



City of Cockburn
Ordinary Council Meeting
Minutes

For Thursday, 8 August 2019

These Minutes are confirmed

Presiding Member's signature

A handwritten signature in blue ink, which appears to read "Logan Hewitt", is written over a horizontal blue line.

Date: 12 September 2019

CITY OF COCKBURN

SUMMARY OF MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON THURSDAY, 8 AUGUST 2019 AT 7:00 PM

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CITY OF COCKBURN

MINUTES OF ORDINARY COUNCIL MEETING HELD ON THURSDAY, 8 AUGUST 2019 AT 7:00 PM

PRESENT:

ELECTED MEMBERS

Mr L Howlett	-	Mayor (Presiding Member)
Ms L Smith	-	Deputy Mayor
Mrs C Reeve-Fowkes	-	Councillor
Mr K Allen	-	Councillor
Mr M Separovich	-	Councillor
Dr C Terblanche	-	Councillor
Ms L Kirkwood	-	Councillor
Mr P Eva	-	Councillor
Mr S Pratt	-	Councillor
Ms C Sands	-	Councillor

IN ATTENDANCE

Mr S Cain	-	Chief Executive Officer
Mr D Arndt	-	Director Planning & Development
Mr S Downing	-	Director Finance & Corporate Services
Mr D Green	-	Director Governance & Community Services
Mr C Sullivan	-	Director Engineering & Works
Mr J Fiori	-	Risk & Governance Advisor
Mrs V Frankson	-	Executive Assistant to Directors - Fin. & Corp. Serv./Gov. & Comm. Serv.
Mr S Cecins	-	Media & Communications Officer

1. DECLARATION OF MEETING

The Presiding Member declared the meeting open at 7.01pm.

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

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

Mayor Howlett advised that at the West Australian Local Government Convention, the City of Cockburn was awarded "Most Accessible Metropolitan Local Government" second year in a row.

We also pass on our congratulations to the City of Greater Geraldton who won the Regional Award and also the overall State Award.

Well done to members of our Staff in terms of the applications and nominations.

2. APPOINTMENT OF PRESIDING MEMBER (IF REQUIRED)

Nil

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)

Mayor Logan Howlett - Impartiality Interest Item 13.4

Cr Philip Eva - Proximity Interest Item 13.4

5. APOLOGIES & LEAVE OF ABSENCE

Nil



6. WRITTEN REQUESTS FOR LEAVE OF ABSENCE

6.1 (2019/MINUTE NO 0108) REQUEST FOR LEAVE OF ABSENCE - CR CHONTELLE SANDS

Author(s) B Pinto

Attachments 1. Email correspondence from Cr Sands [↓](#)

RECOMMENDATION

That Council grant leave of absence to Cr Chontelle Sands for the period 24 September 2019 to 20 October 2019, inclusive.

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0

Background

By email received on 16 July 2019 Cr Sands has requested leave of absence from Council duties for the period 24 September 2019 to 20 October 2019 inclusive.

Submission

N/A

Report

Council may by resolution grant leave of absence to a member.
Approval is recommended on this occasion.

Strategic Plans/Policy Implications

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

N/A

Legal Implications

Sec.2.25(1) of the *Local Government Act 1995* refers.

Community Consultation

N/A

Risk Management Implications

There is no risk implications associated with this request.

Advice to Proponent(s)/Submitters

N/A

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

N/A



From: [Don Green](#)
To: [Cr Chontelle Sands](#)
Cc: [Minute Clerk](#)
Subject: FW: Leave of Absense
Date: Wednesday, 17 July 2019 2:26:00 PM
Attachments: [imagef6f817.PNG](#)
[image159e33.PNG](#)
[image923d8d.PNG](#)
[image6ae4f1.PNG](#)
[imageb2663e.PNG](#)
[image6d7417.PNG](#)
[imageaa923c.PNG](#)
[image108812.PNG](#)
[imagedd80a9.PNG](#)

Dear Chontelle

This is sufficient for an item to be prepared for the next (August) Council Meeting to formalise your Leave request.

Thanks

Don Green
Director, Governance & Community Services
P 08 9411 3444
E don@cockburn.wa.gov.au



From: Mayor - Logan K Howlett
Sent: Tuesday, 16 July 2019 2:38 PM
To: Don Green
Subject: FW: Leave of Absense

Hello Don

Can you please advise Cr Sands on this matter?

Kind regards

Logan

His Worship the Mayor
Logan K Howlett, JP



9 Coleville Crescent, Spearwood WA 6163
PO Box 1215, Bibra Lake DC WA 6965
P 08 9411 3420 (direct) M 0407 337 650
E Lkhowlett@cockburn.wa.gov.au
www.cockburn.wa.gov.au



From: Cr Chontelle Sands
Sent: Tuesday, 16 July 2019 2:17 PM
To: Stephen Cain; Mayor - Logan K Howlett
Subject: Leave of Absense

Hi Gents,

I would like to submit a leave of absence from Council for the 24th Sept to the 20th Oct inclusive as I will be overseas on holiday.

I will be absent from the October meeting and briefings during this time.

Please let me know what I need to do to formalise this request. Thank you.

Kind regards,

Chontelle

Sent from my Samsung Galaxy smartphone.

Cr Chontelle Sands

Councillor - Central Ward

9 Coleville Crescent, Spearwood WA 6163

PO Box 1215, Bibra Lake DC WA 6965

M 0411 612 382

E csands@cockburn.wa.gov.au



Please note that this correspondence is a personal message from your Councillor and does not necessarily represent the position of the City of Cockburn.



Note: The following matter was deferred for consideration until after the completion of Public Question Time, to enable compliance with Regulation 7 (2) of the Local Government (Administration) Regulations, 1996.



6.2 (2019/MINUTE NO 0109) REQUEST FOR LEAVE OF ABSENCE - CR KEVIN ALLEN**Author(s)** D Green**Attachments** 1. Email correspondence from Cr Allen [↓](#)**RECOMMENDATION**

That Council grant Cr Kevin Allen leave of absence from attending the 12 September 2019 Ordinary Council Meeting.

COUNCIL DECISION

MOVED Cr C Reeve-Fowkes SECONDED Cr C Sands

That the recommendation be adopted.

CARRIED 10/01

Background

By email received on 1 August 2019 Cr Allen has requested leave of absence from 12 September 2019 Ordinary Council Meeting.

Submission

N/A

Report

Council may by resolution grant leave of absence to a member. Approval is recommended on this occasion.

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

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

N/A

Legal Implications

Sec.2.25(1) of the *Local Government Act 1995* refers.



Community Consultation

N/A

Risk Management Implications

There is no risk implications associated with this request.

Advice to Proponent(s)/Submitters

N/A

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

N/A



Vanessa Frankson

Subject: FW: Leave of absense

From: Stephen Cain
Sent: Thursday, 1 August 2019 3:52 PM
To: Don Green
Subject: FW: Leave of absense

Don

Having sought some clarification from Kevin, can you put a late item to the OCM on this request for leave.

Regards

Stephen Cain
Chief Executive Officer
P 08 9411 3401
E scain@cockburn.wa.gov.au

From: Kevin Allen
Sent: Thursday, 1 August 2019 3:51 PM
To: Stephen Cain
Subject: RE: Leave of absense

Item to go to Aug meeting for leave in Sept

From: Stephen Cain <scain@cockburn.wa.gov.au>
Sent: Thursday, 1 August 2019 3:48 PM
To: Kevin Allen
Subject: [IE] RE: Leave of absense

Kevin

Are you wishing to apply for leave for Aug or Sep? I am a little unsure if you are saying you're away for both, or want an item to go to Aug OCM seeking approval for leave for Sep?

Regards

Stephen Cain
Chief Executive Officer
P 08 9411 3401
E scain@cockburn.wa.gov.au

From: Kevin Allen
Sent: Thursday, 1 August 2019 3:19 PM
To: Stephen Cain; Don Green
Subject: Leave of absense

Hi gents

As I will be away for the Sept OCM, can you note me as a "leave of absence for the August meeting

Thank you

Kevin Allen



7. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil .

8. PUBLIC QUESTION TIME

Mike Pritchard - Treeby

Q1 Is the City of Cockburn aware that Westport along with the City of Kwinana are pushing for Anketell road to become a 6 lane highway and taking away one off Rowley Road which will affect Latitude 32. Are you aware of that?

A1 There are a number of options that are actually being considered by Westport in relation to the future port arrangements for the Perth Metropolitan area. Associated with those options are a number of requirements in respect of upgrading of infrastructure. There has been no formal position put forward by Westport as to a final option. In fact the next report due out by Westport will be by 8 different options for consideration and comment. Each of those options will have associated infrastructure works so dependent upon the respective option will determine what sort of package of infrastructure work will be required and that then be duly reported back to Council for Council to make comment on.

Q2 Are you also aware that both of those roads are contrary to your stance on anti - Roe Highway and we will not have Roe Highway through? Are you aware that both of those roads are going through the Beeliar Wetlands?

A2 Once again as indicated before, there are a number of options being considered by Westport and each of which have associated infrastructure requirements. With each of those associated infrastructure requirements, they have identified, there we will be different environmental impacts and therefore as part of the ongoing assessments there will be different impact on both the marine and terrestrial environments.

Q3 Will the City now, considering they are actually supporting protecting those snapper, will the City change their position on the Outer Harbour. The Outer Harbour is going to have a huge impact on those stocks that you have just protected.



- A3 At this stage the City and the Council has not formalised a position in relation to Outer Harbour as I have indicated before Westport are currently preparing a number of options and they will then be tabled for Council to formally consider, together with their associated. As I mentioned the City has not yet formed a formal position on those options.

Kathy Pritchard - Treeby

- Q1 Would the City of Cockburn consider having a Reference Group that could formulate an area where 4 wheel driving could go which is legal for them drive on except to drive on public property and actually destroying the entry to our estate?
- A1 Thank you for that, it is on the Agenda for tonight so it is a matter seeing what Council determines at that point in time.

Ms Midera – South Lake

- Q1 Is Council actually considering lobbying the State Government about Grade separation for the freight rail crossing at North Lake Road?
- A1 That's been something the City and hence the Council has been making enquiries through the PTA for some time now and as part of the proposed infrastructure upgrades the State is considering at the moment that particular grade separation is very much on the Agenda or will try to get it on the Agenda

Kathy Pritchard - Treeby

- Q1 If at some point construction to Solomon Road is closed and Clementine Boulevard has not been opened, there is no way that we can get from our estate onto Jandakot Road which is the way that 80% of our residents go to work. So that will put Berrigan Drive in the morning as atrociously busy so will need high traffic management or will Council consider opening Clementine before closing Solomon Road?
- A1 That's correct. Clementine will intersect with Jandakot Road at the roundabout will have to become operational before anybody contemplated any closures of Solomon Road



Catherine Meredith – Wattleup

- Q1 The road that runs between Russell and Wattleup Road has become a raceway at night and I have phoned the police many times. It is actually dangerous to drive down. You can see skid marks and also used as a dumping ground. I quite often take photos and put it upon the local pages and share. I want to know if Council is aware of this? Council has responded to me this week because I have sent photos through of the rubbish that has been a dumping ground on Rowley road and it does become dangerous but what I am concerned about is the safety at night driving home and is Council aware of this and will any action take place?
- A1 We normally deal with matters like that through the customer request system but having been raised tonight then we will certainly look at that particular road, particularly with the speeding

Howard Shepherd – Bibra Lake

- Q1 Who owns the land north of Hope Road where all the construction is going on? Who would be responsible for beautifying that piece of land?
- A2 I will take that Question On Notice and identify exactly the land parcels which is been asked and then go back and check against our property system.

Craig Mauger – Bassendeen - President of WA Mobile Food Vendors Association

- Q1 That a working policy is unlikely to be implemented for the coming 2019 – 2020 event season;
- That WAMFVA will be noted as a concerned stakeholder for this initiative and consulted about the impacts of this policy on the food truck industry; and
- That the healthy food vendors project working paper is not the final policy document. The working paper contains many extreme viewpoints that will be worked out during the consultation process.
- A1 Yes I can confirm that at this stage the city officers are still working on a position paper in respect to mobile food vendors at Council City events. Once we have a document we believe is in the format that we can consult with, then we will be consulting with all relevant stakeholders. It is anticipated if that does become a formal position of Council then it would apply by 2020. It wouldn't actually be applying to any events to



2019/2020 summer season with the exception to the Coogee Live Event.

Q2 Are you able to explain to us through which Legislation does the Trade Practices Act of 1974 (which is now the Competitions and Consumer Act of 2010) that the City of Cockburn is following that allows it to engage in such restrictive trade practices? We are happy to have this taken on notice for that response.

A2 This moment in time Council does not have any formal position in the activities for food vendors of City for run events. As far as I'm aware there are no breaches in terms of the act, but I'm happy to take that on notice and check but as I said because we don't have a formal position, there is no breach.

Santo Pasqua – Bibra Lake

Q1 Is Council aware that the students from Emmanuel College use Delaronda Drive as a public carpark during the day, during school hours?

A1 Yes we have had a number of customer requests over the last 12 months about parking in that area.

