 -2015	To enable consistent continuity of events.	Event Coordinator
2.5	A written debrief will be undertaken for each event and recorded.	Existing	Commencing 2014-15	As a record of any incidents, estimated attendance, what was successful, what could be improved, weather conditions.	Event Coordinator

	<b>Actions</b>	<b>Cost</b>	<b>Timeframe</b>	<b>Comment</b>	<b>Who</b>
2.6	Review incoming sponsorship policy.	Existing	Annually	To ensure that there is no conflict of interest, that the City's values are being upheld while potential income sources to offset expenditure are maximised.	Manager, Corporate Communications
2.7	Criteria to be developed for allocation of stall holders.	Existing	2014-15	This may vary between some departments but general criteria can be developed, to enable selection of suppliers to be simplified and fair. Consult with other officers who run events. The criteria will distinguish between charitable and non - charitable organisations.	Event Coordinator in consultation with officers who run events.
2.8	Review "Sustainable Events" Grant application process.	Existing	2015 -16	To increase the take up rate among community groups.	Grants and Research Officer
2.9	Develop a Job Safety Analysis Check sheet on food safety for use by all event organisers (internal and external).	Existing	2014-15	This will include issues such as food safety handling and how to communicate to people with allergies.	Environmental Health Services; Procurement Services; Executive Services; Event Coordinator
2.10	Develop guidelines for suppliers of services to events.	Existing	2014-15	This may include guidelines for dealing with children.	Event Coordinator; Procurement Services
2.11	Other City Services are invited to promote their services at relevant City Events	Existing	Ongoing	Subject to staffing and other required resourcing by participating Unit.	Event Coordinator



	<b>Actions</b>	<b>Cost</b>	<b>Timeframe</b>	<b>Comment</b>	<b>Who</b>
2.12	Community groups and sporting clubs will be given equal opportunity to take part in City organised events, as appropriate.	Existing	Ongoing	This provides an opportunity for local organisations to recruit members or fund-raise.	Event Coordinator; Community Development; Recreation Services
2.13	Templates for debriefs and risk management registers and treatments will be produced.	Existing	2014-15	Examples for a small event to a comprehensive risk management plan for a large concert will be provided on staff portal.	Event Coordinator

### Strategy 3 – Empower the Community to Conduct their own events.

	<b>Actions</b>	<b>Cost</b>	<b>Timeframe</b>	<b>Comment</b>	<b>Who</b>
3.1	Review aspects of the Grants and Donations program to encourage take up of grants and sponsorship to assist with the running of community-run events.	Existing	2015-2016	Consult with community groups about what would encourage them to apply.	Community Development Coordinator
3.2	Investigate the interest in and cost to offer support to communities for “pop up” events, such as cafes or cinemas.	Existing	2015-2016	This is currently not permitted by Health Regulations.	Community Development Coordinator
3.3	Review, update and promote the online resource - ‘Running a Super Successful Event in the City of Cockburn’ booklet.	Existing	Commencing 2014-15	This is a “one stop shop” booklet to assist the community in running an event.	Community Development Coordinator
3.4	Promote and continue to maintain the Cockburn Community trailer.	Existing	Ongoing	For use by the community at events.	Community Development Coordinator
3.5	Review External Event application form.	Existing	2015-16	Requires updating.	Recreation Development Officer

## Strategy 4 – Develop Events to Encourage Economic Activity

The City will facilitate and encourage activities which attract visitors to Cockburn to encourage economic benefits.

	<b>Actions</b>	<b>Cost</b>	<b>Timeframe</b>	<b>Comment</b>	<b>Who</b>
4.1	Undertake a feasibility study into the suitability of Cockburn venues for: <b>a)</b> attracting large events; <b>b)</b> attracting satellite events from events such as the Perth International Arts Festival, Perth Comedy Festival; <b>c)</b> Identifying a means to achieve an arrangement which benefits the Cockburn community	\$25,000 estimate	2017-2018	This would include internal and external venues.	Manager Corporate Communications; Event Coordinator; Cultural Development Coordinator
4.2	If the outcome of the study determines there is a market for attracting events, employing an additional staff resource to coordinate event attraction; coordinate externally run events; and to be responsible for incoming event sponsorship.	\$75,000 (recurrent) to be offset by incoming sponsorship	2018-2019	Currently externally held events deal with multiple Units in regard to permission to use reserves, health approvals, road closures etc. This is not ideal but workable for small events. However, larger events require significant coordination and resource.	Manager, Corporate Communications
4.3	Encourage and support local sporting clubs to host state and/or national sporting events in Cockburn.	Sponsorship and Capital Works funds may be required	2017- 2018	To allow for Clubs to apply for the hosting of major sporting events, subject to sporting facilities being of eligible standard.	Coordinator, Recreation Services
4.4	Ensure the planning framework provides the opportunity for tourist accommodation to be facilitated within key activity centres of the City, particularly Cockburn Central Town	Existing	2018-2019	There is a significant lack of short term accommodation opportunities within the southern metropolitan region and with the focus of activity and investment	Executive; Strategic Planning

	<b>Actions</b>	<b>Cost</b>	<b>Timeframe</b>	<b>Comment</b>	<b>Who</b>
	Centre and Cockburn Coast.			in the City of Cockburn, there appears to be an opportunity to promote tourism accommodation development. Having the planning framework to provide for such is critical.	
4.5	Review busking policy each year to consider additional busking locations for the future (e.g. Port Coogee; Cockburn Coast).	Existing	Commencing 2014-15	Identify potential locations. Consult with local stakeholders and ensure adequate risk assessment	Manager, Corporate Communications
4.6	Assess holding one of the City's major events in the public area of Cockburn Central West and a further event in conjunction with Fremantle Football Club, once area is developed.	Existing	Commencing 2017 - 18	To replace Success Regional Sport & Community Facility as a venue.	Event Coordinator

## Strategy 5 – City Events Aligned with Relevant City Strategies and Policies.

All City events will be aligned with relevant adopted City of Cockburn Strategies and Policies and used to promote other City services, where possible.

	<b>Actions</b>	<b>Cost</b>	<b>Timeframe</b>	<b>Comment</b>	<b>Who</b>
5.1	A policy on the availability of healthy food options at all City events will be developed.	Existing	Commencing 2014-15	Aligns to City of Cockburn Public Health Plan 2013-2018  In the meantime officers will ensure that there are always healthy options at all events in the City of Cockburn.	Event Coordinator
5.2	Each event is as accessible as possible and accessibility is well promoted.	Existing	Commencing 2014 -15	Aligns to City of Cockburn Disability Action and Inclusion Plan 2012-2017	Event Coordinator; Disability Access & Inclusion Officer
5.3	A 'Welcome to Country' or Acknowledgement of Country is included in each of Council's ceremonies and major events. Aboriginal performers are considered.	Existing	Commencing 2014-15	Aligns to City of Cockburn Reconciliation Action Plan 2013-2016  To include an acknowledgement to Traditional Owners and Indigenous Performers, where appropriate.	Event Coordinator; Aboriginal Liaison Officer
5.4	Events will be actively promoted as smoke free.	Existing	Commencing 2014-15	Aligns to City of Cockburn Policies SC42 "Smoke Free Environment" and SC43 "Smoke Free Council"	Marketing Officer; Graphic Designer
5.5	Public Transport options are promoted where they exist.	Existing	Commencing 2014-15	Aligns to City of Cockburn Integrated Transport Plan (Still in Draft Form)	Marketing Officer; Travel Smart Officer
5.6	All events will have a risk management register and treatment plan.	Existing	Commencing 2014 -15	Aligns to Corporate Enterprise Risk Register.	Governance Coordinator



5.7	Actions	Cost	Timeframe	Comment	Who
				Aligns to City of Cockburn Communication Strategy and Action Plan 2012-2017	
	All Events will be clearly branded as City of Cockburn Events and staff will be clearly identifiable as City of Cockburn employees.	Existing	Commencing 2014-15		Event Coordinator

## Appendix 1

Major City of Cockburn Events at May 2014.

Includes City of Cockburn public and invitation only events, however, does not include workshops or Service Unit regular programs.

Event Name	Month	Venue	Service Unit
Big Aussie Day BBQ Brekky	January	Coogee Beach Reserve	Events
Citizenship, Australia Day	January	Administration Building	Executive Services
Seniors Night 1	January	Dalmatinac Club	Events
Summer Nights Concert 1	February	Success Regional Sport Facility	Events
Summer Nights Concert 2	March	Manning Park	Events
Hello Baby	March	Manning Park	Children's Services
Harmony Day	March	Spearwood Library; Harvest Lakes	Libraries Family Services
Youth Week Activities	April (1 <sup>st</sup> week)	Youth Centre	Youth Services
Coogee Beach Festival	April	Coogee Beach Reserve	Events
Skate Park Event	April	Atwell	Youth Services
Anzac Youth Parade	April	Memorial Park	Youth Services; Cockburn RSL; Events
Anzac Day Event	April	Memorial Park	Events; Cockburn RSL
Big Night IN	April	Youth Centre	Youth Services
Harvest Hoo Ha!	May	Harmony Oval	Events
Reconciliation Week	May	Various	Family Services & Seniors Centre
Show Off Exhibition	May	Memorial Hall	Cultural
Aboriginal Cultural Coach Tour	May	Cities of Cockburn, Melville & Fremantle	Community Services (Cities of Cockburn, Melville & Fremantle)
Library and Information week	3 <sup>rd</sup> week in May	Libraries	Libraries
International Families Day	May	Atwell Community Centre	Support Services

Event Name	Month	Venue	Service Unit
Pioneer's Luncheon	May	Dalmatinac Club	Executive Services
NAIDOC Week	July	Administration Building	Family Services
Big Night IN	April (Friday night)	Youth Centre	Youth Services
Seniors Night 2	July	Dalmatinac Club	Events
Local Government Week	August	Various	Corporate Communications
Hiroshima Day	August	Peace Park	Events
Children's Book Week & Reading Hour	3 <sup>rd</sup> Week in August	Libraries	Libraries
Aboriginal & Torres Strait Islander Children's Day	August	Coolbellup	Human Services
Bibra Lake Fun Run	September	Bibra Lake	Recreation Services
Battle of the Bands	September	Youth Centre	Youth Services
Teddy Bears Picnic	October	Manning Park	Human Services
Cockburn Rotary Spring Fair – incorporating Frosh	October	Manning Park	Cultural
Garage Sale Trail	October	Various	Waste Services
Fremantle / Cockburn Travel Smart Trek	October	Fremantle	Travel Smart Officer
Get Connected Expo	November	Administration Building	Community Development
Seniors Night 3	November	Dalmatinac Club	Events
Volunteer Emergency Services Dinner	November	Fremantle	Executive Services
Skate Park Event	November	Coolbellup	Youth Services
Annual Reference Group Event	November	Administration Building	Human Services
Celebrate Ability	December	Manning Park	Disability Services
Christmas Fairy Lights	December	Administration Building Forecourt	Events