9. CONFIRMATION OF MINUTES

9.1 (2019/MINUTE NO 0110) MINUTES OF THE ORDINARY COUNCIL MEETING - 11/07/2019

RECOMMENDATION

That Council confirms the Minutes of the Ordinary Council Meeting held on Thursday, 11 July 2019 as a true and accurate record.

COUNCIL DECISION

MOVED Cr L Kirkwood SECONDED Cr K Allen

That the recommendation be adopted.

CARRIED 10/0

10. DEPUTATIONS

Nil



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

Nil

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

Nil

AT THIS POINT IN THE MEETING, THE TIME BEING 7.24PM THE FOLLOWING ITEMS WERE CARRIED BY 'EN BLOC' RESOLUTION OF COUNCIL

6.1	13.1	14.1	15.1	18.2	19.1	22.2
		14.2	15.2			22.3



13. COUNCIL MATTERS

13.1 (2019/MINUTE NO 0111) MINUTES OF GRANTS & DONATIONS COMMITTEE MEETING -16 JULY 2019

Author(s) K Jamieson

Attachments 1. Minutes of Grants & Donations Committee Meeting - 16 July 2019 [↓](#)

RECOMMENDATION

That Council receives the Minutes of the Grants & Donations Committee Meeting held on Tuesday, 16 July 2019 and adopts the recommendations contained therein.

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0

Background

The Grants & Donations Committee conducted a meeting on 16 July 2019. 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.

Council approved a budget for Grants and Donations for 2019/20 of \$1,450,000 to be distributed as grants, donations, sponsorship and subsidies. The Grants and Donations Committee is empowered to recommend to Council how these funds should be distributed.



The primary focus of this meeting was to determine the allocation of funds for the new financial year and receive annual funding reports from Native ARC and The Wetlands Centre Cockburn.

The 'Guidelines for Community Funding for Community Organisations and Individuals' were also reviewed, in particular with regard to Community Grants being approved by Delegated Authority, to align with the corresponding Policy adopted by Council on 14 March 2019, and for the most efficient administration of applications, assessments, variations and acquittals, and consistency with all City grants programs.

Strategic Plans/Policy Implications

Community, Lifestyle & Security

Provide residents with a range of high quality accessible programs and services.

Economic, Social & Environmental Responsibility

Create opportunities for community, business and industry to establish and thrive.

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

Council approved a budget for Grants and Donations for 2019/20 of \$1,450,000. The following is a summary of the proposed grants, donations and sponsorship allocations.

Summary of Proposed Allocations

Committed/Contractual Donations	\$500,000
Donations	\$210,000
Sponsorships	\$100,000
Specific Grant Programs	\$640,000
Total	\$1,450,000
 Total Funds Available	 \$1,450,000
Less Total of Proposed Allocations	\$1,450,000
Balance	\$0

Legal Implications

N/A



Community Consultation

Council's grants, donations and sponsorships are advertised widely in the local community through the City's website, local media, social media and Council networks. It is recommended that advertising start immediately following the Council decision to ensure a wider representation of applications.

Risk Management Implications

The Council allocates a significant amount of money to support individuals and groups through a range of funding programs. There are clear guidelines and criteria established to ensure that Council's intent for the allocation of funds are met. To ensure the integrity of the process there is an acquittal process for individuals and groups to ensure funds are used for the purpose they have been allocated.

The reputation of the City of Cockburn could be seriously compromised should funds allocated to individuals or groups who did not meet the criteria and guidelines and or did not use the funds for the purposes they were provided. Adherence to these requirements is essential.

Advice to Proponent(s)/Submitters

N/A

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

Nil





City of Cockburn
Grants & Donations Committee
Minutes

For Tuesday, 16 July 2019

These Minutes are subject to confirmation

Presiding Member's signature

Date: 28 October 2019

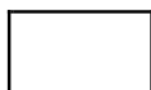
GAD 16/07/2019

CITY OF COCKBURN

SUMMARY OF MINUTES OF THE GRANTS & DONATIONS COMMITTEE MEETING HELD ON TUESDAY, 16 JULY 2019 AT 6:00 PM

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GAD 16/07/2019

CITY OF COCKBURN**MINUTES OF GRANTS & DONATIONS COMMITTEE
HELD ON TUESDAY, 16 JULY 2019 AT 6:00 PM****PRESENT:****ELECTED MEMBERS**

Mr L Howlett	-	Mayor
Ms L Smith	-	Deputy Mayor
Mr P Eva	-	Councillor
Mr S Pratt	-	Councillor (Presiding Member)
Mr M Separovich	-	Councillor

IN ATTENDANCE

Ms K Jamieson	-	Manager, Community Development
Ms M Bolland	-	Grants & Research Coordinator
Ms B Miller	-	Grants & Research Officer

1. DECLARATION OF MEETING

The Presiding Member declared the meeting open at 6.15pm.

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. APOLOGIES & LEAVE OF ABSENCE

Councillor Carol Reeve-Fowkes - Apology

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GAD 16/07/2019

5. CONFIRMATION OF MINUTES

5.1 (2019/MINUTE NO 0005) MINUTES OF THE GRANTS & DONATIONS COMMITTEE MEETING - 17/04/2019

RECOMMENDATION

That Committee confirms the Minutes of the Grants & Donations Committee Meeting held on Wednesday, 17 April 2019 as a true and accurate record.

COMMITTEE RECOMMENDATION

MOVED Deputy Mayor L Smith SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED 5/0

6. DEPUTATIONS

Nil

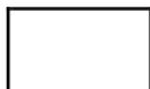
7. BUSINESS LEFT OVER FROM PREVIOUS MEETING (IF ADJOURNED)

Nil

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

Nil

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Item 9.1

GAD 16/07/2019

9. COUNCIL MATTERS

9.1 (2019/MINUTE NO 0006) GUIDELINES FOR COMMUNITY FUNDING FOR COMMUNITY ORGANISATIONS AND INDIVIDUALS

Author(s) K Jamieson

Attachments 1. Guidelines for Community Funding for Community Organisations and Individuals [↓](#)

RECOMMENDATION

That Council adopts the attached 'Guidelines for Community Funding for Community Organisations and Individuals' including the following:

- (1) In the Table shown on page 3, "Category A – Community Grants", under the "Approval" column, are to be approved by "Delegated Authority" and;
- (2) In the Table shown on page 4, "Category G – Major and Minor Funding", under the "Approval" column, include "applications over \$5,000 are to be referred to Council for decision".

COMMITTEE RECOMMENDATION

MOVED Cr P Eva SECONDED Mayor L Howlett

That the recommendation be adopted.

CARRIED 4/1

Background

The Grants and Donations Committee, at its meeting on 17 April 2019, considered the attached 'Guidelines for Community Funding for Community Organisations and Individuals', to accompany the newly adopted Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations and Sponsorships)' and recommended the Guidelines to Council for adoption in May.

At the 9 May 2019 Meeting, Council decided:

That the document titled "City of Cockburn Guidelines: Community Funding for Community Organisations and Individuals" be adopted subject to the following:

- (1) *amend the Table shown on page 99 "Category A – Community Grants" under the "Approval" column by deleting the words*

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“Delegated Authority” and inserting the words “Council Decision for applications over \$5,000”;

- (2) amend the Table shown on page 100 “Category G- Major and Minor Funding” under the “Approval” column by adding the words “subject to any application of \$15,000 or more by Council Decision” and;*
- (3) amounts up to \$5,000 officers be granted “Delegated Authority” under Category ‘A’ – Community Grants and amounts from \$5,000 - \$15,000 under Category G – Major and Minor Funding be referred to Council for authorisation.*

However, as the above decision was made at the Council Meeting, there are a few impacts that should first be considered by the Grants and Donations Committee.

Submission

N/A

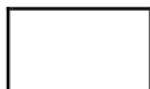
Report

Point (1) of the recommendation is essentially proposing that Council review point (1) of the Council decision and revert to the Guidelines originally recommended by the Grants and Donation Committee on 17 April 2019 whereby Category A - Community Grants are decided by Delegated Authority, and which match the current policy adopted by Council on 14 March 2019.

If Community Grant applications requesting over \$5,000 have to go to Council for a decision, there are a number of impacts and additional pressures on applicants and officers that should be considered. Furthermore, the amendments do not benefit the community and may negatively affect their experience of the Community Grant program.

As the majority of Community Grant applications request \$5,000 or more, this would require an average of 10 additional officer's recommendation reports for each funding round be prepared for the Grants and Donations Committee for consideration. With grant promotion efforts increasing over the last year as well, total numbers of applications are also increasing. Unlike the Donations and Sponsorship applications, where many of the applicants apply annually and are known to the officers and Council, and for which funds are not designated for particular expenditure items, the Community Grants program is generally for “one-off” or new projects or programs, therefore applications require more thorough research and evaluation of the organisation and the proposed project and budget.

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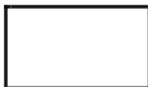
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As officers already average approximately 18 hours of overtime in order to complete Donations and Sponsorship assessments and reports in the week and a half between the closing date for applications to the deadline for distributing the Grants and Donations Committee Agenda paper, it is conservatively estimated that an additional 25 hours of overtime or additional staff resources would be required for full Community Grants assessments and recommendation reports to be prepared for the same meeting. The variety and scope of proposals means that the assessment process takes more time for additional and outstanding information to be followed up, for due diligence checks to be carried out including liaison with referees, relevant stakeholders and internal department staff (from Community Development, Environmental, Children's, Cultural Diversity, Disability Access and Inclusion, Planning and Health services) for insight into viability of proposals and applicants, any other approvals required and assessment of risks. Therefore, the robustness of this assessment process may be compromised if applicants and officers are under additional pressure to produce information and recommendation reports and within a shorter period of time. This additional cost per round (for overtime or additional staff resources) would also need to be paid from the grants and donations budget, which would mean fewer funds available to be distributed to the community.

Furthermore, to accommodate the amendments, the Community Grant applicants would also be impacted by a shorter application period to allow officers more time to process the applications as detailed above, as well as a longer waiting period as they wait for the Council meeting for the outcome of their application. Currently, Community Grant applicants will receive an outcome in 4 to 5 weeks from the application closing date, with the amendments this will increase to 8 weeks, causing unnecessary delays to projects for applicants. If approved at the OCM, they will also have a shorter timeframe to return their paperwork (signed conditions of funding, invoices) and meet any special conditions in time for payment by the Grants and Donations Presentation Ceremony, so payment may also be delayed by another month, which could be three months from the application closing date.

As to the current policy, all grants programs are managed under Delegated Authority, and follow standardised processes which maintain consistency and efficiency, which would be disrupted if Community Grants are to be managed separately and differently.

As Community Grants are approved for specific projects and must be acquitted against specific expenditure items, any requested variations such as extensions of time or variations to approved budget items are currently assessed and approved administratively under Delegated Authority, usually within a week. With the amendments, any requested variations to Community Grants may need to come back to Council for

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approval, which again will take more time and resources than the current process, and cause further delays to projects.

Finally, all grants programs, including Community Grants, carry less risk than the Donations and Sponsorships which are decided by Council, due to the fact that grants must be acquitted and receipts provided for all approved expenditure items.

Ultimately, the amendments are administration- and resource-intensive without offering any benefit to the community. Instead, funds to cover additional resources may reduce the funds available to be distributed to the community. Community Grant applicants may also experience longer waiting periods which delay their projects and a less responsive Community Grants program.

Point (2) of the recommendation is a clarification of points (2) and (3) of the Council decision regarding Category G – Major and Minor Funding, which is already in line with current procedures and has no anticipated impact.

Strategic Plans/Policy Implications

Community, Lifestyle & Security

Provide residents with a range of high quality accessible programs and services.

Economic, Social & Environmental Responsibility

Create opportunities for community, business and industry to establish and thrive.

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

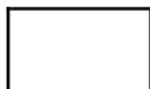
Budget/Financial Implications

Council approved a budget for grants and donations for 2019/20 of \$1,450,000. There is a proposed allocation of \$130,000 for the Community Grants program, which is the focus of this report. Current amendments may require staff resourcing costs to come out of this budget and reduce the funding pool available to the community.

Legal Implications

N/A

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Community Consultation

N/A

Risk Management Implications

The amendments to the Community Grants program are administration- and resource-intensive without offering any benefit to the community. Instead, funds to cover additional resources may reduce the funds available to be distributed to the community. Community Grant applicants may also experience longer waiting periods which delay their projects and a less responsive Community Grants program. The robustness of the assessment process may be compromised if applicants and officers are under additional pressure to produce information and recommendation reports within a shorter period of time.

The Council allocates a significant amount of money to support individuals and groups through a range of funding programs. There are clear guidelines and criteria established to ensure that Council's intent for the allocation of funds are met. To ensure the integrity of the process there is an acquittal process for individuals and groups to ensure funds are used for the purpose they have been allocated.

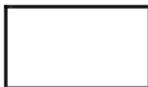
The reputation of the City of Cockburn could be seriously compromised should funds allocated to individuals or groups who did not meet the criteria and guidelines and or did not use the funds for the purposes they were provided. Adherence to these requirements is essential.

Advice to Proponent(s)/Submitters

N/A

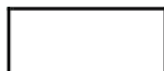
Implications of Section 3.18(3) *Local Government Act, 1995*

Nil

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City of Cockburn
Guidelines:
**Community Funding for
Community Organisations
and Individuals**





**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

Objective

The purpose of these guidelines is to complement the associated Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)' that provide a framework for the provision of community funding to local community groups, organisations and individuals.

Council provides up to two per cent of the annual rates income to a budget for grants, donations, sponsorships and subsidies. To ensure that these funds are distributed in a rational way, eligibility, selection and evaluation criteria are required for the assessment and prioritisation of applications to be funded.

The funds allocated to local community groups, organisations and individuals are to assist in the provision of the activities and services that benefit the local community. This program is divided into seven (7) categories to encourage and cater for a range of applications and activities.

Community Funding Category	Description	Open for applications	Maximum amount available per application	Approval
Category A - Community Grants	One-off projects, programs or activities that benefit the wider Cockburn community.	Twice a year, in March and September	\$15,000	Delegated Authority
Category B - Cultural Grants	Events, projects, workshops and residencies that embody at least one of the diverse art and cultural interests of the Cockburn community.	Twice a year, in March and September	\$5,000	Delegated Authority
Category C - Sustainability Grants	Projects or activities that demonstrate Sustainability principles and themes for the benefit of the Cockburn community.	Annually in March	\$4,000	Delegated Authority
Category D - Small Events Sponsorship	Small-scale neighbourhood events across Cockburn.	Open all year round	\$3,000	Delegated Authority





**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

Community Funding Category	Description	Open for applications	Maximum amount available per application	Approval
Category E - Donations	Covers operating or ongoing expenses to assist the disadvantaged and/or vulnerable within the Cockburn community.	Twice a year, in March and September	\$20,000	Council Decision
Category F - Sponsorships	Financial contribution to a significant event, activity, service or endeavour to either a Group or Individual and, in return, the City receives public recognition for its contribution.	Groups - Twice a year, in March and September Individuals - open all year round	Groups - \$20,000 Individuals - \$1,000	Groups – Council Decision Individuals – Delegated Authority
Category G - Major and Minor Funding	Major funding proposals, minor funding and requests outside of established categories.	Upon enquiry and invitation to apply	Dependent on funding type	Dependent on funding type. Applications over \$5,000 are to be referred to Council for decision

These guidelines assist how the City responds to requests for financial assistance in line with the City's Strategic Community Plan and aim to optimise the use of Council funds to support community groups, organisations and individuals to deliver social, environmental and economic benefits. These outline the relevant selection criteria, evaluation and limitations of each funding category, and are to be utilised in conjunction with the associated Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)'.

Applicants for funding to be distributed from the Grants and Donations budget are required to apply and address the relevant criteria in one of the funding categories. Assessment and approval will be done according to the category and be done under the relevant delegated authority or recommendation by the Grants and Donations Committee to Council, and applicants cannot bypass these processes.



**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

For applications in Categories A, E, F and G, any requests over \$5,000 will require a copy of the most recent, audited financial statements to be provided with the application.

An applicant may successfully apply for and receive funding from two different categories from the Policy per financial year, provided they meet the criteria for the particular category, however, the applications cannot be for the same project. Applicants that have been successful in previous years are eligible to apply provided all previous funding has been satisfactorily acquitted.



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

Cockburn Community Fund

Community Grants

1. Eligibility Criteria:
 - (a) Organisations based within the City of Cockburn or whom primarily service residents and/or the interests of the City are eligible to apply for funds.
 - (b) Applications from not-for-profit organisations including sporting, welfare, educational, arts/cultural, youth, seniors, children, ethnic and related groups are eligible to apply.
 - (c) Applications must include a financial and/or in-kind contribution to the project.
2. Selection Criteria:
 - (a) Primarily serve residents of the City.
 - (b) Is an established and incorporated not-for-profit organisation (or auspiced by an incorporated not-for-profit organisation) and can demonstrate a high level of community support.
 - (c) Can demonstrate it is financially sound or key personnel have demonstrated ability to manage the proposal for which funds are being sought.
 - (d) Must hold public liability insurance to a value as agreed with the City.
3. Evaluation Criteria for Project or Activity:
 - (a) Can demonstrate how project or activity outcomes will be of benefit to the local community and/or City of Cockburn generally.
 - (b) Meets an identified need in line with one of the themes of the City's Strategic Community Plan.
 - (c) Applicants have a demonstrated ability to manage their affairs effectively.
 - (d) Applications will not require commitment to ongoing funding from Council.
 - (e) Applications from organisations that can demonstrate a financial or in-kind contribution to the project will be considered favourable.
 - (f) Project does not duplicate an activity already available in the local area.
 - (g) As the funding pool is limited, applications that demonstrate the best value for money will be prioritised, and priority will also be given to applicants that have not previously been funded.
4. Funding Rounds:
 - (a) Applications are invited twice per year, closing at the end of March and September as advertised during each round.
5. Grant Limitations:
 - (a) The maximum grant available to any one group or organisation in the Community Grants category will not exceed \$15,000.



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

- (b) There are caps of:
 - (i) \$3,000 for equipment (equipment must not be for personal use, be accessible for community or member use, and be durable – must last over 12 months).
 - (ii) \$3,000 for recurring community events. Recurring community events are defined as types of events that have already been funded by Community Grants or Small Events Sponsorship and are regularly applied for and funded, such as Christmas events and neighbourhood movie nights (also applies under Small Events Sponsorship).
 - (iii) \$1,000 for costs associated with incorporation of a new organisation (N.B. Residents associations can access funds under LGACS7 for these purposes, so these grants are intended for community groups that are not residents associations).
 - (c) Funds will not be provided for consumables or personal items unless the applicant can demonstrate that the general community will benefit from their provision.
 - (d) Funding will not be provided retrospectively for projects or events that have already occurred or are due to occur within two months of the closing date for applications.
6. Elected Members are to be informed of the outcome of applications for Community Grants.

Cultural Grants

1. Eligibility Criteria:
 - (a) Organisations based within the City of Cockburn and primarily service the residents of the City of Cockburn or organisations who will be working with a majority of Cockburn residents through the life of the project and can show considerable community support for the program/project.
 - (b) Individual applicants may be considered if they are residents of the City of Cockburn and/or:
 - (i) They are invited by the community and can demonstrate a high level of community support for 'Artist in the Community' or 'Telling Community Stories' program; or
 - (ii) Individuals who have been selected as an 'Artist in the Community' outside of Cockburn may be considered on presentation of supporting documentation.
 - (c) Schools and other educational institutions in accordance with Schools eligibility.
2. Selection Criteria:
 - (a) Can demonstrate the ability to manage financial affairs effectively.
 - (b) Priority will be given to applicants who haven't previously been funded.





**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

- (c) Program/project needs to represent the residents of Cockburn or embody one or more of the diverse art and cultural interests of the City of Cockburn through one of the following areas:
 - (i) Artist in the Community Program
 - (ii) Celebrating Community Program
 - (iii) Creative Community Program
 - (iv) Telling Community Stories Program
 - (d) Applicants who are able to contribute toward the activity in cash or in-kind will be considered favourably, as will those who source funding from other sources.
 - (e) Funding will not be for personal items such as costumes, food consumables or catering costs.
 - (f) Program/Project does not duplicate an activity already available in the local area.
3. Evaluation Criteria for Project or Activity:
- (a) Can demonstrate how program/project outcomes will be of benefit to the local community and/or City of Cockburn generally.
 - (b) Programs/Projects should:
 - (i) Develop and nurture the skill base of the local community;
 - (ii) Develop and nurture the skill base of individual artists (all art forms);
 - (iii) Express local culture and identity;
 - (c) Applicants have a demonstrated ability to manage their affairs effectively.
 - (d) Will not require commitment to ongoing funding from Council.
4. Funding Rounds:
- (a) Applications are invited twice per year, closing at the end of March and September as advertised during each round.
5. Grant Limitations:
- (a) The maximum grant available to any one group or organisation in the Cultural Grants category will not exceed \$5,000.
6. Elected Members are to be informed of the outcome of the applications for Cultural Grants.



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

Sustainability Grants

1. Eligibility Criteria:
 - (a) The following groups who are based within the City of Cockburn and/or provide services primarily within Cockburn:
 - (i) Community groups
 - (ii) Not-for-profit organisations
 - (iii) Collective households (>2)
 - (iv) Small businesses (<20 employees)
 - (v) Schools
2. Evaluation Criteria for Project or Activity:
 - (a) Project or activity must relate to one or more of the below themes:
 - (i) Giving Back
 - (ii) Protecting our Future
 - (iii) Strong Communities
 - (iv) Water, Energy and Waste
 - (v) TravelSmart
 - (vi) Healthy Lifestyles
 - (b) Applications from organisations that can demonstrate a financial or in-kind contribution to the project will be considered favourable.
3. Funding Rounds:
 - (a) Applications are invited annually, closing at the end of March each year, as advertised.
4. Grant Limitations:
 - (a) The maximum grant available to any one group or organisation in the Sustainability Grants category will not exceed \$4,000.
5. Elected Members are to be informed of the outcome of the applications for Sustainability Grants.

Small Events Sponsorship

1. Eligibility Criteria:
 - (a) Organisations based within the City of Cockburn or whom primarily service residents and/or the interests of the City are eligible to apply for funds.
 - (b) Applications from not-for-profit organisations including sporting, welfare, educational, arts/cultural, youth, seniors, children, ethnic and related groups are eligible to apply.
 - (c) Applications must include a financial and/or in-kind contribution to the project.



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

2. Selection Criteria:
 - (a) Primarily serve residents of the City.
 - (b) Is an established and incorporated not-for-profit organisation (or auspiced by an incorporated not-for-profit organisation) and can demonstrate a high level of community support.
 - (c) Can demonstrate it is financially sound or key personnel have demonstrated ability to manage the proposal for which funds are being sought.
3. Evaluation Criteria for Project or Activity:
 - (a) Project or activity will be of benefit to the local community and/or City of Cockburn generally.
 - (b) Project meets an identified need in line with one of the themes of the City's Strategic Community Plan.
 - (c) Applicants have a demonstrated ability to manage their affairs effectively.
 - (d) Project will not require commitment to ongoing funding from Council.
 - (e) Applications from Schools and other educational institutions must be in accordance with school specific eligibility criteria.
 - (f) Applications from organisations that can demonstrate a financial or in-kind contribution to the project will be considered favourable, as will those who source funding from other sources.
 - (g) Project does not duplicate an activity already available in the local area.
4. Funding Rounds:
 - (a) Applications will be invited year-round, assessed and notified within a month.
5. Funding Limitations:
 - (a) The maximum funding available to any one group or organisation in the Small Events Sponsorship category will not exceed \$3,000.
 - (b) Only one successful application in this category per financial year per organisation.
 - (c) Funds will not be provided for consumables or personal items unless the applicant can demonstrate that the general community will benefit from their provision.
 - (d) Funding will not be provided retrospectively for projects or events that have already occurred or are due to occur within two months of the closing date for applications.
6. Elected Members are to be informed of the outcome of the applications for Small Events Sponsorship.



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

Donations

1. Eligibility Criteria:
 - (a) Eligible applicants include not-for-profit benevolent organisations that directly assist the disadvantaged and/or vulnerable within the Cockburn community. This does not include sports clubs, residents associations or other special interest groups.
2. Selection Criteria:
 - (a) Not-for-profit benevolent organisations that primarily serve and can demonstrate direct improved social outcomes for City residents and the Cockburn community.
 - (b) Is an established and incorporated not-for-profit organisation (or auspiced by an incorporated not-for-profit organisation) and can demonstrate a high level of community support.
 - (c) Can demonstrate it is financially sound or key personnel have demonstrated ability to manage the proposal for which funds are being sought. For requests over \$5,000, a copy of the most recent, audited financial statement must be provided with the application.
3. Evaluation Criteria:
 - (a) A Donation is a contribution of money towards a groups day-to-day running costs.
 - (b) A Donation is not for a specific project or activity.
 - (c) Priority will be given to applications that can demonstrate:
 - (i) How they will provide direct outcomes for the disadvantaged and/or vulnerable in the Cockburn community.
 - (ii) Overall benefits to City residents.
 - (iii) Improved access to services or activities for Cockburn residents.
 - (iv) Value for money and/or value adding as a result of the proposed funding.
 - (v) Other funding sources so that the funding is subsidising operations rather than relying solely on funding from the City.
 - (vi) Alignment with the objectives in the City's Strategic Community Plan.
4. Funding Rounds:
 - (a) Applications are invited twice per year, closing at the end of March and September as advertised during each round.
5. Donation Limitations:
 - (a) The maximum donation available to any one group or organisation will not exceed \$20,000.