## Appendix 2 - 2013-2014 Carnival of Events Calendar

**SEASON UPCOMING** **FREE EVENTS**

### 2013

**TEDDY BEARS PICNIC**  
Free rides & activities - Bring your teddy!  
Manning Park ..... Wed 23 Oct ..... 10am - 1pm

**COCKBURN ROTARY SPRING FAIR**  
20th Anniversary Carnivale  
Manning Park ..... Sun 27 Oct ..... 11am - 3pm

**CELEBRATE ABILITY DAY**  
Celebrating all Abilities  
Manning Park ..... Fri 6 Dec ..... 10am - 1pm

**A FAIRY LIGHTS, CHRISTMAS NIGHT**  
Celebrate Christmas with your neighbours  
Council Grounds ..... Sat 14 Dec ..... 5pm - 8pm

### 2014

**BIG AUSSIE DAY BBQ BREKKY**  
Free sausage sizzle, rides and entertainment  
Idol Heat 1  
Coogee Beach Reserve ..... Sun 26 Jan ..... 7am - 11am

**SUMMER NIGHTS CONCERT 1**  
Idol Heat 2 ..... Samantha Jade ..... Justice Crew  
Success Regional Sporting Facility ..... Sat 22 Feb ..... 6pm - 10pm

**SUMMER NIGHTS CONCERT 2**  
Idol Finals ..... Kate Ceberano  
Manning Park ..... Sat 15 Mar ..... 6pm - 10pm

**HELLO BABY**  
Manning Park ..... Wed 19 Mar ..... 10am - 12:30pm

**COOGEE BEACH FESTIVAL**  
Free rides, activities and entertainment for all  
Coogee Beach Reserve ..... Sun 6 Apr ..... 9am - 2pm

**HARVEST HOO HA!**  
The flavours of Cockburn  
Harmony Oval Harvest Lakes ..... Sat 10 May ..... 10am - 2pm

For full details of Carnival of Events, visit the City's website,  
Facebook page, or check Community Newspaper advertising  
closer to date of the event.

Committed to accessible  
and inclusive events.

## Appendix 3

### SWOT ANALYSIS

<p><b>Strengths</b></p> <p>Generally well attended.  High level of satisfaction with City of Cockburn events (Community Perceptions Survey).  Events are of high quality.  Diverse mixture of events.  Some events are used to promote City services and programs.  More events are now incorporating sustainability principles (water tankers for bottle refill).  Waste Education Officer working towards more recycling at events.  Most components of City of Cockburn events are free or at minimal cost and therefore widely accessible to the Cockburn community.  Internal support services (e.g. Environmental Health, Customer Service and other Officers are paid from budget to work at events).  Events are managed in-house which maximises opportunities to ensure that City objectives are met.  Local businesses are used where possible.  Local singers and high school bands are used where possible.  Welcome to Country at events has increased.  Events team work closely with Disability Access and Inclusion Officer on making events accessible.  Nationally recognised quality acts at the concerts.  Good collaboration with Police and Emergency Services.  Platform for Councillors to communicate with the community.</p>	<p><b>Weaknesses</b></p> <p>Not enough human resource to run more events if desired for both community events and civic programs.  Not enough human resource to support other Units with events.  Not enough human resource to run more localised events in suburbs.  Individual departments do not have the resource to attend all events to promote their programs and services.  Lack of human resource to actively pursue and implement an incoming sponsorship program.  Lack of human resource to actively encourage events to come to Cockburn.  Unsure if marketing is effectively reaching Culturally and Linguistically Diverse residents.  Minimal uptake of grants and sponsorship to assist with the conduct of community events. .  Lack of indoor venue with capacity to accommodate concerts.  Public transport is often not available at useful times for City events.  Size of some events is limiting venue choice.</p>
<p><b>Opportunities</b></p> <p>To promote other Council services and facilities.  Elected members to meet the community.  To facilitate others to run events in the City.  To promote spending opportunities in the City of Cockburn.  Promotion of Indigenous culture.  To encourage more take up by Community Groups and not-for-profit Organisations from Cockburn to promote themselves at events.  Fremantle Football Club relocation to Cockburn.</p>	<p><b>Threats</b></p> <p>Competition from other events outside the City.  Severe injury or death at an event.  Budget limitation.  Local Government reform.</p>



# Engaging the community to develop an effective Event Strategy: Qualitative findings

March 2013



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# Strategic Insights

The City of Cockburn currently hosts a variety of events that appeal to the community because they are free, perceived to be of high quality, well organised, held at good venues and provide a good sense of community.

While interest is high, getting people along to these events may require an increase in awareness through clear, direct and prominent communications which capture the attention of the community.

There are opportunities to strengthen current events and develop the program further with the introduction of new concepts.



## Introduction and research method

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The overall purpose of this study was to assist in the development of an event program that supports the City's achievement of its vision. Ultimately, this will involve increasing attendance at City events.

The City seeks to develop healthy, liveable, vibrant, socially cohesive and inclusive communities within the City of Cockburn. The City's Event Strategy will make a significant contribution in this area.



- This report presents the findings of initial focus group research, the results of which will be used to develop a questionnaire for a random sample phone survey to explore particular areas further.
- Two focus groups were conducted with local residents on 27 and 28 February 2013.
- Group 1 was attended by 9 people who live on the east side of the City of Cockburn, and Group 2 was attended by 10 people who live on the west side.
- In each group, there was a mix of residents by gender, age, lifestage and location.
- Participants were recruited by Edith Cowan University's Survey Research Centre.
- The discussion was moderated by a facilitator from CATALYSE using a discussion guide that was developed and agreed with the City of Cockburn.

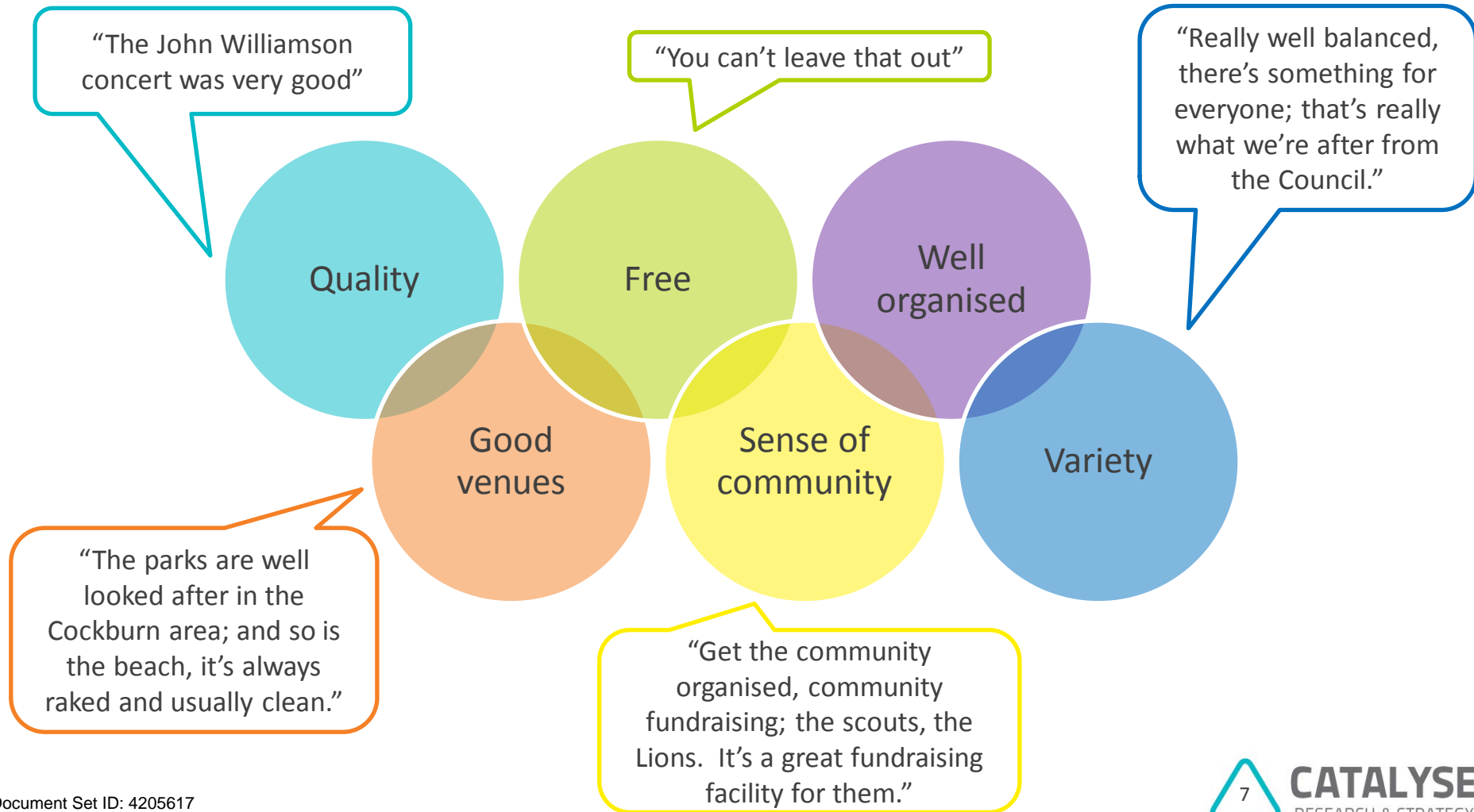


# Overall perceptions

# Free local community events are well regarded

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Perceptions of City of Cockburn events are generally very positive. Residents enjoy the fact they are free to go along to and the sense of community they bring about. They are considered to be of high quality with lots of variety, well organised and held at good venues.