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

Sponsorships

1. Eligibility Criteria for Group Sponsorship:
 - (a) Applicants are eligible for Group Sponsorship if their project or activity provides brand exposure and public recognition benefits to the City of Cockburn and meets the eligibility, selection and evaluation criteria outlined in the Community Grants paragraphs 1, 2 and 3. Private organisations are also eligible to apply for Group Sponsorship.
 - (b) Applications must include a financial and/or in-kind contribution to the project.
 - (c) In addition to satisfying paragraphs 1(a) and 1(b) above, Sporting Teams/Clubs can only apply if they are:
 - (i) representing at a National or International level event at which they have been selected based on their endeavours in their chosen activity; or
 - (ii) hosting a sporting event or activity in the City of Cockburn that is of State, National or International significance that will add value to the City of Cockburn.
2. Eligibility Criteria for Individual Sponsorship:
 - (a) Individual applicants are eligible if they are residents of the City of Cockburn and they can demonstrate a high level of community support.
 - (b) Individuals attending a significant event or activity at a National or International level at which he or she has been selected on the basis of their individual endeavours in their chosen activity. (Individuals must supply supporting documentation from the relevant governing association of the activity).
 - (c) Individuals attending or completing a significant activity that benefits the community.
 - (d) Applications are invited from all ages for a range of projects, events or activities including sporting, welfare, education and arts/cultural, unless eligible to apply for funding through the City's Junior Sports Travel Assistance Program, or Youth Art Scholarship Program.
3. Evaluation Criteria for Activity/Event:
 - (a) Activity/Event will be of long-term benefit to the local community and/or the City of Cockburn generally.
 - (b) Activity/Event will provide brand exposure and public recognition benefits to the City of Cockburn.
 - (c) Activity/Event will increase awareness and raise the profile of the City of Cockburn, in line with its desired image.
 - (d) Applicants who are able to contribute toward the activity in cash or in-kind will be considered favourably, as will those who source funding from other sources.



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

- (e) Funding will not be for personal items such as uniforms, food consumables or catering costs.
- 4. Funding Rounds:
 - (a) Applications for Group Sponsorships are invited twice per year, closing at the end of March and September as advertised during each round.
 - (b) Applications for Individual Sponsorships are invited year round.
- 5. Sponsorship Limitations:
 - (a) The maximum sponsorship available to any one group or organisation will not exceed \$20,000.
 - (b) The maximum sponsorship available to any one individual will not exceed \$1,000.
 - (c) The successful request for sponsorship in any year does not imply any ongoing commitment of the same or similar contribution in following years.

Major and Minor Funding

This Category incorporates a large range of funding opportunities under both Council Decision and Delegated Authorities.

Major Funding Proposals and Committed and Contractual Funding

Most of the Cockburn Community Fund budget is distributed to community groups, organisations and individuals through established grants, donations and sponsorship programs and application processes in accordance with Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)' and these guidelines.

There are also some donations made annually out of this budget that are deemed to be committed by legal agreements, such as leases, or by Council Decision.

Occasionally, the City receives new requests for funding that fall outside of the scope of the category rounds and other limitations. Hence why this category was established to include a process and assessment criteria for funding requests received that do not fit within the other established categories and processes, which may include major or partnership funding proposals, or committed or contractual funding arrangements.

- 1. Eligibility Criteria:
 - (a) As per the relevant category from these guidelines that the funding request would normally apply to.





**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

2. Project Selection and Evaluation Criteria:
 - (a) Funding requests that align with the evaluation criteria of one of the funding categories described in these guidelines, must follow the process below for consideration.
 - (b) A proposal for funding must be submitted to the City which outlines:
 - (i) How it meets the evaluation criteria of one of the funding categories of the Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations & Sponsorships)' and within these guidelines and a statement addressing the eligibility, selection and evaluation criteria of the category.
 - (ii) The justification for the funding request and why it cannot be accommodated within the established programs and processes outlined in the other categories within these guidelines.
 - (iii) The amount of funding requested.
 - (iv) The proposed term of funding or partnership.
 - (v) Key terms and conditions.
 - (vi) Proposed outputs, outcomes or benefits of the proposed funding arrangement to the Cockburn community, and how these will be evaluated.
 - (vii) Any contractual considerations.
3. Process:
 - (a) The proposal must be submitted to the City's Grants and Research service unit for initial assessment at least one month prior to the next scheduled Grants and Donations Committee Meeting.
 - (b) The Manager, Community Development will review the proposal and provide a report with a recommendation to the Grants and Donations Committee for consideration at its next meeting. The Manager, Community Development may exclude a proposal from being considered by the Committee if the applicant does not provide adequate information or does not meet the evaluation criteria of one of the funding categories.
 - (c) The Grants and Donations Committee will make their recommendation for consideration by Council.

Community Innovation and Participatory Budgeting

1. Eligibility Criteria:
 - (a) Applicant is a not-for-profit or private organisation that primarily services residents and/or the interests of the City, or has a specific project that intends to do so.
 - (b) Applicant is an incorporated organisation.
 - (c) Applicant can demonstrate it is financially sound.
 - (d) Applicant holds appropriate insurance/s to a value as agreed with the City.



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

2. Project Selection Criteria:
 - (a) The project primarily serves residents and/or ratepayers of the City.
 - (b) The applicant can demonstrate it is financially sound or key personnel have demonstrated ability to manage the proposal for which funds are being sought.
3. Evaluation Criteria:
 - (a) The Project/Activity demonstrates innovation.
 - (b) The Project/Activity meets a community need, and can demonstrate how the project or activity outcomes will benefit the local Cockburn community.
 - (c) The applicant can demonstrate clear community involvement and support through the participatory budgeting process.
 - (d) Project/Activity gives consideration to sustainability principles as outlined in the Sustainability Policy.
 - (e) Risks posed to the community or the organisation can be mitigated, including safety and legal liability.
 - (f) The Project/Activity does not require commitment to ongoing funding from Council.
 - (g) There are sufficient resources available to meet community objectives for the life of the project.
 - (h) Project/Activity does not duplicate an activity already available in the local area.
 - (i) The Project/Activity is in accordance with eligibility criteria for applications from schools and other educational institutions.
 - (j) The Project/Activity attracts a financial and/or in-kind contribution.
4. Funding Conditions:
 - (a) Applications will be sought through the participatory budgeting process at a frequency and an allocation determined by Council.
 - (b) Consideration will be given to whether an organisation has been funded previously within the financial year.
 - (c) Projects are only eligible for once-off funding, and applicants cannot apply through other Council sources.
 - (d) Projects must start within six months of funding allocation and funding should be spent within 12 months of the project start date.
 - (e) The distribution of funding to approved projects will be in accordance with the participatory budgeting community voting process.
5. Elected Members are to be informed of the outcome of the applications for participatory budgeting funding.





**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

Minor Funding

The City also has provisions for minor funding contributions through allocations in the Grants and Donations budget allocation.

1. The majority of these fall under the following Delegated Authorities:
 - (a) LGASC2 Local Government Act, 1995 – Minor Funding (Small grants, donations and subsidies)
 - (i) Minor Donations
 - (ii) Subsidies
 - (iii) Minor Grants
 - (iv) Youth Reward and Recognition
 - (v) Donations to Schools – Reimbursements
 - (vi) Community Welfare Funding
 - (b) LGACS7 Local Government Act, 1995 – Funding Assistance for Community Associations
 - (i) Publication & Distribution of Newsletters
 - (ii) Cockburn Community Insurance Program
 - (iii) Hire of Council Community Centres & Halls
 - (iv) Resident Association Support

Minor Donations

No donation can be made to non-local groups or individuals (other than charitable groups). Excluding donations relating to point 4 below, there is a delegated authority to make donations of up to \$200 to individuals and groups, but only after consultation with the Mayor.

The following minor donations can be requested for consideration by the Manager, Community Development.

1. Up to six tip passes or equivalent rubbish removal costs for schools/welfare groups or vulnerable individuals with a disability undertaking an essential clean-up of their area.
2. The cost of hall hire less cleaning costs for School Award/Graduation functions in respect of halls under Council control, subject to the provisions of Part 7 of the City of Cockburn Consolidated Local Laws.
3. Half the cost of hall hire for local groups based in Cockburn and charitable groups, where the groups are conducting fundraising functions for purposes which may benefit the City and its ratepayers, subject to the provisions of Part 7 of the City of Cockburn Consolidated Local Laws.



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

4. Donations of up to \$200 to individuals and groups after consultation with the Mayor.
5. On a dollar for dollar basis to match funds raised by City staff for benevolent purposes as approved by the Chief Executive Officer.

Subsidies

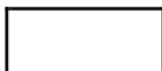
Bus Subsidy for not-for-profit community groups based in the City of Cockburn, servicing a significant number of Cockburn residents for 50% of bus hire costs (excluding City of Cockburn bus hire) up to \$100 per claim (maximum 1 claim per month and for a maximum of \$500 per financial year).

Minor Grants

To small grants programs approved by Council from time to time. This includes guidelines for the below Minor Grants program that is administered under the Delegated Authority LGACS2.

Environmental Education for Schools Grants

1. Eligibility Criteria:
 - (a) All primary and secondary schools within the City of Cockburn are eligible to apply.
2. Selection Criteria:
 - (a) A teacher or group of teachers must be nominated as a point of contact and to coordinate the funded activities. The City of Cockburn will provide assistance but will not coordinate the program.
 - (b) Demonstrate a commitment to incorporating environmental and sustainability principles into the school and local community, through existing school activities and participation in school, local or state programs.
 - (c) The grant is to fund sustainability and environmental educators to deliver activities, presentations or programs either at school as in-class sessions or off the school grounds as part of an excursion.
3. Funding Rounds:
 - (a) The funding is available annually, with the grant opening in early February and closing at the end of March.
4. Grant Limitations:
 - (a) Schools can apply for a maximum of \$1,000.





**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

5. Elected Members are to be informed of the outcome of the applications for Environmental Education for Schools Grants.

Youth Recognition and Reward

Youth Academic Assistance

To allocate funds for youth residing in the City of Cockburn to attend academic events.

1. Eligibility Criteria:
 - (a) Applicants must:
 - (i) be either studying full-time or part-time at an education institution recognised by the State or Commonwealth Government, and;
 - (ii) be 21 years of age or younger, and;
 - (iii) reside within the City of Cockburn.
2. Selection Criteria:
 - (b) Applications must:
 - (i) be in writing, advising of when the event is to occur and the costs likely to be paid by the applicant as a result of participation in the event, and;
 - (ii) include written evidence of selection or participation by the applicant from the organising group or a representative of the academic body with which the student is associated.
3. The funds are available for travel assistance to a maximum of \$350 to any one individual for an event, with the actual amount to be determined at the discretion of the Delegated Officer in consideration of the overall cost of the travel.

Youth Arts Scholarships

The funds are available for Youth Art Scholarships to a maximum of \$500 to any one individual, with the actual amount to be determined at the discretion of the delegated officer in consideration of the overall cost of the travel or study and previous applications in accordance with established criteria.

1. Eligibility Criteria:
 - (a) Any person aged 18 or younger as of the application closing date is eligible to obtain a Youth Art Scholarship in any one of the following categories:
 - (i) Travel - Individual
 - (ii) Further Study
 - (b) Applicants must be residents of the City of Cockburn.



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

2. Travel – Individual Scholarships:
 - (a) These will be awarded to individuals who have been given the opportunity to study or perform within the arts arena interstate, overseas or outside the Perth metropolitan area.
 - (b) Travel - Individual Scholarships will be up to \$500.
3. Further Study Scholarships:
 - (a) These scholarships are designed to assist young people with fees, materials or similar who wish to pursue the arts in further study at a TAFE/University level or specialist Art high school such as John Curtin SHS or extracurricular arts based activity.
 - (b) Further Study Scholarships will be up to \$500.
4. Selection Criteria:
 - (a) Applicants who have shown initiative and endeavour to raise funds for themselves will be highly considered.
 - (b) These awards will be based on results obtained at your current school especially in the area of artistic talent, teacher recommendations, and school and community participation.
 - (c) Proof of enrolment/acceptance in a full time course will be required.
5. Funding Rounds:
 - (a) Applications are invited twice per year, closing at the end of March and September as advertised.

Donations to Schools – Reimbursements

The following items can be requested from schools located within the City boundaries for the reimbursement of costs for the items/activities designated. These are recorded as donations.

1. Upon receipt of an invoice from the Principal of any school within the boundaries of the City, for the supply of sand to that school, delegates are authorised to reimburse costs incurred for the supply and delivery, up to a maximum of 6m³ in any one year.
2. Each school in the municipality will be reimbursed the cost of one bus trip per year to the annual inter-school sports day.
3. The City will reimburse the cost of a maximum of 20 trees and shrubs per year up to a total value of \$200 to schools upon receipt of an invoice from the Principal.





**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

4. In the case of the City undertaking work for the improvement of school sports grounds, such work will be charged at cost, provided that the school will contribute one-half of the total cost of the work done and give assurance the sports ground will be available to the general public out of school hours.
5. The City will provide all schools within the City with a book voucher for presentation as an annual student graduation prize. The award (of a Community Service nature) is \$50 for Primary Schools and \$100 for Secondary Schools issued as a book voucher. An optional additional book voucher will be provided for a graduating Aboriginal and Torres Strait Islander (ATSI) student as per the City's Reconciliation Action Plan. An acknowledgement of the City at the presentation ceremony will be requested.

For items 1 – 4 above, all requests for reimbursements need to be emailed to customer@cockburn.wa.gov.au with the attached invoice and receipt showing that the school has purchased the applicable items and is seeking reimbursement from the City.

Graduation Prizes

For item 5 above, the City will contact all local schools each year seeking confirmation if they would like to receive the additional ATSI award and the book vouchers will be distributed prior to graduation each year.