# Awareness

# There is room to improve awareness of events

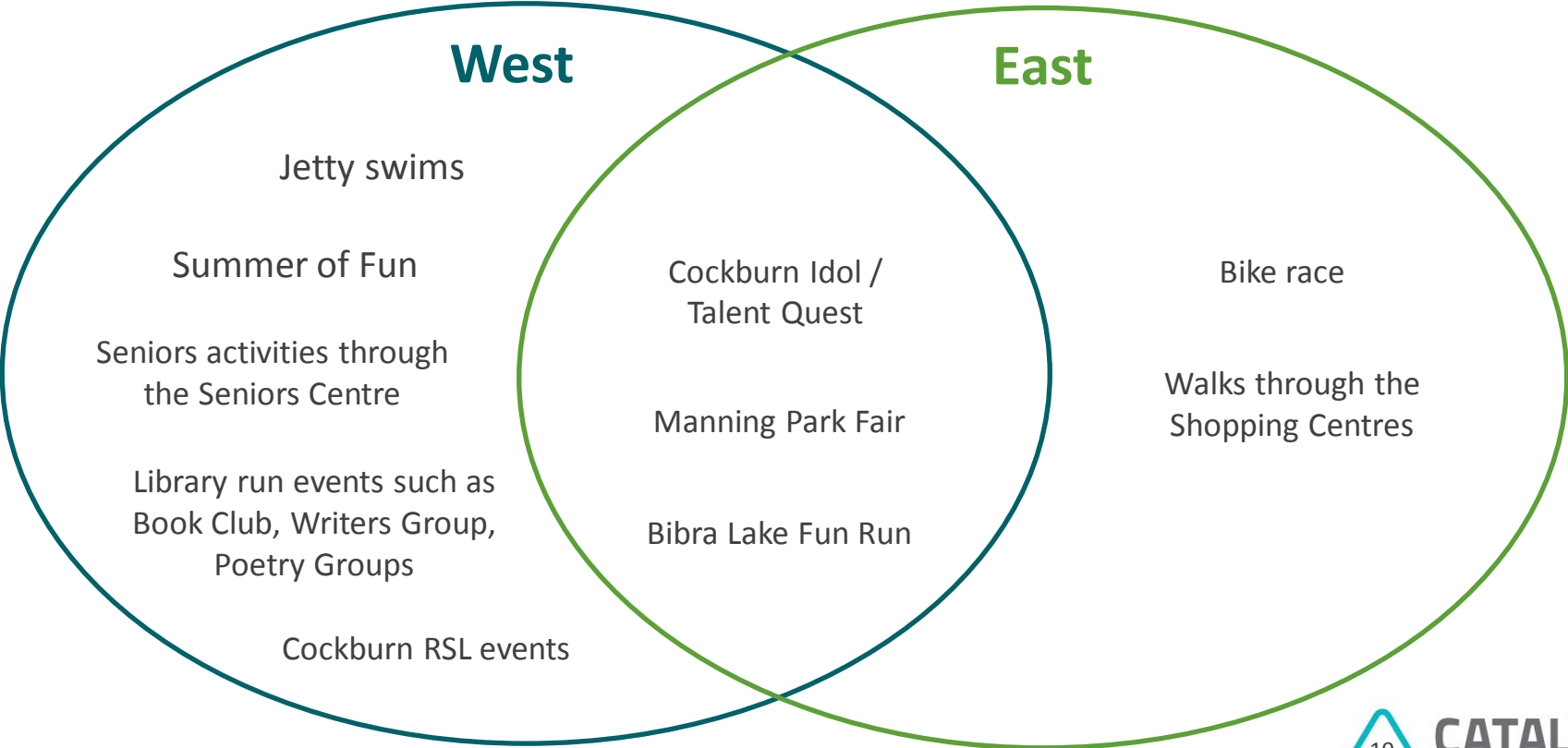
While perceptions of events were positive across both the East and West, there is room to improve awareness of some of the key City of Cockburn events. For example, a mother with a teenaged child who has a disability was unaware of Celebrate Ability at Manning Park, but very interested in such an event. There appears to be higher awareness of local community events among those in the West and families with children.

	East		West	
	Spontaneous mention	Awareness	Spontaneous mention	Awareness
Cockburn Christmas Party	Yes	Moderate		Moderate
Cockburn Teddy Bears Picnic		Low	Yes	Moderate
Celebrate Ability		None		None
Aussie Day BBQ Brekky		Moderate		High
Hello Baby		Low		Low
Coogee Beach Festival		Low	Yes	High
Movie Nights	Yes	Moderate	Yes	High
John Williamson concert	Yes	Moderate	Yes	High
WASO concert		Moderate		High

# Higher awareness of events among those who live closer

Proximity to venues appears to affect event awareness with those in the West spontaneously mentioning more local community events. The closer people live to events, the more likely they are to be aware of the event. For instance, those in the West mentioned beach activities such as the Jetty Swims and Coogee Beach Festival which weren't spontaneously thought of by those in the East.

Other local community events spontaneously mentioned included:





# Getting people along to events

# Local community events check most of the boxes

.....

Some City of Cockburn events are already checking most of the boxes that entice local residents to go along. Continuing to strengthen performance in these areas across all local events will help to grow events and the City of Cockburn brand.

**Key motivators driving attendance include:**

**Sense of community**

Opportunity for people to invite friends along, meet up with friends and also bump into people from around the local area. For example, with movie nights:  
*"You've got more chance of meeting friends and people you know there, than at the cinema"*

**Something different and access to culture**

The WASO Concert at Manning Park appeals to music lovers of all ages as well as those looking for something new and interesting. While movie nights outdoors in the park with the local community offer something different than just going to the cinemas.

**Free to attend**

**Fun and interactive**

*"Getting kids up to dance, community to join in"*

**Quality entertainment**

*"To get someone like John Williamson, and also the Carols by candlelight, it makes it worth going"*

**Something for the whole family, particularly kids**

A key reason for the popularity of Christmas events and the Aussie Day Brekky:  
*"Lots to do on the day, especially for kids"*

**Well organised**

**Convenient and close to home**

for example, some considered the organisation of the John Williamson concert to be *"brilliant."*

**Some involvement of sport**

*"For pretty active, competitive people"*

# Awareness and accessibility are key areas for improvement

.....

**While local community events are well regarded, there is some room to improve in two key areas:**

## Awareness

- Younger singles and couples generally show a lack of awareness and engagement with local community events but say they would have liked to go to events such as the WASO and John Williamson concerts had they known it was on. As one 18-34 year old said about the John Williamson concert *“I was aware of the commotion but wasn’t sure what it was”* suggesting there may be a need for more innovative ways to capture the attention of this age group and be more informative about what’s on.
- The size of the City of Cockburn also presents a challenge in promoting and attracting people to events. There is opportunity to strengthen City of Cockburn branding on event promotion to increase awareness among the entire community. For example:
  - *“I’ve heard of the Teddy Bears Picnic but didn’t know it was Cockburn that ran it”*
  - *“Sometimes you forget that Coogee’s part of Cockburn, it’s so far away”*

## Accessibility

- The size of the area presents a challenge for accessibility, however there is opportunity to improve communications about where events are located, entry and exit details, parking options and public transport as well. This includes details provided in promotional material as well as signage at the event, for example:
  - The John Williamson concert – *“Poor to say it’s at such and such a park when it’s not even in a directory... Two of my friends didn’t make it that night because they couldn’t find it”*
- For those affected by a disability or impairment, knowing that there will be good disabled access at the venue is important:
  - *“I don’t want to be parked 2km away pushing a wheelchair with my son in it who’s 75kg – that puts me off going to things if I know I’m not going to get a parking space”*

# Be mindful of other barriers when planning events

.....

Those who have attended local community events generally provide positive feedback about their experience. Some potential barriers to consider when planning future events include:

**Crowds** – how many people will be there, will it be crowded or will there be lots of space?

- *“This affects everything – parking, toilets, food etc.”*
- *“I avoid big events like the Skyworks because of this”*

**Refreshments** – while most would like the option to bring a picnic, they also like to know that there will be food and drink available to purchase at the event

- *“I need to know I can get drinks and food and things for my kids”*

**Timing** – date, time and frequency of events are generally thought to be quite good

- *“Dates seem to be well spread – they don’t normally have things each week”*

**Toilets** – knowing that there will be clean and adequate toilet facilities

**Age appropriate** – while family oriented events suit those with children, some younger adults also like to know there are events which are targeted specifically at people their age

- *“A lot of things are very geared to family and children, which is nice but I tend to avoid them” (from a younger single or couple, 18-34 years)*

**Weather** – good temperature (not too hot, not too cold), dry etc.

- *“Kids get cranky when it’s too hot”*

**Cost** – ticket price as well as associated costs such as parking, food, drink etc.

# Concepts for future events

# Music events remain popular

.....

**Music events are very popular.** People are mainly attracted to music events if they are perceived to be high quality with known performers or have a focus on supporting local performers.

Suggestions for music type and specific performers vary depending on age and music taste. A number of music events which featuring different genres and artists may be necessary to appeal to a broad market.

Some also suggest offering a concert which features a variety of music, beginning in the afternoon and continuing into the evening. Music earlier in the day could be more oriented toward families with younger children and progress toward younger adults later in the evening.

- *“Good range so kids can go as well – start early with the lighter stuff and have the heavier stuff later – if it’s well enough advertised and the content is as well people know when to be there.”*





# Events that involve the community and offer variety are also popular

.....

Variety events that get the community involved and provide interactive activities for the audience are also quite popular. These events would mainly be aimed at all ages with a focus on offering a variety of activities for children. Key ways to do this include:

- **Concerts with various performers** that suit kids of all ages and something for the adults. This could feature singing, dancing, kids entertainers such as magicians and puppets, animals – something interactive to get the audience involved.
- **Festival or fair** featuring rides, street performers, stalls for local business, charities, colleges and universities. This could feature a large stage show in the evening with a band or performer, followed by fire Works.
- **Getting local community groups involved** and allow the local talent a chance to display their craft. For example, performances from local dance groups.



# A multicultural food festival has potential

There appears to be good support for both a food festival and street festival.

The concept of a multicultural food festival generated the most interest across those in the East and the West. It may be a good way to involve the “many different cultures in Cockburn.”

- Council may benefit from looking to local church groups who currently hold similar events for different cultural groups in the area.



If a street festival were to be held parking would be the key challenge to finding a suitable location.

- “Wherever the parking is that’s where the street party should be”
- Progress Drive (near Bibra Lake) may have potential as it is believed to have good bike access and potential access to the Adventure World car park when the theme park is closed.
- The ‘Town Square’ near the train station and Spearwood Road through to Rockingham Road (as for the ANZAC Day March) may have potential but there is doubt parking would be sufficient:
  - “Train Station Quadrangle would be ideal but you can’t get a car park in the morning let alone at a festival”

# There are some other areas worth exploring for future events

.....

**There is some interest in a ‘Sculpture by the Lake’ event**, which is consistent across all ages. This interest is generated largely by the success of Cottesloe’s ‘Sculpture by the Sea’

- “I think that one at Cottesloe was very successful and I don’t see why it couldn’t be here”

**There is also some room to explore a community garden** with higher interest among families with children. This concept could be strengthened by including information sessions and education programs.

- “Great for younger families”

Some locals are also looking for a cultural experience or the opportunity to go along to an event they may not ordinarily get to see. Suggestions for these cultural or ‘different’ types of events include musical performances such as an orchestra or jazz concert down at the beach, and theatre such as Shakespeare in the Park.

While there were a variety of suggestions, key features to include when planning future events include a strong community focus, variety and interactive activities. They may also capture unique features of Cockburn such as the rich multicultural history, unique coastal area, parks and open spaces.

Suggestions include a car boot sale / antiques fair, historical tours, community bike rides, a fishing event and an educational / scientific discovery event.

# There is opportunity to build a relationship with the Dockers

.....