Community Welfare Funding

To approve enrolment fees for identified disadvantaged children to enrol in Holiday Care Programmes.

1. Satisfactory evidence of the children's inability to pay fees required, prior to funding approval being given.

Funding Assistance for Community Associations

Publication & Distribution of Newsletters

1. Local Resident Associations are eligible for a subsidy under this program if the following conditions are met:
 - (a) A draft copy of the publication is provided for approval;
 - (b) The newsletter must be widely available and free of charge to those who live in the area;
 - (c) The newsletter must not promote the individual interests or platform of an Elected Member or an individual who is seeking election to Council;



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**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

- (d) Articles must be accurate and factual to the best of their ability and provide a balanced view of the issue considered.
- (e) The publication and distribution cost (printed or electronic) will be subsidised by an agreed amount up to \$4,200 annually.

Cockburn Community Insurance Program

1. Resident Associations and not-for-profit community groups are eligible to apply for an insurance subsidy under this program if the following conditions are met:
 - (a) It can demonstrate it is a local Residents Association;
 - (b) The group is affiliated with (a member of, or relationship with) a local Resident Association;
 - (c) The group is a not-for-profit group which can demonstrate that they are providing a community benefit to Cockburn residents and that it has no more than \$5,000 in annual net profit generated from (a) core business or (b) donations or sponsorships for operational costs;
 - (d) The group or organisation does not have the option to affiliate to a peak body or State/National organisation with insurance provisions, and/or cannot access insurance cover by other means;
 - (e) The group or organisation is not a religious body or a political interest group or party.
2. Subsidy Conditions:
 - (a) Eligible associations or groups can apply for Public Liability and Volunteer Accident Insurance of up to \$10 million, or up to \$20 million where the organisation leases a City facility.
 - (b) All applicants will need to accept the insurance coverage period is from 1st October – 30th September annually.
 - (c) All applicants must complete an insurance application form and provide current financial statements.
 - (d) The applicant commits to notifying Community Development staff of any changes to information provided on the application form as well as any new events/activities.
 - (e) The applicant commits to reapplying and providing updated insurance information annually in July to ensure the City's insurer has the correct information.
3. Participation of each association or group in the Cockburn Community Insurance Program will be reviewed annually by the City.





**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

Hire of Council Community Centres & Halls

1. Resident Associations or a group affiliated with a Resident Association (member of, relationship with) are eligible to apply for:
 - (a) Funds to cover the cost of hall hire for up to 12 meetings per financial year for Cockburn Resident Association meetings.
 - (b) Funds to cover costs for storage if required and available.
 - (c) Funds to cover cost of facility hire when running community events up to a maximum of 6 events per financial year.
2. Not-for-profit organisations are eligible to apply for:
 - (a) Funds to cover the cost of facility hire when running community events that benefit the local Cockburn community for up to a maximum of 6 events per financial year where:
 - (i) The group has no more than \$5,000 in annual net profit generated from (a) core business or (b) donations or sponsorships for operational costs; and
 - (ii) The group is not a religious body or a political interest group or party.

Resident Association Support

Resident Associations are eligible to apply for:

1. Funds to cover costs for PO Box hire each financial year.
2. A once-off donation of \$1,000 for the establishment of a resident association for the purpose of a facility bond, float, signage, logo, stationery.





**City of Cockburn Guidelines:
Community Funding for Community Organisations and Individuals**

Schools and Educational Institutions

The City receives requests from Schools, Parents and Citizens (P&Cs), and Parents and Friends Associations (P&Fs) for funding and reimbursements for the cost of certain items/activities.

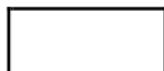
School Specific Application Criteria

1. Applications from Schools, P&Cs, P&Fs and other educational institutions must be in accordance with the eligibility for the funding category they are applying for, and satisfy the following additional criteria:
 - (a) There is an identified community need for the project or activity.
 - (b) The project or activity is extra-curricular and accessible to the wider Cockburn community outside of school hours (clearly outside the Education Department's area of responsibility).
 - (c) There is a financial or in-kind contribution of at least 50% or more to the project or activity.

Reimbursements

The following items can be requested from schools located within the City boundaries for the reimbursement of costs for the items/activities designated. These are recorded as donations, as per the Minor Donations criteria.

1. Costs incurred for the supply and delivery of sand, up to a maximum of 6m³ in any one year.
2. Cost of one bus trip per year to the annual inter-school sports day.
3. Cost of a maximum of 20 trees and shrubs per year up to a total value of \$200.
4. In the case of the City undertaking work for the improvement of school sports grounds, such work will be charged at cost, provided that the school will contribute one-half of the total cost of the work done and give assurance the sports ground will be available to the general public out of school hours.
5. The City will provide all schools within the City with a book voucher for presentation as an annual student graduation prize. An optional additional book voucher will be provided for a graduating Aboriginal and Torres Strait Islander student as per the City's Reconciliation Action Plan. An acknowledgement of the City at the presentation ceremony will be requested.



Item 9.2

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9.2 (2019/MINUTE NO 0007) GRANTS AND DONATIONS COMMITTEE RECOMMENDED ALLOCATIONS 2019/20

Author(s) K Jamieson

Attachments

1. Grants, Donations and Sponsorship Recommended Allocations Budget 2019/20 [↓](#)
2. Cockburn Wetlands Precinct Annual KPI and Funding Reports [↓](#)

RECOMMENDATION

That Council

- (1) adopts the grants, donations and sponsorship recommended allocations for 2019/20 as attached to the agenda, and
- (2) advertises the availability of the grants, donations and sponsorship in two instalments closing 27 September 2019 and 27 March 2020 respectively.

COMMITTEE RECOMMENDATION

MOVED Cr S Pratt SECONDED Mayor L Howlett

That the recommendation be adopted.

CARRIED 4/1

Background

Council approved a budget for grants and donations for 2019/20 of \$1,450,000. The Grants and Donations Committee is empowered to recommend to Council how these funds are to be distributed.

Submission

The City received funding reports (attached) from:

- Native ARC
- The Wetlands Centre Cockburn

Report

COMMITTED/CONTRACTUAL ARRANGEMENTS

As can be seen in the Budget attachment, there are some funding arrangements that are deemed to be committed by legal agreements, such as leases, or by previous Council decisions.

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There are two ongoing commitments that require approval for the 2019/20 financial year:

- Funding of \$91,763.66 (ex. GST) to support the administration costs of Native ARC.
- Funding of \$91,763.66 (ex. GST) to support the administration costs of the Wetlands Centre Cockburn.

Cockburn Wetlands Precinct Funding

At its meeting on 9 August 2018, Council adopted the following recommendation of the Grants and Donations Committee from its meeting on 17 July 2018:

That Council approve the donation request from both the Cockburn Wetlands Education Centre and Native ARC for funding towards the annual administration costs for each organisation (\$90,765.25 (ex. GST) for Cockburn Wetlands Education Centre and \$90,765.25 (ex. GST) for Native ARC) for a period of five years, indexed annually according to Perth consumer price index and also being subject to:

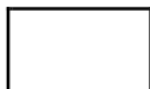
- (1) The Cockburn Wetlands Precinct members continuing to provide an annual report detailing their progress in meeting designated joint Key Performance Indicators (KPI's) as endorsed previously by Council on 8 May 2014.*
- (2) The Cockburn Wetlands Education Centre and Native ARC each providing a separate annual report which summarises the previous 12 months activities and their progress in meeting designated individual organisation KPI's previously endorsed by Council on 8 May 2014.*
- (3) The Cockburn Wetlands Education Centre and Native ARC adopting two new joint KPI's which reflect a commitment to the Wetlands Precinct redevelopment process.*

Native ARC and the Wetlands Centre Cockburn have now provided their reports for 2019/20, which are attached to the agenda, and it is recommended to approve the 2019/20 funding of \$91,763.66 (including CPI of 1.1%) to each organisation.

There are no other significant changes from last financial year in the new allocations that require additional approval.

The total allocation proposed for committed/contractual funding arrangements for 2019/20 is \$500,000.

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DONATIONS

It is proposed that Council will seek applications for Donations from not-for-profit organisations in two instalments. It is proposed for 2019/20 to have the first round closing on 27 September 2019 and the second round closing on 27 March 2020.

Applications for Donations will be assessed against the Council Policy 'Community Funding for Community Organisations and Individuals (Grants, Donations and Sponsorships)' and associated 'Guidelines for Community Funding for Community Organisations and Individuals'. A report will then be presented to the Committee to consider the requests for Donations and make a recommendation to Council.

An allocation of \$210,000 for Donations is proposed for 2019/20.

SPONSORSHIPS

It is proposed to seek applications for Sponsorship for Groups in line with the other funding opportunities closing on 27 September 2019 and 27 March 2020, other than Sponsorship for Individuals, where applications are invited all year round.

It is proposed to allocate \$100,000 of the 2019/20 Grants and Donations Budget to the Sponsorship program (\$90,000 for Groups and \$10,000 for Individuals).

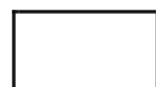
GRANTS

As can be seen in the Budget attachment, there are a number of grants for which there are established criteria and processes in place.

The 2019/20 Budget proposes small increases to the following allocations based on increased expenditure in the previous year and anticipated increased subscriptions in the new financial year:

- Youth Academic Assistance Grants increase from \$500 to \$1,000.
- Len Packham (Burdia) Hall Subsidy increase from \$2,000 to \$6,000.
- Community/Residents Association Hall Hire Subsidy and Support Program increase from \$8,000 to \$10,000.
- Grants General Welfare and minor donations from \$6,000 to \$7,000.
- Small Events Sponsorship Program increase from \$35,000 to \$40,000.

There are no other significant changes from last financial year in the new allocations.



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The total allocation proposed for grants programs for 2019/20 is \$640,000.

Strategic Plans/Policy Implications

Community, Lifestyle & Security

Provide residents with a range of high quality accessible programs and services.

Economic, Social & Environmental Responsibility

Create opportunities for community, business and industry to establish and thrive.

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

Council approved a budget for Grants and Donations for 2019/20 of \$1,450,000. The following is a summary of the proposed grants, donations and sponsorship allocations which is contained in the attachment to this report.

Summary of Proposed Allocations

Committed/Contractual Donations	\$500,000
Donations	\$210,000
Sponsorships	\$100,000
Specific Grant Programs	\$640,000
Total	\$1,450,000

Total Funds Available	\$1,450,000
Less Total of Proposed Allocations	\$1,450,000
Balance	\$0

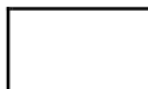
Legal Implications

N/A

Community Consultation

Council's grants, donations and sponsorships are advertised widely in the local community through the City's website, local media, social media and Council networks. It is recommended that advertising start

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immediately following the Council decision to ensure a wider representation of applications.

Risk Management Implications

The Council allocates a significant amount of money to support individuals and groups through a range of funding programs. There are clear guidelines and criteria established to ensure that Council's intent for the allocation of funds are met. To ensure the integrity of the process there is an acquittal process for individuals and groups to ensure funds are used for the purpose they have been allocated.

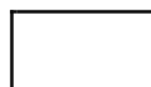
The reputation of the City of Cockburn could be seriously compromised should funds allocated to individuals or groups who did not meet the criteria and guidelines and or did not use the funds for the purposes they were provided. Adherence to these requirements is essential.

Advice to Proponent(s)/Submitters

The Proponent(s) and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 16 July 2019 Grants & Donations Committee Meeting.