## There are opportunities to increase promotion of the Dockers coming to the City of Cockburn.

This may involve further promotion of the benefits this will have for the area such as the new facilities to help keep the community on side and reassure them the football club will not be a “drain on resources.” Getting the players involved in the community and local school programs may also help to get the community on side.

- *“They could put a big sign up here most people wouldn’t know where the stadium is going”*
- *“It’s going to be great – we’re going get some great new facilities”*

Locals suggest a ‘meet and greet’ with players at a community event or a BBQ held for the club. Attendance could be increased by providing interactive activities such as opportunities for kids to get signatures, learn some skills, play some football while also providing other entertainment as well.

To manage community perceptions and expectations Council and the football club may benefit from continued work with the community rather than a ‘once off event’ when the club arrives. Open training sessions throughout the season could be a way of maintaining the relationship between the club and the community.

- *“Do it before the season starts and when it ends – everyone’s always good at the start of the season... it’s there and then it’s not... at the end of the season”*

Promotion and support provided to the football club should be managed with care as not everyone will be football focused.

- *“I’d like to see things kept balanced and not go overboard with them.”*

# Creating an ideal event

# Local parks are an ideal venue, while the beach also has potential

.....



**Locals enjoy the local parks and consider them to be great locations for events.** Locals would enjoy going to events at Beeliar Oval and Manning Park in particular.

- *“Cockburn’s pretty well renowned for the way it keeps its parks – they’re always enjoyable to go to”*

Bibra Lake has some draw backs such as the “vicious” swans and mosquitoes stopping people from attending events there, particularly with the recent news about Ross River virus in the area.

**Coogee beach is considered to be an ideal location by some**, although accessibility presents a large challenge. Parking appears to be an issue and those living in the East may be less likely to attend an event there.

- *“Not a lot of parking at Coogee beach, and is limited for anyone with wheelchairs”*

Other locations which could have potential include the Cockburn Basketball Centre (including the surrounding land), local community centres and the new stadium on North Lake Rd. The Cockburn Central Town Square has potential if the parking issues can be addressed.

- *“You could run something really good in that new town square sort of thing”*
- *“There’s no parking there at all”*



# A friendly, community atmosphere is the key

.....

**There is need for variety of events** with some lively, energetic and exciting events with some toned down relaxed events as well. This could depend on the type of event and the target audience with some suggesting lively and energetic with pockets of relaxed areas as well.

While a balance may be possible, a key aspect to concentrate on is community atmosphere. Whether the event is lively or energetic it should be fun, social, safe and family friendly where appropriate.

- *“Everyone gives each other space”*
- *“I like a happy crowd where there’s no anger”*

Locals are happy to invite friends, family and colleagues from outside the area to events as well.

- *“I invited my colleagues after work, it’s a nice play to have a drink after work and listen to some free music”*



# Events for all ages as well as a few for younger people would be ideal

.....

**Most acknowledge that events should be open to all with a good mix of ages** including families with children, teenagers, younger adults, older adults and seniors.

- *“If you put a barrier on the age group you’re limited on who you can invite”*

Providing events for a mix of ages would be of benefit to parents with children of varying ages as well as those who want to provide some freedom for their teenagers without leaving them unsupervised.

- *“As a parent of a 14 year old going on 18, it’s hard to find places to go as a family where you can be there because they’re still too young to go on their own but let them have that bit of freedom so you can be entertained while they go off with their friends but at the same event.”*

There is an acknowledgement that older teenagers / younger adults may not interact as well due to wider variety of tastes and alcohol consumption, some suggestions to manage this include:

- Starting the event with performances aimed at younger crowds with stuff for the older teenagers / over 18s later in the evening so families can go home
- Or if it was a ‘music festival’ type event aimed at young adults this could be a separate event to the others

# Locals would go to events in Spring, Summer and Autumn

.....

**The ideal timing of an event varies among residents.** There may be opportunity to explore this further in survey research.

There does appear to be a market for events in **Spring, Summer and Autumn** from October through to April, managing dates and times based on the weather. Locals point out that local community events should be scheduled to as not to clash with other major events, for example the football finals and Royal Show in September.

**School holidays are an ideal time for families with children** as during the semester there are often other activities and commitments such as weekend sport. However, some also suggest that there may be need for a break straight after Christmas as *“it’s pretty hot and you just want to chill out for a while.”*

While preferences for times varied the most popular timing suggestion was for events beginning in the afternoon and continuing into to the evening. Breakfast events are also well liked for selected events, such as the Australia Day celebrations.

# They would like to use alternative methods of transport more

.....

**Residents would like to use alternative methods of transport** to get to local community events such as public transport, walking and cycling. However, there is an acknowledgment that due to the reduced access to public transport and size of the area most would have to drive to events.

- *“You can’t get anywhere in Cockburn by train”*
- *“Where I live there are no buses at all”*

Therefore, when planning events the City should ensure that there are:

- Plenty of nearby, free parking with lots of information in advertising and signage on the day
- Disability access and promotion of this before the event

To encourage further use of public transport the community may like to see:

- Free public transport to events
- Shuttle buses from the train station
- Ensuring there is adequate public transport available on Sundays or public holidays

Parks and pathways are generally considered to be well maintained, well lit and safe. To encourage people to walk or cycle to events they could continue to spread them across various locations to give everybody a chance to walk

- *“If there in the community I’d prefer to walk, or ride if there was a secure place you could put the bike and not get nicked”*

# Residents would like a range of food and drink options

.....

Residents would like to be able to **choose to bring a picnic and their own alcoholic drinks** to save on costs **but also have the option of purchasing a variety of food and drinks at the event.**

- *“What puts you off is queues and then you’re forced to eat and drink what’s there for you”*

## While some want more healthy food options others still enjoy ‘traditional carnival food’

Residents may also be more likely to purchase food if it benefits local community groups, for example sporting clubs and associations running BBQ and burger stands. Another way of providing variety and involving the community could be allowing local cultural groups to run food stalls. The City of Cockburn could look to Fremantle for a well liked example of a fun and lively display of international food stalls.



# Promoting local community events



# Promotions could use more signage around the local area

.....

**Residents would like to see increased and more prominent advertising for local community events.**

They suggest that advertising around **main roads in the local area** would capture their attention, **particularly around major intersections** such as the Corner of North lake and Armadale Roads, Russel and Lyons Roads, and Gibbs and Lyons Roads.

- *“I’m stopped there for half an hour each day”*
- *“They have big banners for school fetes – gets my attention”*

While banners and signage at bus stops could be useful, **electronic billboards** (similar to those used for road work messages) are thought to be good at capturing the attention of drivers. These could be most useful in the days leading up to the event.

Other locations suggested include prominent local places such as the **train station and shopping centre**.

- *“Take down that weird picture of the lady and the boy and put up something about what’s happening.”*
- *“Public advertising, use the train station, use the shopping centre, if they are using it they’re not using it very well.”*



# Grow and strengthen current media channels

.....

Print media such as the local newspaper, school newsletters and calendar may also be useful ways to reach locals.

- *“Last year Cockburn sent out a book with all the events that were on – not sure if they still do this but that was really helpful because you could plan”*

**There is also room to strengthen electronic media such as the Council’s website and Facebook.** Awareness of Cockburn’s Facebook presence appears to be low, but those who do receive updates from the City via Facebook provided positive feedback.

- *“They do it well, don’t spam you either, not every little detail”*



When asked if they would ‘like’ the City’s page to receive updates about events, most agreed they would.

- *“I just did while you were talking”*



# Advertising should show what the event is about

.....

**Use the advertisement to really illustrate what the event is about.**

**The name of the event should capture the audience** - for example, there may be opportunity to rebrand the 'Movie Night' to make it more appealing. The advertisement did not emphasise that it was an outdoor cinema.

- *"I'd think they were advertising a DVD not a movie night – they should say outdoors, and something like free outdoor cinema; the cover makes me think of sitting at home watching a DVD."*
- *"Kings Park uses moonlight, Sommerville at UWA and Joondalup Pines at ECU, Rooftop cinema in Perth etc."*

**Use a strong image that communicates key information about the event** - this includes what happens at the event and the type of crowd that is expected. A useful image would show the target demographic groups participating in an activity from the previous year which also highlights the location. For example:

- Aussie Day Brekky poster – the community suggests instead of a picture of sausages it would be better to have a picture of the families at the breakfast sitting on the beach
- John Williamson concert poster – while most people know he's a musician the community suggests that a picture of him singing or playing would be more appealing to quickly show what to expect
  - *"It looks like it could be an ad for a watch... Or for a shirt... Or for your local electorate, 'vote for me'"*
  - *"The image should be him on stage with a microphone and guitar"*

Strong images should still be supported with text to reinforce messages such as activities available, food and drink availability and target demographics, for instance if the event is suitable for all ages then say 'for all ages.'

# Clearly communicate the important details

.....

**Locals suggest there needs to be a much stronger emphasis on the details, particularly the ‘where, when and how’.**

Event promotional materials should provide clear details about the event including:

**Location** – the community need to know where the event is being held. As the City of Cockburn is a large area and new parks are “popping up all the time” not everyone is familiar with all of the venues and there have been experiences where they have not been easily located on a map. Providing a map showing the venue in relation to a major road, freeway or train line could help ease confusion.

**Access** – Details about entering and exiting the venue, location of free parking and disabled access could also assist people in attending events. This could also be communicated on a map.

- *“Where at Coogee Beach? Coogee Beach isn’t exactly small”*
- *“This ad if for people who are searching for something, it should be the other way around”*

There is room to strengthen the promotion of disabled access by enlarging the logo →



**Link to electronic information** – Introduction of QR code and providing a web address would allow people to access further information. However, advertising should be careful not to rely on this as people still want to clearly be able to see all the detail they need without having to go to another source.

## Continue to emphasise the FREE in local Community events

.....

And use bright colours to make promotions stand out



# Continue to capitalise on the strong City of Cockburn brand

.....

## The City of Cockburn has a strong brand in providing community events.

Participants in each focus group were more likely to go to an event if it was hosted by the City of Cockburn.

- *“You know it’s going to be local and support local things”*
- *“They’ve got a good reputation for hosting events”*
- *“You know it’s going to be well organised”*



The main potential detractor in using the City of Cockburn branding was a perception of people outside the area not feeling welcome. Generally locals appear to want those outside the area to feel welcome to come along to community events.

- *“They may think we’re not from the City of Cockburn, we can’t go... It doesn’t say ‘all welcome’ it doesn’t say you can come if you live outside the area.”*
- *“They should push that – everyone welcome”*

There is potential to grow the ‘Summer of Fun’ concept in combination with the City of Cockburn branding.

Awareness of the ‘Summer of Fun’ is low but the concept is appealing because it shows the events program over the summer in a convenient easy to read format.

- *“Rather than advertise each event individually, include it as a ‘plan your whole summer around it’”*
- *“The calendar makes it easy, I could tick it (events that are liked) and pop it in the iPad”*
- *“The brochure is a good letterbox size, you could then keep it on your fridge”*



# Key lessons

.....

- Events are generally well regarded and locals are interested in many of the events on offer, but they don't always know about them. Lack of awareness appears to be a greater barrier among those living in the East and younger adults with no children.
- The three most popular themes for events appear to be:
  1. **Music events** – showcasing quality performers and/or providing opportunities for local performers.
  2. **Events with variety** – particularly parents who are looking for something engaging for their kids as well as themselves. Interactive events with lots of things to do and see could be ideal for families.
  3. **Access to culture and something different** – there's room to grow and develop events which provide locals with access to something new and cultured for little or cost could provide great benefit to the community.
- Continue the emphasis on the local community. Residents like the sense of community that these events provide and enjoy supporting local organisations and groups.
- Events require stronger communications to reach a greater audience. Locals suggest more advertising around the area such as banners and flashing signs as well as further promotion of the city's Facebook page to help capture the attention of the community.
- To improve communications, promotions for events should include strong images that tell a story and clear, concise details about the 'when, where, how and who', which includes details about how to get there, parking availability and access for the disabled.
- The City's success in running local community events has helped to build a strong brand that provides a good platform for promoting future events.

# Possible areas to explore further

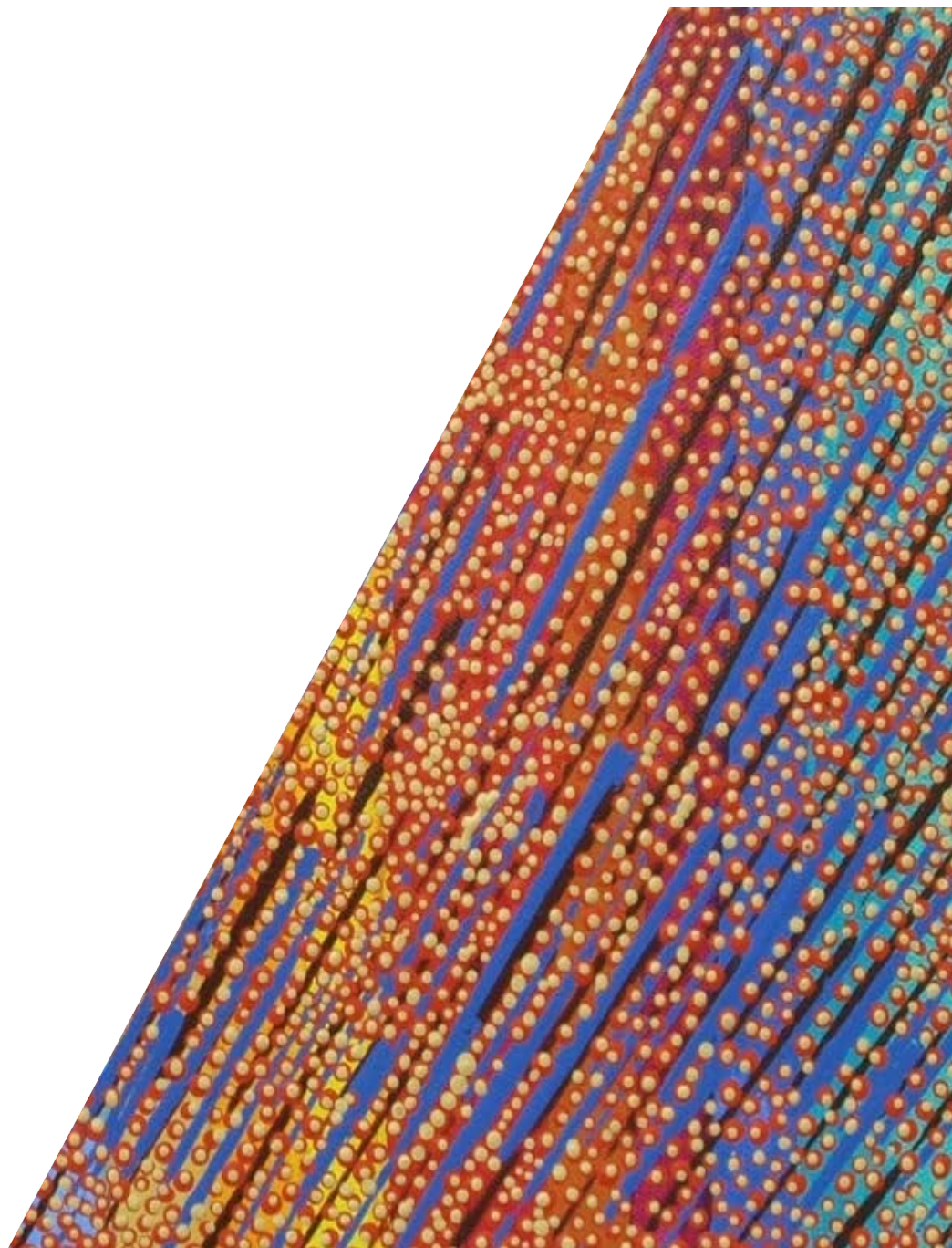
- **Prompted awareness** of the City's key local community events
- **Interest in 'liking' the City's Facebook page** to stay up to date with events
- **General perceptions of local events** such as ease of access, parking, fun, high quality, great chance to catch up with people, etc
- **Event preferences** by type (music, comedy, food, art, community garden, etc), genre (WASO, jazz, Shakespeare in the park, etc) and artist (popular vs local)
- **Likelihood to attend events at key locations** such as Bibra Lake, Beeliar Oval, Manning Park and Coogee Beach
- **Preferred location for street festivals** (City to provide some feasible options to test)
- **Preferences for types of food** carnival vs healthy vs multicultural
- **Preference for buying food and drink or being able to BYO** including alcoholic beverages



CATALYSE® Pty Ltd  
ABN 20 108 620 855

**a:** Office 3, 996 Hay Street,  
Perth WA 6000  
**p:** PO Box 8007,  
Cloisters Square WA 6850  
**t:** +618 9226 5674  
**f:** +618 9226 5676  
**e:** [info@catalyse.com.au](mailto:info@catalyse.com.au)  
**w:** [catalyse.com.au](http://catalyse.com.au)

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CATALYSE is proud to support Indigenous artists.

“Fireworks” is the exciting work of Yinjaa-Barni Artist, Maudie Jerrold.

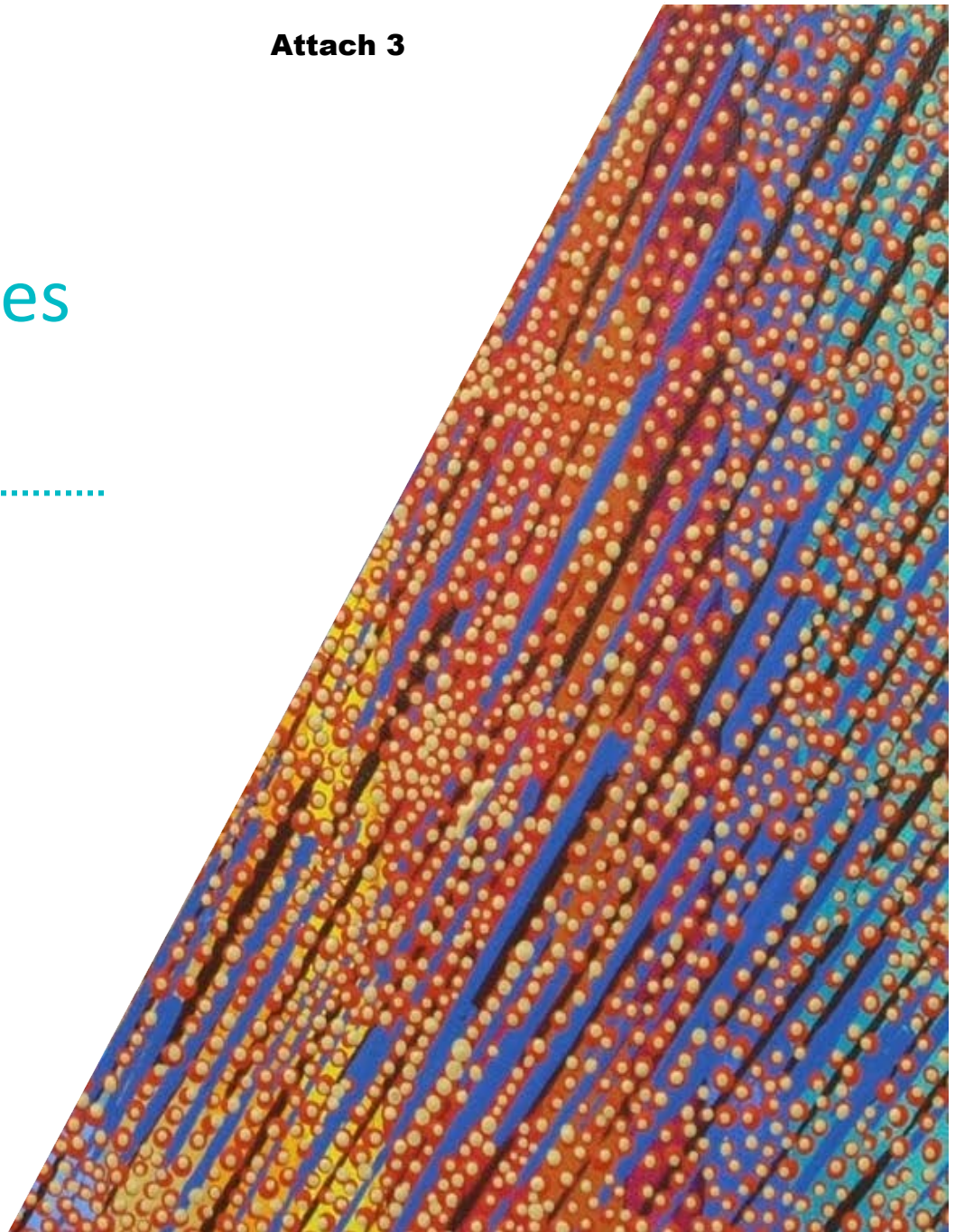
Yinjaa-Barni Artists are traditional owners from the Fortescue River region. Their paintings depict the remarkable country of the Pilbara in Western Australia's north-west. The contrasts of the harsh environment with the hidden gorges of cool water, the seeds and flowers bursting out after rain, are moments that belong to the great Creation stories of the Marrga.

Other works may be viewed at the Japingka Gallery in Fremantle [[www.japingka.com.au](http://www.japingka.com.au)].



# Resident Perspectives

May 2013



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# Strategic Insights

# Communications and events | a strong platform to build on

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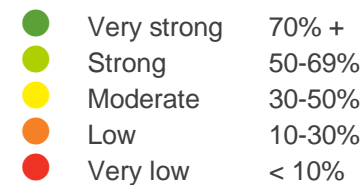
City Update is an effective tool that may be improved with greater coverage of local issues.