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

Nil



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GRANTS, DONATIONS & SPONSORSHIP RECOMMENDED ALLOCATIONS BUDGET 2019/20						
Activity OP 315 Natural Acc 6810	Description	Allocated 2018/19	Actual 2018/19	Proposed 2019/20	Comments	Council Decision/ Delegated Authority
	Donations					
	Committed/Contractual					
8243	Little Green Steps WA Partnership Agreement	27,847	27,847	27,847	Two-year partnership agreement with LGS WA, for Education for Sustainability in the Early Years for 2019 and 2020, as to Council Decision 9 May 2019	Council Decision
8894	Nyungar Cultural Activities - Australia Day Citizenship Ceremony	2,000	0	0	Towards additional Nyungar cultural activities at the Australia Day Citizenship Ceremony in 2018, as to Council Decision 9 March 2017	Council Decision
8896	Cockburn Community Men's Shed Coordinator	47,500	47,500	47,500	Funding for Cockburn Community Men's Shed Inc. to support the annual administration costs of a part-time coordinator, security, maintenance, utilities and equipment as to Management Plan and Council Decision 10 August 2017	Council Decision
9239	Native ARC	90,765	90,765	91,764	Donation to support the annual administration costs of Native ARC (plus CPI 1.1%)	Council Decision
9310	The Wetlands Centre Cockburn	90,765	90,765	91,764	Donation to support the annual administration costs of The Wetlands Centre Cockburn (plus CPI 1.1%)	Council Decision
9317	Pineview Preschool Maintenance Contribution	7,864	7,864	7,951	Annual contribution for maintenance of grounds and building (plus CPI 1.1%)	Lease Agreement
9322	Cockburn ARC/Dolphin Swim Club Subsidy	150,000	150,000	150,000	Subsidised fees for Dolphin Swim Club at Cockburn ARC (as to Minute 6057 of OCM 13 April 2017)	Council Decision
9398	Cockburn Senior Citizens Building Donation	9,651	9,651	9,757	Assists with maintenance costs as per lease agreement (plus CPI 1.1%)	Lease Agreement
9559	Cockburn Cricket Club Insurance	1,500	1,500	1,500	Commitment included in the lease agreement (flat fee)	Lease Agreement
9574	Spearwood Dalmatinac Club - Rates Reimbursement	12,474	12,474	12,711	Reimbursement of 50% of annual rates payable by Spearwood Dalmatinac Club for 41 Azelia Rd, Spearwood as to Council Decision 14 May 2009	Council Decision
	Future Allocations	59,633		59,207	(To be allocated throughout the year)	
	Committed/Contractual Sub Total	500,000	438,367	500,000		
	Donations to Organisations					
9196	Donations to Organisations	210,000	195,675	210,000	Amount set aside for allocation in the two funding rounds for 2019/20	Council Decision
	Donations to Organisations Sub Total	210,000	195,675	210,000		
	Sponsorships					
9197	Sponsorships	90,000	65,500	90,000	Amount set aside for allocation in the two funding rounds for 2019/20	Council Decision
9197	Individual Sponsorships	10,000	3,600	10,000	Formal sponsorship program for individuals	Delegated Authority LGACS14
	Sponsorships Sub Total	100,000	69,100	100,000		
	Grants					
8040	Landowner Biodiversity Conservation Program	35,000	12,052	35,000	Financial and natural resource management training support program for Cockburn landowners to conserve the natural bushland and wetland areas on their property	Delegated Authority AEW5
8899	Community Innovation and Participatory Budgeting Program	0	0	0	Community Innovation and Participatory Budgeting Program adopted by Council on 14 September 2017	Delegated Authority LGACS14
9004	Emergency Disaster Fund	10,000	0	10,000	For one-off emergency and disaster situations as to DA ACS13 (revised as per Council Decision 10 February 2011)	Delegated Authority ACS13
9015	Youth Academic Grants	500	550	1,000	Assists young people to travel to attend academic programs and activities	Delegated Authority LGACS2

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Activity OP 315 Natural Acc 6810	Description	Allocated 2018/19	Actual 2018/19	Proposed 2019/20	Comments	Council Decision/ Delegated Authority
9031	Junior Sports Travel Assistance Program	55,000	41,600	55,000	Assists young people in Cockburn representing WA or Australia in interstate or international team or individual sports by providing assistance for travel to competitions	Delegated Authority LGACS13
9240	Sustainability Grants Program	40,000	28,910	40,000	Grants program established in accordance with Council Decision on 13 May 2010	Delegated Authority LGACS14
9241	Len Packham Hall Subsidy (Burdia)	2,000	5,810	6,000	Subsidy program that allows Indigenous and multicultural Cockburn families to access funds to assist with hall hire costs for hosting funerals, memorials and cultural events	Delegated Authority LGACS2
9312	Community Grants Program	130,000	83,767	130,000	Formal grant process for local community groups and organisations	Delegated Authority LGACS14
9314	Provide Bins Sporting Events	1,000	0	1,000	Provide bins to schools for sports carnivals	Delegated Authority LGACS2
9327	Community/Residents Assoc. Hall Hire Subsidy and Support Program	8,000	9,377	10,000	Assists community groups to conduct monthly meetings and events, and funds for incorporation/set up costs for new residents associations and donations for small PO box hire, adopted by Council on 14 September 2017	Delegated Authority LGACS7
9329	Cultural Grants Program	40,000	26,806	40,000	Provide small grants to cultural and artistic groups and individuals	Delegated Authority LGACS14
9331	Bus Hire Subsidy	1,500	410	1,500	Provides a subsidy towards the bus hire for community organisations	Delegated Authority LGACS2
9335	Grants General Welfare	6,000	5,896	7,000	Miscellaneous requests for small donations as per DA LGACS2	Delegated Authority LGACS2
9341	Community Group Newsletter Subsidy	11,000	7,651	11,000	Assists community groups to disseminate information	Delegated Authority LGACS7
9373	Small Events Sponsorship Program	35,000	34,658	40,000	Small Events Sponsorship Program for local events for community organisations	Delegated Authority LGACS14
9396	U Fund	1,000	0	1,000	Small grants for youth for cultural/arts initiatives and events	Delegated Authority LGACS2
9399	Youth Arts Scholarships	7,000	4,250	7,000	Assist young people to travel in order to participate in performing/arts events and also for further study	Delegated Authority LGACS2
9475	Alcoa Cockburn Community Projects Fund	15,000	10,675	15,000	A partnership fund with Alcoa delivering community-driven projects (allocation doesn't include Alcoa funds, only CoC funds)	Delegated Authority LGACS2
9490	Environmental Education Initiatives Program	15,000	8,000	15,000	Support for Environmental Services to assist schools to facilitate environmental education	Delegated Authority LGACS2
9517	Cockburn Community Group Volunteer Insurance	15,000	13,509	15,000	Cockburn Community Group Insurance Program	Delegated Authority LGACS7
9535	Council Match Staff Donation	2,000	1,442	2,000	Council to match staff fundraising effort	Delegated Authority LGACS2
9649	Safety House/Walk to School Program	1,000	1,000	1,000	Support to schools for safety programs for children getting to school and to attend Safety House shows in Safety House month	Delegated Authority LGACS2
9673	Sport and Recreation Club Grants	35,000	30,971	35,000	Grants matched by local sporting clubs for minor capital works on Council owned facilities and sporting equipment	Delegated Authority LGACS13
9674	Grants to Schools	9,000	8,496	9,000	For small donations to schools for minor items	Delegated Authority LGACS2
9688	Security Subsidy for Seniors	30,000	26,950	30,000	Subsidy program for security devices for seniors	Delegated Authority LGACS2
9495	Donation and Grants General Account	35,000		122,500	(Remainder of grant allocations, to be allocated based on expenditure throughout the year)	
	Grants Programs Sub Total	540,000	362,580	640,000		
	Totals	1,350,000	1,065,721	1,450,000		
	Budget	1,350,000		1,450,000		
	Balance	0		0		

COCKBURN WETLANDS PRECINCT STEERING COMMITTEE

C/- The Wetlands Centre Cockburn, 184 Hope Road, Bibra Lake WA 6163



9 July 2019

Ms Gail Bowman
Manager, Community Development
City of Cockburn
PO Box 1215
BIBRA LAKE DC 6965

Dear Ms Bowman,

RE:2019-2020 Budget Request for Precinct Partners The Wetlands Centre Cockburn (TWC) and Native ARC Inc. (NARC)

The City of Cockburn sponsorships for \$90,765.25 (including CPI increase) provided to TWC and NARC were renewed for five years on the 24 August 2018. The Boards of TWC and NARC are requested to report on Key Performance Indicators (KPI's) for the Cockburn Wetlands Precinct and report on their individual performance and KPI's for the 2018/2019 year.

The KPI's reflect the requirements outlined by the Grants and Donations Committee on the 8 May 2014 and two additional KPI's developed by TWC and NARC which reflect our commitment to the Cockburn Wetlands Precinct Development.

In five years when the next round of funding is reviewed, KPIs will be reviewed. Since 2014, TWC and NARC have jointly participated in activities that have benefited the Precinct and these are reflected in the Precinct KPI's.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Philip Jennings".

A handwritten signature in black ink, appearing to read "Robert Dunn".

Pp:

Philip Jennings
President
The Wetlands Centre Cockburn

Robert Dunn
Chairman
Native ARC Inc.

Cc: Mayor Logan Howlet



DISCLAIMER: Wetlands Precinct Development

It is recognised both groups' abilities to meet the existing individual and joint KPI's will be limited due to the redevelopment of the site. Both groups' day to day activities, delivery of education, training and land care services may be affected and reduced.

During construction phases, NARC will continue to deliver wildlife treatment and rehabilitation services to the Cockburn and wider Perth community. Off-site rehabilitation will also take place and hence increase administration requirements on NARC (insurance, risk management and licensing from relevant wildlife agencies). Site tours and onsite education capabilities for NARC will be reduced significantly.

WCC may need to vacate their building for a short period of time during extension, construction and renovation and their venue hire capabilities and program delivery will be reduced during this time.

2018-2019 KPI's Developed for Joint Programs Conducted by the Wetland Precinct Members

KPI No.	Annual Objective	KPI
1	Financial Performance	Undertake at least one joint fundraising activity annually to raise funds for the Precinct.
		Date Progress.
		21/10/2018 "Scouting, Wetlands and Wildlife FUNdraiser" Precinct open day showcasing the work of all 3 organisations and gathering feedback on the new Precinct development. 87 participants \$396 raised
		Postponed "Amazing Race: Schools' Wetlands Challenge" has been postponed until further notice.
2	Annual Objective	KPI
	Community Education	Deliver a minimum of two programs annually.
		One community education program in partnership with the City of Cockburn.
		Date Progress
		27/11/2018 Turtle Watch Schools' Program
		10/04/2019 (2 classes, 116 Participants).
		12/06/2018 World Environment Day Schools Festival (10 school classes, 269 Participants)
		Attend a minimum of one Cockburn Community Event.
		Date Progress.
		17/11/2018 City of Cockburn Nature Playground Event
		25/11/2018 City of Cockburn Sustainable Christmas Expo
		29/03/2019 Roe 8 Meeting 'How to Measure Success'
		14/04/2019 Roe 8 Community Event
KPI No.	Annual Objective	KPI
3	Corporate	Deliver a minimum of one corporate volunteering event annually.
		Date Progress
		Current No joint corporate events for 2018-2019. <i>Note: Precinct partners contributed additional resources for the development of the Cockburn Wetlands Precinct.</i>
	Annual Objective	KPI

KPI No. 5	Communication/ Marketing	Develop an appropriate electronic delivery system to highlight the events offered within the Precinct.	
		Ongoing	Steering Committee established consisting of CWEC, NARC, CoC representatives & Bibra Lake Scouts to progress Precinct development. This includes implementation of additional governance processes as well as a future marketing strategy for the Precinct.
		Deliver an events calendar updated at least quarterly highlighting events within the Precinct.	
		Ongoing	Preparing a marketing flyer to advertise Turtle Watch Schools' Programs in addition to those held in partnership with the City of Cockburn. As above KPI 2.
	Annual Objective	KPI	
	Precinct Meetings	Coordinate bimonthly Wetlands Precinct Committee meetings	
		Date	Progress
		11 Meetings between 01/07/2018 – 30/06/2019	As of July 2019, the bimonthly Wetlands Precinct Committee meetings were changed to monthly in the event we needed to work through more Wetlands Precinct Development components.
		Annual Objective	KPI
	Steering Committee	Each stakeholder group to provide two representatives to attend Wetlands Precinct Development Project Steering Committee Meetings until project completion (currently six per year).	
		Date	
		Ongoing	Bob Dunn and Diane Munrowd represent Native ARC at the Wetlands Precinct Development Project Steering Committee Meetings. Dean Huxley is an observer at these meetings.

2018-2019 Additional Joint Programs Conducted by the Wetland Precinct Members

No.	Programs	Comments
1	Precinct site planning	As above point 4.
2	Joint education programs	28/03/2019 - John Curtin College of the Arts Year 11 population and sampling excursion (26 students, 2 teachers).
3	Meetings	2018-2019: Several additional Precinct meetings with NS Projects and Site Architecture t28/08/2019 WED debrief

**2018-2019 KPI's Developed for Joint Programs
Conducted by the Wetland Precinct Members**

KPI No.	Annual Objective	KPI	
1	Financial Performance	Undertake at least one joint fundraising activity annually to raise funds for the Precinct.	
		Date	Progress
		21/10/2017	"Scouting, Wetlands and Wildlife FUNdraiser" Precinct open day showcasing the work of all 3 organisations and gathering feedback on the new precinct development. 87 participants \$396 raised
		Postponed	"Amazing Race: Schools' Wetlands Challenge" has been postponed until further notice.
KPI No.	Annual Objective	KPI	
2	Community Education	Deliver a minimum of two programs annually.	
		One community education program in partnership with the City of Cockburn.	
		Date	Progress
		27/11/2018	Turtle Watch Schools' Program
		10/04/2019	(2 school classes, 116 Participants)
		12/06/2018	World Environment Day Schools Festival
			(10 school classes, 269 Participants)
		Attend a minimum of one Cockburn Community Event.	
		Date	Progress
		17/11/2018	Nature Playground open day
		25/11/2018	Sustainable Christmas Expo
		29/03/2019	City of Cockburn Sustainability Event Roe 8 Meeting 'How to Measure Success'
		14/04/2019	Rehabilitating Roe 8 Community Day

KPI No.	Annual Objective	KPI	
3	Corporate	Deliver a minimum of one corporate volunteering event annually.	
		Date	Progress
		Current	No corporate events for 2018-2019. Note: Precinct partners contributed additional resources for the development of the business plan for the Cockburn Wetlands Precinct.
KPI No.	Annual Objective	KPI	
4	Communication/ Marketing	Develop an appropriate electronic delivery system to highlight the events offered within the Precinct.	
		Ongoing	Steering Committee established consisting of CWEC, NARC, CoC Representatives and Bibra Lake Scouts to progress Precinct re-development. This includes implementation of additional governance processes as well as a future marketing strategy for the Precinct.
		Deliver an events calendar updated at least quarterly highlighting events within the Precinct.	
		Ongoing	Preparing a marketing flyer to advertise Turtle Watch Schools' Programs in addition to those held in partnership with the City of Cockburn. As above KPI 2.
KPI No.	Annual Objective	KPI	
5	Wetlands Precinct Strategic Plan	Coordinate bimonthly Wetlands Precinct Committee meetings (including Chairing, preparation of agenda and minutes)	
		Ongoing	As of July 2019 the bimonthly Wetlands Precinct Committee meetings were changed to monthly in the event we needed to work through more Wetlands Precinct Development components. 11 Precincts Meetings 2018/2019
KPI No.	Annual Objective	KPI	
6	Wetlands Precinct Redevelopment	Each stakeholder group to provide two representatives to attend Wetlands Precinct Development Project Steering Committee Meetings until project completion (currently 6 / year)	
		Ongoing	Denise Crosbie and Felicity Bairstow represent the Wetlands Centre Cockburn at the Wetlands Precinct Development Project Steering Committee Meetings. Danielle Tyrls is an observer at these meeting.