- 1 in 2 have seen or read the City Update in the local newspaper in the past 12 months.
- Those who have seen or read the Update are more satisfied with communications about council services, facilities and events, but not about local issues.
- In line with findings from focus group research conducted for the City in 2011, it appears that residents would like more communication about local issues.

Residents continue to express high levels of satisfaction with the City's festivals and events.

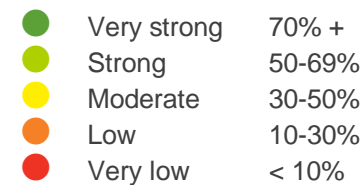
- They are more likely to have heard of the Spring Fair, Aussie Day Breakfast, Teddy Bears Picnic, Coogee Beach Festival and WASO concert.
- When testing new ideas, there is greatest interest in a "Flavours of Cockburn" Street Festival, followed by Theatre in the Park, "Festival of the Lakes" at Bibra Lake, Sculptures by the Lake, and a local comedy festival.

# Awareness of current events



	Younger singles / couples (18-34)	Families with younger children (0-12)	Families with older children (13+)	Older singles / couples (35-64)	Seniors	Disability or impairment
Cockburn Rotary Spring Fair	Moderate	Strong	Strong	Moderate	Moderate	Moderate
Aussie Day BBQ Brekky at Coogee Beach	Low	Moderate	Moderate	Strong	Moderate	Strong
Cockburn Teddy Bears Picnic	Moderate	Strong	Moderate	Moderate	Moderate	Strong
Coogee Beach Festival	Low	Strong	Moderate	Strong	Moderate	Strong
West Australian Symphony Orchestra concert	Moderate	Moderate	Moderate	Strong	Strong	Strong
John Williamson concert	Low	Moderate	Moderate	Moderate	Moderate	Moderate
Movie Nights	Very low	Moderate	Moderate	Moderate	Moderate	Low
Cockburn Christmas Party	Moderate	Moderate	Low	Moderate	Moderate	Moderate
Hello Baby	Very low	Low	Low	Very low	Low	Low
Celebrate Ability	Very low	Very low	Low	Low	Low	Low
None	21% ▲	6%	9%	2%	11%	4%

# Interest in attending new events



	Younger singles / couples (18-34)	Families with younger children (0-12)	Families with older children (13+)	Older singles / couples (35-64)	Seniors	Disability or impairment
Flavours of Cockburn street festival	Moderate	Very strong	Very strong	Strong	Moderate	Strong
Sculptures by the Lake at Bibra Lake	Strong	Strong	Strong	Strong	Moderate	Moderate
A local comedy festival	Strong	Strong	Strong	Moderate	Low	Strong
Theatre in the park	Moderate	Strong	Moderate	Strong	Moderate	Moderate
Festival of the Lakes at Bibra Lake	Strong	Strong	Moderate	Strong	Moderate	Moderate
Jazz under the stars at Coogee Beach	Strong	Moderate	Moderate	Moderate	Low	Moderate
Fairy Festival for families	Moderate	Strong	Moderate	Low	Low	Moderate
A fishing event at Coogee Beach	Strong	Moderate	Moderate	Low	Low	Moderate

# The study

# The study

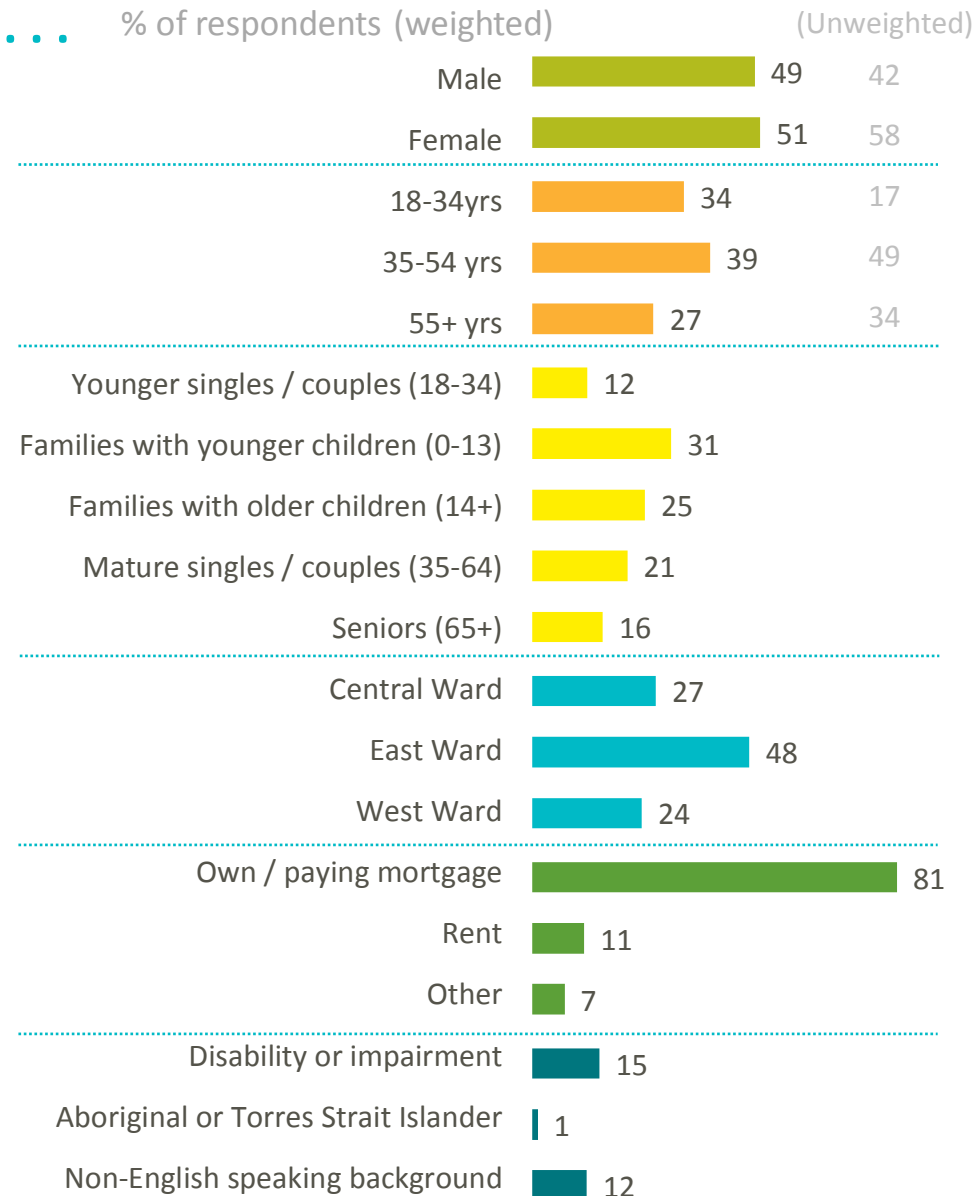
In April 2013, the City of Cockburn administered the CATALYSE® Community Perceptions Survey.

**Purpose:** to track perceptions of local services, infrastructure & facilities, identify performance gaps, and benchmark the City against other Local Councils.

**Methodology:** the survey was conducted by phone with 401 randomly selected residents.

Interviewing was completed by the ECU Survey Research Centre, with quotas set by age, gender and location, and weighting applied, to match the population profile.

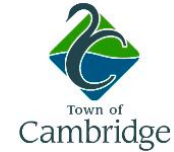
Sampling precision is +/- 5% at the 95% confidence interval.





# Councils contributing to the Industry Standards\*

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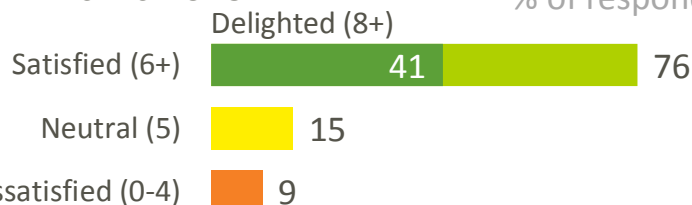


\* Industry Standards are provided when three or more Councils have asked the same question in the past 30 months

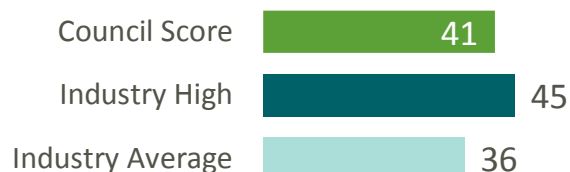
# How the community is informed about Council services, facilities and events

## RESIDENT SATISFACTION

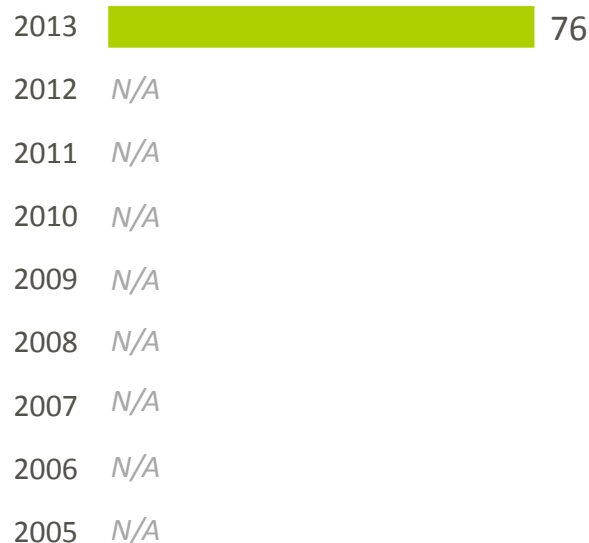
% of respondents



## INDUSTRY STANDARDS



## SATISFACTION HISTORY



Satisfaction is relatively high.

- 76% are satisfied

Satisfaction is higher among those who have read or seen the City's update in the local newspaper, seniors and those in the West Ward.

There is most room to improve satisfaction among families with older children and those with a disability or impairment, followed by younger singles and couples.