2017-2018 Additional Joint Programs Conducted by the Wetland Precinct Members

No.	Programs	Comments
4	Joint education programs	28/03/2019 - John Curtin College of the Arts Year 11 population and sampling excursion (26 students, 2 teachers)
	29/08/2018	WED debrief
	6 meeting between 1/7/2018 - 20/10/2018	Planning and preparation of precinct risk assessment for the "Scouting, Wetlands and Wildlife FUNdraiser" Precinct open day
	2018/2019	Several additional Precinct meetings with NS Projects, Site Architecture, ETC electrics incorporating visioning & strategic planning, site assessments, sewage lines, electrical surveying.

Part A - Sponsorship request
The Wetlands Centre Cockburn

2018 – 2019 actual salary package (TWC)						
Name	Position	Gross salary	4% Workers compensation	9.5% Superannuation Guarantee	Long service leave	Totals
Denise Crosbie	Wetlands Officer (f/t)	66,339.00	2,653.56	6,302.21	1,658.48	\$76,953.25
Danielle Tyrils	Administrative Officer (p/t)	18,704.40	748.18	1,776.92	311.74	\$21,541.24
Rex Sallur	General Assistant (p/t)	9,925.10	397.00	942.88	137.09	\$11,402.03
Erin Farley	Landcare/Educ. Assistant (casual)	3,925.32	157.01	372.91	285.87	\$4,741.11
Natasha Bowden	Educ. Assistant (casual)	In-kind contribution from SERCUL				n/a
2018 - 2019 Total Salary Package						\$114,637.63
2018 - 2019 City of Cockburn Sponsorship Received						\$90,765.25
2018 - 2019 TWC Contribution						\$23,872.38

2019 – 2020 sponsorship request (TWC)	
	Totals
2018 - 2019 City of Cockburn sponsorship received	\$90,765.25
Perth CPI change March Quarter 2018 to March Quarter 2019 (1.1%)	\$998.41
2019 - 2020 City of Cockburn sponsorship request	\$91,763.66

2019 – 2020 Proposed salary package (TWC)						
Name	Position	Gross salary	4% Workers compensation	9.5% Superannuation Guarantee	Long service leave	Totals
Denise Crosbie	Wetlands Officer (f/t)	67,070.52	2,682.82	6,371.70	1,676.76	\$77,801.80
Danielle Tyrils	Administrative Officer (p/t)	18,910.15	756.41	1,796.46	315.17	\$21,778.19
Rex Sallur	General Assistant (p/t)	8,315.58	332.62	789.98	138.59	\$9,576.77
Erin Farley	Landcare Assistant (p/t)	4,335.22	173.41	411.85	288.99	\$5,209.47
TBC	Educ. Assistant (casual)	Unknown: dependent on education bookings				
2019 – 2020 Proposed Total Salary Package						\$114,366.23
2019 - 2020 Proposed City of Cockburn Sponsorship Request						\$91,763.66
2019 - 2020 Proposed TWC Contribution (minimum)						\$22,602.57

Notes

- TWC contributed an additional \$23,872.38 towards salaried positions during 2018-19. Additional funding for cleaning contractors and marketing consultants are not shown in the above table and can be provided on request.
- Additional salary for the Administrative Officer along with the salaries for the General Assistant and Landcare Assistant (totalling a minimum of \$22,602.55) will be funded from the TWC's own revenue streams. Additional funding for the salary of a Wetlands Education Assistant will be dependent on funded bookings. We are not seeking additional salary support for these positions.
- TWC does not come under any registered agreements so long service leave rulings are used from the Long Service Leave Act (1958). Full-time and part-time (pro-rata) employees are eligible for 8 2/3 weeks of paid leave after 10 years of service. They are eligible for 4 1/3 weeks of paid leave for subsequent 5-year periods thereafter.

Part B - Sponsorship request

Native ARC Inc

2018 – 2019 salary package (NARC Inc)						
Name	Position	Gross salary	4% Workers compensation	9.5% Superannuation Guarantee	Long service leave	Totals
Diane Munrowd Dean Huxley	Manager (f/t – job share)	66,340.77	2,653.63	6,302.37	1,105.68	\$76,402.45
Dr Szou Whua Bosci	Treatment Coordinator/ Administrative Officer	12,471.34	498.85	1,184.78	207.83	\$14,362.80
Rachel Pearsall	Rehabilitation Coordinator	17,400.86	696.03	1,509.66	263.79	\$18,360.69
Meg Rodgers	Veterinarian	6,427.20	257.08	610.58	106.69	\$7,401.56
2018 - 2019 Total Salary Package						\$116,527.50
2018 - 2019 City of Cockburn Sponsorship Received						\$90,765.25
2018 - 2019 NARC Contribution						25,762.25

2019 – 2020 sponsorship request (NARC Inc)	
	Totals
2018 - 2019 City of Cockburn sponsorship received	\$90,765.25
Perth CPI change March Quarter 2018 to March Quarter 2019 (1.1%)	\$998.41
2019 - 2020 City of Cockburn sponsorship request	\$91,763.66

2019 – 2020 Proposed salary package (NARC Inc)						
Name	Position	Gross salary	4% Workers compensation	9.5% Superannuation Guarantee	Long service leave	Totals
Diane Munrowd Dean Huxley	Manager (f/t - job share)	67,070.52	2,682.82	6,371.70	1,676.76	\$77,801.80
Dr Szou Whua Bosci	Veterinarian	13,561.60	542.46	1,288.35	225.12	\$15,617.53
Rachel Pearsall	Education and Training Officer	9,932.00	397.28	943.54	164.87	\$11,437.69
Meg Rodgers	Veterinarian	9,493.12	379.72	901.85	157.59	\$10,932.28
Karen Clarkson	Rehabilitation Coordinator	5,959.20	238.36	566.12	98.92	\$6,862.60
2019 – 2020 Proposed Total Salary Package						\$122,651.90
2019 - 2020 Proposed City of Cockburn Sponsorship Request						\$91,763.66
2019 - 2020 Proposed NARC Contribution						\$30,888.24

Notes

- The salaries for the Education & Training Officer, Veterinarian (M Rodgers) and Rehabilitation Coordinator (totalling \$29,232.57) and \$1,655.67 additional salary for Dr Szou Whua Bosci are funded from NARC's own revenue streams and are dependent on ongoing financial sustainability (these are reviewed quarterly).
- The Veterinary Surgeons Board of WA (VSB) and the Health Department of WA require that the prescription and administration of medications for wildlife are to be directly undertaken by a veterinarian. This requires all injured wildlife to be transported offsite to a veterinary clinic for administration of the required medications if a veterinarian is not onsite. Due to the increased costs associated with this new requirement, a more cost-effective approach for Native ARC was to recruit a part-time veterinarian to undertake this activity to ensure the Centre was complying with the requirements of the VSB and the Health Department of WA. This has reduced costs that would have been incurred if all animals had to be treated offsite.

Part C - Summary of Sponsorship request

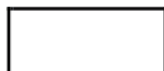
Cockburn Wetlands Precinct

2018 – 2019 Proposed sponsorship request (Cockburn Wetlands Precinct)						
Name	Position	Gross salary	4% Workers compensation	9.5% Superannuation Guarantee	Long service leave	Totals
TWC						
Denise Crosbie	Wetlands Officer (f/t)	67,070.52	2,682.82	6,371.70	1,676.76	\$77,801.80
Danielle Tyrls	Wetlands Administrative Officer (p/t)	Partial contribution towards total administrative salary package of \$21,778.19 as detailed in 'Part A Sponsorship Request'				\$13,961.86
NARC						
Diane Munrowd Dean Huxley	Manager (f/t – job share)	67,070.52	2,682.82	6,371.70	1,676.76	\$77,801.80
Dr Szou Whua Bosci	Veterinarian	Partial contribution towards total veterinarian salary package of \$15,617.53 as detailed in 'Part B Sponsorship Request'				\$13,961.86
2019 - 2020 Proposed City of Cockburn Sponsorship Request (GST-exclusive)						\$183,527.32

Report on KPI's and Activities

2019-2020

Native ARC Inc.



To the Grants and Donations Committee**OVERVIEW**

The Executive Committee of Native ARC Inc. is pleased to provide this report to the City of Cockburn outlining the activities of 2018.

Our vision for the future is to actively engage as a Member of the Cockburn Wetlands Precinct and to grow the Centre to be the leading native wildlife hospital and rehabilitation facility in Western Australia.

Native ARC has undertaken several projects as a Precinct Member as outlined in the reported KPIs and is working very closely with the City of Cockburn to progress the Cockburn Wetlands Precinct Development.

A major initiative in 2018 was the registration of Native ARC by the Veterinary Surgeons' Board of WA as a veterinary hospital. This is a huge milestone and will be a major addition to the development of the Precinct.

An additional milestone was the completion of our five-year Strategic Direction 2019-2024 (Attachment 2) and a Volunteer Recruitment Strategy in partnership with Deloitte Australia.

Ongoing support from two pro bono Graphic Designers has enabled the Centre to redevelop its brand and website in addition to marketing material and merchandise.

Our aim is to be a major contributor to the Cockburn community, a strong Precinct partner and a leader in wildlife medicine, rehabilitation and environmental education, in Western Australia.

Our progress would not have been possible without the support of the City of Cockburn and we are very grateful for this.



Robert Dunn
Chairman
Native ARC Inc.

2018 KPI's developed for Native ARC Inc

KPI No.	Annual Objective	KPI	Progress
1	Service Delivery	Achieve industry standard for outcomes and maintain minimum standards of animal care based on Department of Parks and Wildlife requirements.	<ul style="list-style-type: none"> Native ARC admitted 3835 animals in 2018 which is one of the highest admission rates of any wildlife rehabilitation centre in Western Australia. Native ARC is the only wildlife veterinary hospital in Western Australia providing a model for best practice wildlife medicine and rehabilitation. Native ARC received funding from BP Refinery Kwinana in 2018 to set up X-ray facilities on-site at the Centre. This has greatly improved overall patient outcomes and has reduced off-site veterinary expenses completely. Native ARC is the only wildlife rehabilitation centre in Western Australia with X-ray facilities. Native ARC's enclosures were inspected in 2018 by Wildlife Officers from the Department of Biodiversity, Conservation and Attractions with all enclosures meeting their requirements and standards for wildlife rehabilitation. Native ARC partnered with Murdoch University in 2018 to undertake research on Shingleback Lizards. The research identifies the incubation period for 'Shingleback Nidovirus'. The findings have been published with significant reference to Native ARC for its contribution to the research. Native ARC's Manager was a Member of the Department of Biodiversity, Conservation and Attractions' working group which reviewed the Biodiversity and Conservation Regulations 2018 and Code of Practice for Wildlife Rehabilitators in Western Australia. Native ARC presents at South Metropolitan TAFE on captive bird management and husbandry of marsupials. Five of Native ARC's volunteers are Registered Veterinary Nurses undertaking pro bono work at Native ARC in the veterinary hospital. Native ARC offers a 24/7 phone service and is the only organisation in Western Australia that provides a 24-hour phone service for sick, injured and orphaned wildlife. Native ARC presents at several DBCA training programs on wildlife rehabilitation with three metropolitan courses and one regional course run each year. Native ARC's Veterinarian flew to Karratha in February 2018 to present at a wildlife rehabilitation course facilitated by the DBCA. The course was attended by more than 40 regional participants from the North West. Native ARC expanded the number of Regulation 16 (education) animals that live at the Centre in 2018 to include two Emus and three Oblong Turtles. These animals provide additional opportunities and experiences for visitors to the Centre and play a key role in Native ARC's education and training programs.