% of respondents	Delighted	Dissatisfied
Read / seen City's update	51% ▲	8%
Have not read / seen City's update	31%	11%
Younger singles / couples (18-34)	23% ▼	4%
Families with younger children (0-12)	43%	9%
Families with older children (13+)	33%	17% ▲
Older singles / couples (35-64)	44%	9%
Seniors (65+)	60% ▲	1%
Central Ward	42%	6%
East Ward	35%	11%
West Ward	53% ▲	9%
Disability or impairment	38%	19% ▲
Culturally and Linguistically Diverse	31%	11%

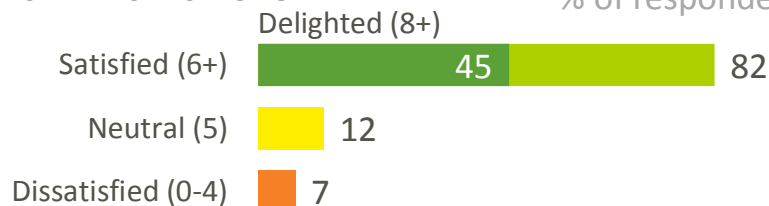
▲ ▼ = significant variance ▲ ▼ = notable variance ^Small sample size (n < 30)

Q. I'm going to read out a list of services. For each one, I'd like you to tell me how satisfied you are. If you are unsure, you may answer "don't know". Based on all respondents who provided a valid response (Residents 2013 n = 378)

# Festivals, events and cultural activities

## RESIDENT SATISFACTION

% of respondents

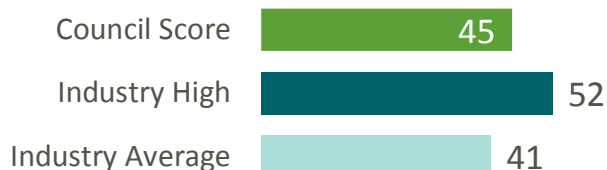


Satisfaction is high, up significantly from last year.

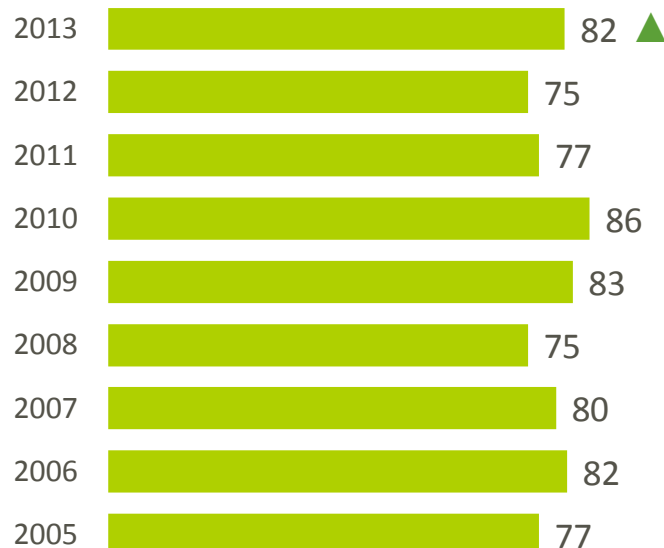
- 82% are satisfied

Satisfaction is higher among females, those with younger children, older singles and couples, and seniors.

## INDUSTRY STANDARDS



## SATISFACTION HISTORY



% of respondents	Delighted	Dissatisfied
Male	37%	6%
Female	52% ▲	7%
Younger singles / couples (18-34)	37%	0%
Families with younger children (0-12)	49% ▲	8%
Families with older children (13+)	38%	11%
Older singles / couples (35-64)	47% ▲	8%
Seniors (65+)	49% ▲	0%

▲ ▼ = significant variance ▲ ▼ = notable variance ^Small sample size (n < 30)

Q. I'm going to read out a list of services. For each one, I'd like you to tell me how satisfied you are. If you are unsure, you may answer "don't know".

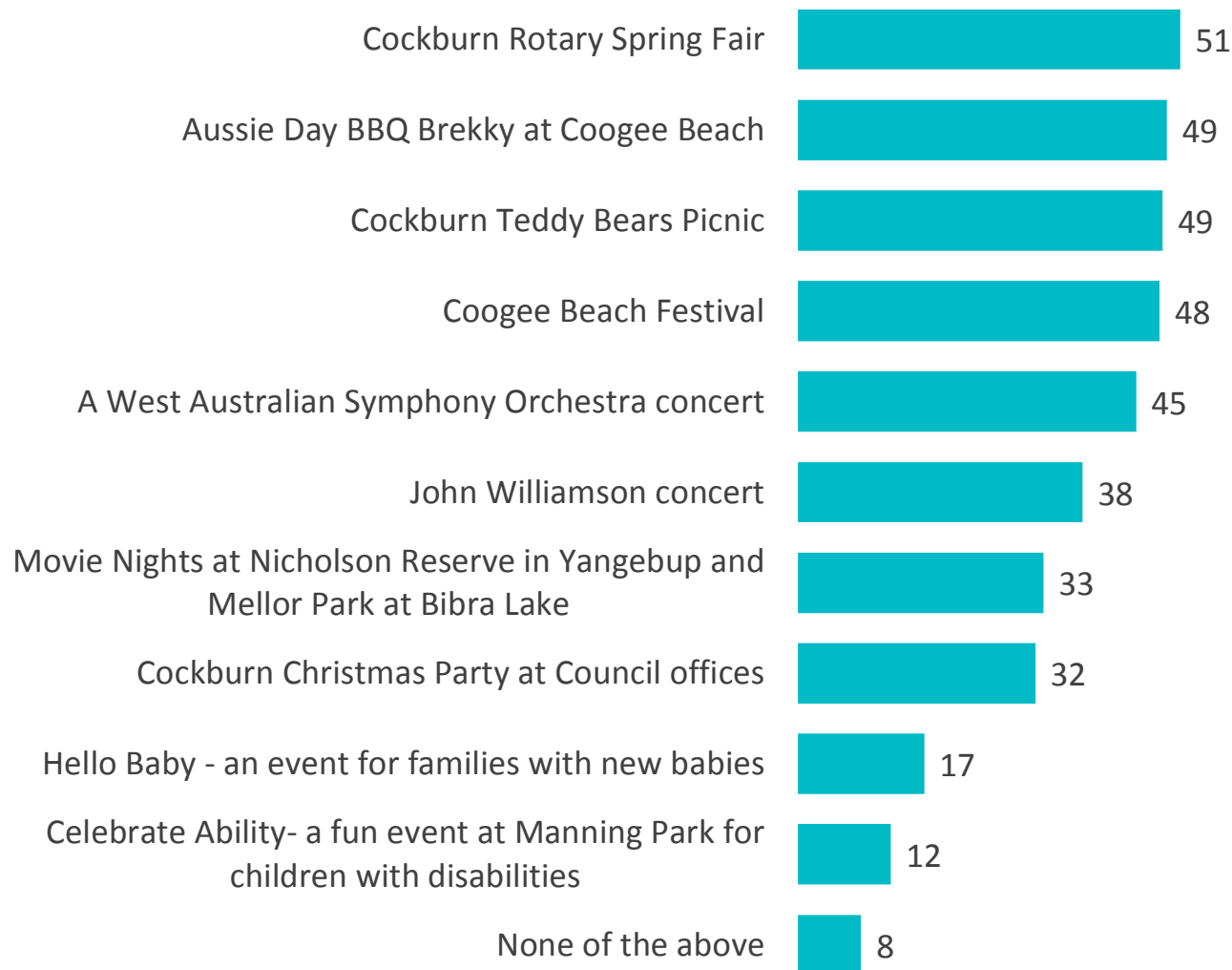
Document Set ID: 4205819  
Based on all respondents who provided a valid response (Residents 2005 n = 326; 2006 n = 363; 2007 n = 343; 2008 n = 375; 2009 n = 357; 2010 n = 357; 2011 n = 357; 2012 n = 365; 2013 n = 360)

Version 2.0, Version Date: 04/12/2015

# Awareness of current events

Over the past 12 months, did you hear about any of the following events?

% of respondents



Q. Over the past 12 months, did you hear about any of the following events that took place at Manning Park?

Q. And over the past 12 months, did you hear about any of the following events?

Document ID: 4205617  
Version: 1 / Version Date: 04/12/2014  
Provided a valid response, excludes unsure (n = 394)

# Awareness of current events | Demographic variance

Over the past 12 months, did you hear about any of the following events?

% of respondents

% of respondents	Cockburn Rotary Spring Fair	Aussie Day BBQ Brekky at Coogee Beach	Cockburn Teddy Bears Picnic	Coogee Beach Festival	A West Australian Symphony Orchestra concert
Male	45%	48%	38%	40%	42%
Female	57% ▲	50%	59% ▲	56% ▲	48%
Younger singles / couples (18-34)	49%	26% ▼	35%	25% ▼	41%
Families with younger children (0-12)	57%	46%	61% ▲	56%	41%
Families with older children (13+)	58%	47%	46%	49%	44%
Older singles / couples (35-64)	49%	62% ▲	47%	56%	51%
Seniors (65+)	46%	49%	47%	43%	54%
Own / paying mortgage	51%	50%	52%	47%	42%
Rent	53%	56%	35%	66%	72%
Central Ward	50%	50%	50%	58%	46%
East Ward	49%	47%	51%	41% ▼	43%
West Ward	57%	52%	43%	52%	49%
Disability or impairment	49%	62% ▲	55%	54%	43%
Culturally and Linguistically Diverse	32%	48%	41%	48%	40%

Q. Over the past 12 months, did you hear about any of the following events that took place at Manning Park?

Q. And over the past 12 months, did you hear about any of the following events?

Document ID: 4205617  
Version: 1 / Version Date: 04/12/2014  
provided a valid response, excludes unsure (n = 394)

# Awareness of current events | Demographic variance cont.

Over the past 12 months, did you hear about any of the following events?

% of respondents

% of respondents	John Williamson concert	Movie Nights	Cockburn Christmas Party	Hello Baby	Celebrate Ability
Male	40%	28%	27%	8%	7%
Female	36%	38%	36%	25% ▲	18% ▲
Younger singles / couples (18-34)	14% ▼	8% ▼	39%	4%	4%
Families with younger children (0-12)	34%	38%	35%	26% ▲	8%
Families with older children (13+)	41%	33%	27%	15%	12%
Older singles / couples (35-64)	48% ▲	42%	30%	8%	17%
Seniors (65+)	46%	30%	34%	26% ▲	24%
Own / paying mortgage	40%	34%	35%	19%	13%
Rent	34%	36%	20%	11%	11%
Central Ward	41%	34%	33%	23%	19%
East Ward	36%	30%	32%	12% ▼	6% ▼
West Ward	39%	38%	29%	20%	17%
Disability or impairment	44%	28%	33%	19%	13%
Culturally and Linguistically Diverse	22%	19%	29%	16%	14%

Q. Over the past 12 months, did you hear about any of the following events that took place at Manning Park?

Q. And over the past 12 months, did you hear about any of the following events?

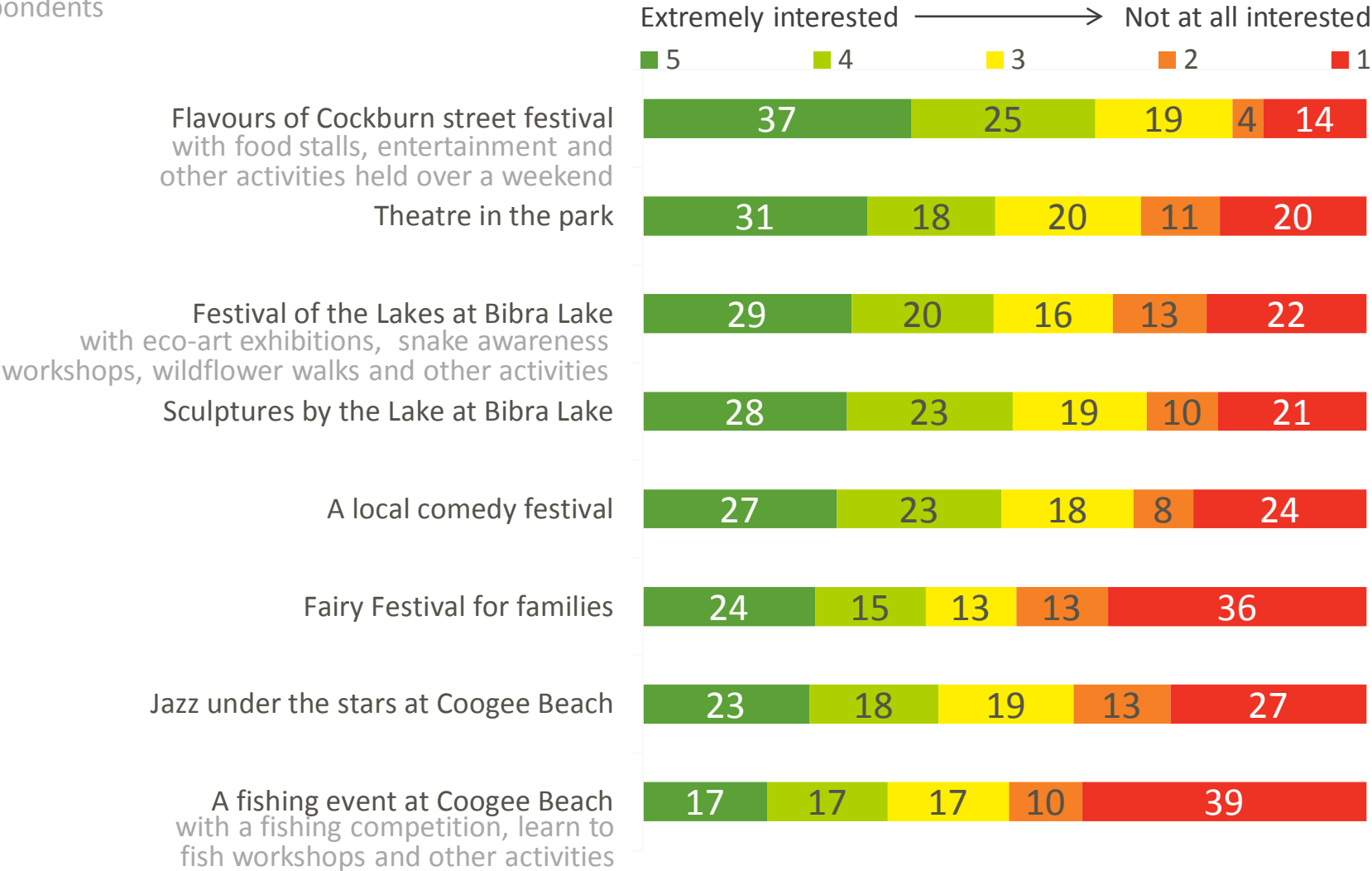
Version: 1/Version Date: 04/12/2014 provided a valid response, excludes unsure (n = 394)



# Community interest in future events

## How interested are you in attending the following types of events?

% of respondents



Q. How interested are you in attending the following types of events? For each one, please give a rating out of 5 where 1 is not at all interested and 5 is extremely interested.

Document ID: 4205617

Version: 1 / Version Date: 04/12/2014

Provided a valid response, excludes unsure (n = varies)

# Community interest in future events | Demographic variance

## How interested are you in attending the following types of events?

% of respondents

% of respondents	Flavours of Cockburn street festival	Theatre in the park	Festival of the Lakes at Bibra Lake	Sculptures by the Lake at Bibra Lake
Male	54%	45%	40%	44%
Female	71% ▲	53%	56% ▲	58% ▲
Younger singles / couples (18-34)	49%	49%	54%	52%
Families with younger children (0-12)	76% ▲	53%	55%	59%
Families with older children (13+)	70% ▲	45%	42%	53%
Older singles / couples (35-64)	61%	56%	52%	52%
Seniors (65+)	45%	39% ▼	42%	37%
Own / paying mortgage	62%	50%	48%	51%
Rent	74%	49%	62%	63%
Central Ward	59%	59% ▲	62% ▲	61% ▲
East Ward	62%	40%	38%	40%
West Ward	68%	54% ▲	56% ▲	62% ▲
Disability or impairment	56%	45%	47%	45%
Culturally and Linguistically Diverse	51%	46%	50%	40%

Q. How interested are you in attending the following types of events? For each one, please give a rating out of 5 where 1 is not at all interested and 5 is extremely interested.

# Community interest in future events | Demographic variance cont.

## How interested are you in attending the following types of events?

% of respondents

% of respondents	A local comedy festival	Fairy Festival for families	Jazz under the stars at Coogee Beach	A fishing event at Coogee Beach
Male	45%	32%	36%	36%
Female	54% ▲	46% ▲	45%	31%
Younger singles / couples (18-34)	56%	34%	53% ▲	54%
Families with younger children (0-12)	54%	69% ▲	48% ▲	42%
Families with older children (13+)	61% ▲	38%	47% ▲	38%
Older singles / couples (35-64)	47%	25%	35%	25%
Seniors (65+)	28% ▼	19% ▼	24%	16% ▼
Own / paying mortgage	48%	37%	40%	30%
Rent	58%	50%	58% ▲	52% ▲
Central Ward	46%	43%	39%	30%
East Ward	46%	36%	38%	37%
West Ward	61% ▲	41%	48%	32%
Disability or impairment	52%	34%	49%	37%
Culturally and Linguistically Diverse	47%	32%	50%	26%

Q. How interested are you in attending the following types of events? For each one, please give a rating out of 5 where 1 is not at all interested and 5 is extremely interested.

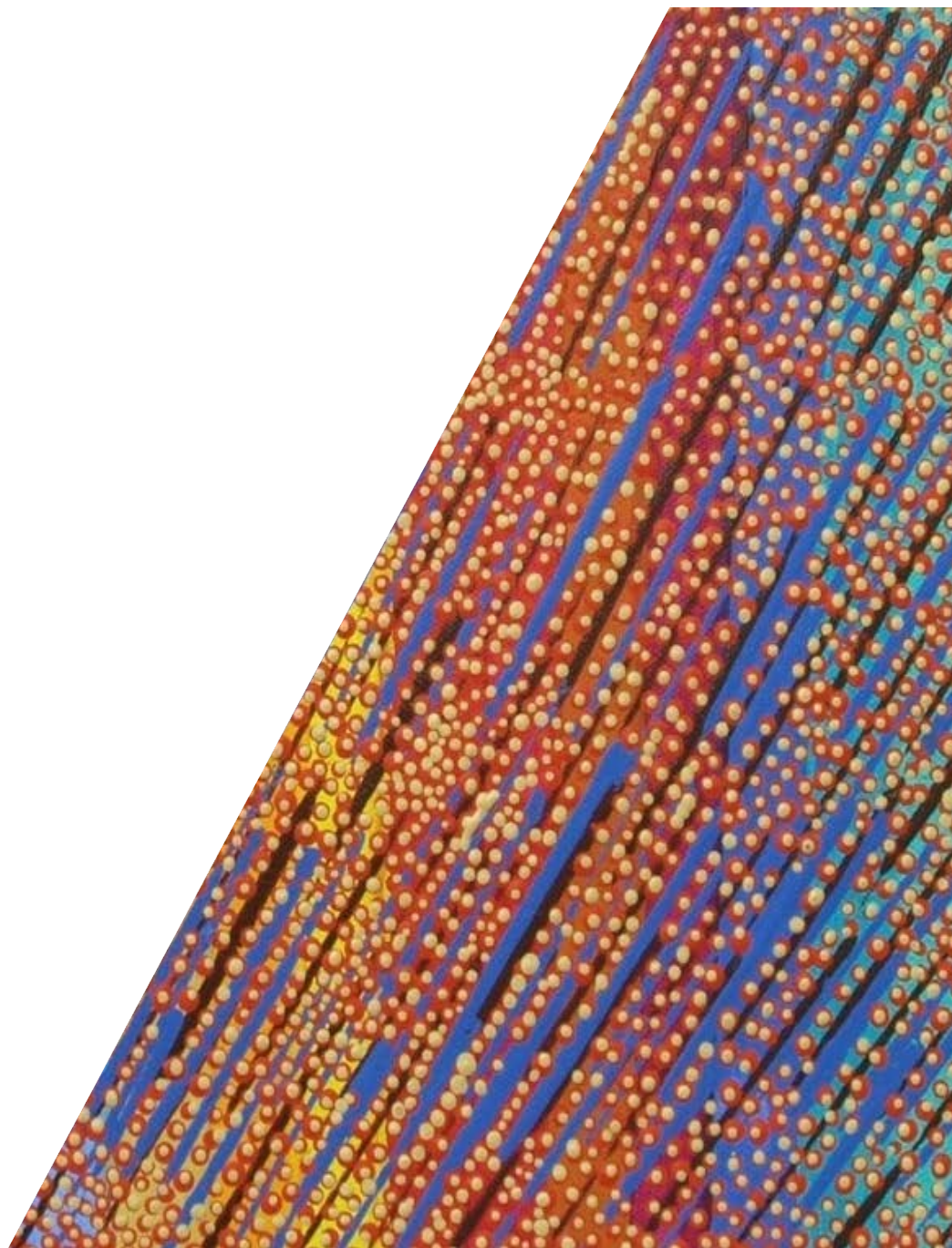
Document ID: 4205617  
Version: 1 / Version Date: 04/12/2014  
Provided a valid response, excludes unsure (n = varies)



CATALYSE® Pty Ltd  
ABN 20 108 620 855

**a:** Office 3, 996 Hay Street,  
Perth WA 6000  
**p:** PO Box 8007,  
Cloisters Square WA 6850  
**t:** +618 9226 5674  
**f:** +618 9226 5676  
**e:** [info@catalyse.com.au](mailto:info@catalyse.com.au)  
**w:** [catalyse.com.au](http://catalyse.com.au)

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CATALYSE is proud to support Indigenous artists.

“Fireworks” is the exciting work of Yinjaa-Barni Artist, Maudie Jerrold.

Yinjaa-Barni Artists are traditional owners from the Fortescue River region. Their paintings depict the remarkable country of the Pilbara in Western Australia's north-west. The contrasts of the harsh environment with the hidden gorges of cool water, the seeds and flowers bursting out after rain, are moments that belong to the great Creation stories of the Marrga.

Other works may be viewed at the Japingka Gallery in Fremantle [[www.japingka.com.au](http://www.japingka.com.au)].