	Annual Objective	KPI	Progress
2	Financial Performance	Aim to achieve a growth in income of at least 10% over the preceding 12 months.	<ul style="list-style-type: none"> Income for <u>July 2017 to June 2018</u> \$271,569.00 <i>less CoC Grant & Capital Grants</i> \$159,649.00 TOTAL \$111,920.00 Projected Income for July 2018 to June 2019 <u>July 2017 to June 2018</u> \$214,775.00 <i>less CoC Grant & Capital Grants</i> \$91,265.00 TOTAL \$123,510.00 <p>10.35 % increase</p> <p>Note: A decision was made by the Native ARC Executive Committee in 2018 to not pursue grants due to the Cockburn Wetlands Precinct development. Grants are commonly used for 'capital projects' (enclosures, education equipment etc.) with limited scope for further developments on-site until the Precinct is established.</p> <p>Native ARC's limited resources have been directed into to Cockburn Wetlands Precinct Steering Committee and Wetlands Precinct development.</p>
3	Annual Objective	KPI	Progress
	Investment and Development	Aim to achieve a 10% growth in Education/ training programs income over the preceding 12 months	<ul style="list-style-type: none"> Income for July 2016 to June 2017 \$30,685.00 Projected Income for July 2017 to June 2018 \$32,000.00 <p>% Increase 4.3%</p> <p>Native ARC has achieved a ~350% growth in education income since 2012.</p> <p>In 2018, Native ARC's resources were focused on the Cockburn Wetlands Precinct development and Native ARC's wildlife veterinary hospital (first and only wildlife veterinary hospital in WA) which reduced the amount of resources that could be allocated to education and training.</p>

Item 9.2 Attachment 2

GAD 16/07/2019

4	Annual Objective	KPI	Progress
	Strong Corporate Partnerships	At least one corporate involvement/partnership developed annually.	<ul style="list-style-type: none"> More than 20 corporates attended team building days at Native ARC in 2018 including: <ul style="list-style-type: none"> BP Kwinana Refinery Woodside Energy Shell Deloitte Australia Bunnings Bibra Lake Murdoch Guild of Students Conservation Volunteers UWA Students Kennedy Baptist College RAC BP Kwinana Refinery has committed to funding in 2018/2019, 2019/2020 and 2020/2021 for \$30,000.00 each year. The Rotary Club of Booragoon provided \$1500.00 funding to run two 'Self Care for Animal Carers' seminars in 2018. The seminar addresses mental health and burnout in animal care giving professions including volunteer wildlife rehabilitators, veterinary professionals and animal rescue organisations. Native ARC partnered with the Murdoch Student Emerging Leaders (MSEL) in 2018 to review and redevelop its Policies and Procedures. As part of the project's scope, students identified the need to ensure Native ARC's growth and involvement with the Precinct were factored into all policies and procedures developed.

2018 Native ARC Additional Initiatives

Programs	Comments
Grants	<p>Successful Grants Achieved (Excluding City of Cockburn Grant)</p> <ul style="list-style-type: none"> Australia Post provided funding in 2018/2019 for \$500.00 to fund a school holiday program for children aged 5-12. BP Kwinana provided \$30,000.00 funding for 2018/2019 to redevelop Native ARC's Animal Management System. <u>Funds won't be received until 2019/2020.</u> <p>Please note these are for specific projects and capital builds.</p> <p>Unsuccessful Grants</p> <p>None</p> <p>Note: A decision was made by the Native ARC Executive Committee in 2018 to not pursue grants due to the Cockburn Wetlands Precinct development. Grants are commonly used for 'capital projects' (enclosures, education equipment etc.) with limited scope for further developments on-site until the Precinct is established.</p> <p>Native ARC's limited resources have been directed into to Cockburn Wetlands Precinct Steering Committee and Wetlands Precinct development.</p>
Programs	Comments
Education & Training	<ul style="list-style-type: none"> Native ARC participates with the City of Cockburn and The Wetlands Centre Cockburn in a range of education programs throughout the year (see KPI's). Native ARC's Manager is a Member of the 'Animal Studies Industry Advisory Committee' which reviews the curriculum for animal study courses at TAFE's in Western Australia. Cockatoo Kids Club (CKC) in Partnership with City of Cockburn, Millennium Kids and the Canning River Eco Education Centre (CREEC). The program is very successful with all sessions fully booked and Membership at full capacity. Native ARC runs 8 school holiday programs each year which are well attended. Native ARC delivers wildlife training to the Department of Biodiversity, Conservation and Attractions (DBCA), Murdoch University, South Metropolitan TAFE, wildlife rehabilitation centres and the public. Over 4000 students participated in programs in 2018. Native ARC ran a 'Veterinary Nursing for Wildlife' Seminar which was attended by over 250 participants.

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Item 9.2 Attachment 2

GAD 16/07/2019

No.	Programs	Comments
	Sustainability	<ul style="list-style-type: none"> A large composting system was designed by Native ARC volunteers in 2017 with construction completed in July 2018. The new system accommodates 10 times as much organic waste as the Centre's previous system and reduces approximately 1000kg of organic waste going to land fill each year. There are currently 5 fully functional Aquaponics systems installed which provide water filtration in Turtle and Waterbird enclosures. Native ARC has developed a 'green waste' collection area on site for both Native ARC and the Wetlands Centre Cockburn which allows green waste to be collected by the City of Cockburn's Parks and Gardens team who recycle the material into mulch. Native ARC has removed all plastic clothes pegs from the Centre and replaced with stainless steel 'Pinicox Pegs'. The pegs cost \$2.00ea and were sourced through an online fundraiser. The pegs have a lifetime guarantee and will reduce more 2000 plastic pegs from entering landfill each year.
	Fundraising	<ul style="list-style-type: none"> Regular collection of donation tins from local businesses raised in excess of \$5,000 in 2018/2019 (over 100 tins are placed at local businesses predominately in the City of Cockburn). Several fund-raising initiatives were undertaken in 2018/2019 including movie nights, quiz night and raffles generating approximately \$35,000.00 in revenue. Native ARC has introduced 3 electronic donation machines at nearby businesses which allow donors to donate money via eftpos or credit card. All machines are receiving donations each day and providing a donation option for people who don't have cash. The Centre has expanded its merchandise range which now includes hats, mugs, keep cups, tote bags, reusable bags, jumpers, t-shirts, cards, wristbands and keyrings.
No.	Programs	Comments
	Upgrade of Leased Site at 172 Hope Road Bibra Lake.	<ul style="list-style-type: none"> In excess of 1500 volunteer hours were allocated to the maintenance of the grounds and gardens of the leased site in 2018/2019. Signage has been installed to prevent parking in 'No Standing' zones in addition to 'wildlife parking only' signs to prevent congestion in the main entrance of Native ARC. Native ARC has upgraded security to include an alarm system valued at \$5,000.00. Additional signage has been placed around the Centre which guides visitors on an interactive walk.

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SUMMARY OF NATIVE ARC's ACTIVITIES (2018)**OVERVIEW**

Native ARC was incorporated in 1998. A restructure at the end of 2009 resulted in a major overhaul of operations at the Centre positioning Native ARC as a professional wildlife organisation with appropriate infrastructure, governance and administrative processes. Native ARC is now capitalising on the improvements made.

The Executive Committee has the skills and experience to oversee the development and the future expansion of the Centre. There are demonstrated competencies and/or qualifications required to be eligible for nomination and acceptance on the Executive Committee. Two new Committee members joined the Committee in 2018.

Executive Committee Members:

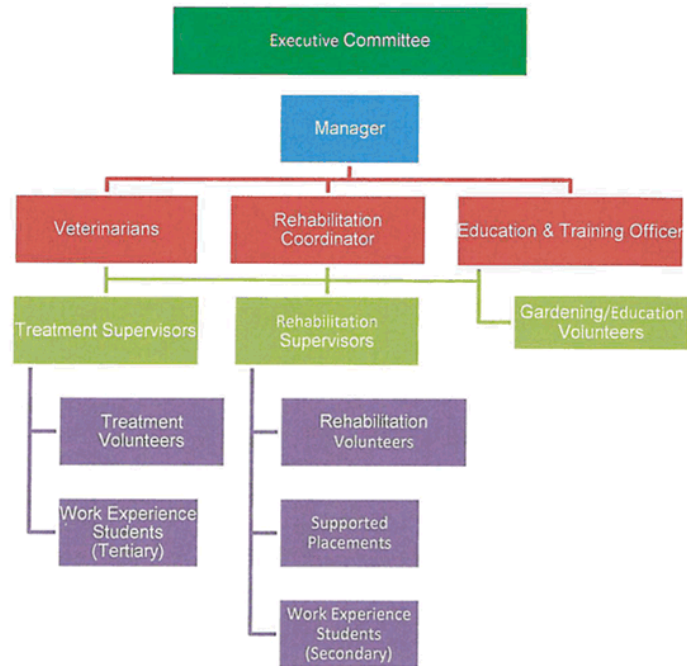
- One Member with small business experience;
- One with private sector policy/legislation experience (Chamber of Commerce and Industry of Western Australia) at a State/Federal level;
- One with experience in the State Public Sector at a senior executive level;
- One with a background in journalism, public relations and state politics.
- One with CPA and Chartered Management Accountant qualifications, broad finance, business improvement and program management skills and experience across public and private sectors.
- One with 20 years' experience as CEO of a not for profit organisation;
- Two are registered wildlife rehabilitators with the Department of Biodiversity, Conservation and Attractions (DBCA) and are members of the DBCA Wildlife Rehabilitators' Consultation Group (Committee that oversees the development of wildlife rehabilitation industry standards).

Native ARC is registered with:

- Australian Charities and Not for Profits Commission (ACNC) Register (Federal Government);
- Register of Environmental Organisations (Federal Government);
- Registered Wildlife Rehabilitation Centre Department of Biodiversity, Conservation and Attractions (State Government);
- Registered Veterinary Hospital Veterinary Surgeons' Board WA (State Government);
- Registered for a Charitable Collections License (State Government).

These registrations are reviewed annually by the responsible organisations with Native ARC compliant with all requirements.

Native ARC's Organisation Structure.



Native ARC's volunteers and staff are directed by a range of policies developed to support due diligence and governance. Policies in place are:

- Occupational Safety and Health Policy
- Volunteer/Staff Code of Conduct
- Emergency Evacuation Procedure
- Grievance and Dispute Policy
- Supportive Placement Policy
- Social Media Content Management Policy
- Regulation 16 License Policy
- Euthanasia Policy
- Bats and Snakes Policy
- Domestic Animal Policy
- Invasive Species Policy
- Off-Site Rehabilitation Policy
- Off-Site Rehabilitation Reptile Policy
- Photographs at Native ARC Policy
- Snake Policy

HIGHLIGHTS FOR 2018**PARTNERSHIPS**

Native ARC partnered with Deloitte Australia in 2018 as part of Deloitte's 'Impact Day'. The Executive Committee and staff of Native ARC participated in a series of scoping and planning sessions facilitated by staff from Deloitte to develop a five-year Strategic Direction 2019-2024 (Attachment 2) and a Volunteer Recruitment Strategy. This not only provides a framework for growth and expansion but a guide for Native ARC's involvement in the Cockburn Wetlands Precinct.

Native ARC partnered with MSEL in 2018 to review and redevelop its Policies and Procedures. As part of the project's scope, students identified the need to ensure Native ARC's growth and involvement with the Precinct were factored into all Policies and Procedures developed.

The Centre contributes as a Member of the Cockburn Wetlands Precinct to promote environmental sustainability within the Cockburn community and the addition of the new Veterinary Treatment Facility and Dingo/Wombat Enclosures value add to the Precinct. The potential to develop the site further as a tourism destination is something Native ARC is committed to achieve in partnership with Precinct Members and the City of Cockburn.

The Rotary Club of Booragoon sponsors two 'Self Care for Animal Carers' seminars each year with more than 150 participants attending. Native ARC has partnered with several other organisations to deliver Self Care seminars for their members including 'Fostering and Assistance for Wildlife Needing Aid' (FAWNA) in Bussleton and the Dogs Refuge in Shenton Park.

Native ARC partners with Western Australian Seabird Rescue (WASR) by providing veterinary and rehabilitation services. WASR have limited access to veterinarians and experienced wildlife rehabilitators. Native ARC refers all seabird/waterbird rescue requests to WASR who then transfer the rescued animals to Native ARC. This partnership utilises each organisation's strengths and resources thus increasing overall outcomes for sick and injured seabirds/waterbirds in the Perth metropolitan area.



PERFORMANCE STATISTICS

Native ARC:

- was open 365 days a year;
- provided a 24-hour phone service (7500 calls per annum);
- rescued more than 300 animals from a variety of locations and situations;
- provided opportunities for over 250 regular volunteers;
- admitted in 3835 animals to the Centre;
- provided education and information to more than 4000 participants;
- provided ongoing placement opportunities for people with disabilities;
- supported more than 20 work experience students from private/public schools;
- provided placements for more than 15 veterinary students from Murdoch University (a formal veterinary placement program is now in place);
- provided placements for 3 veterinary nurse students from Open Colleges and South Metropolitan TAFE; and
- hosted 21 corporate team building days.

Native ARC is the only wildlife hospital and rehabilitation centre operating in the catchment area of the City of Cockburn and operates 24/7 providing a point of contact for concerned Cockburn residents who have either rescued or require assistance with wildlife.

WILDLIFE ADMISSIONS

In 2018, 3835 animals were admitted compared to 2244 in 2013 (an increase of over 70% over the 5-year period).

Volunteer hours in 2018 were 69,600 compared to 26,249 in 2013 (an increase of over 165% over the 5-year period).

The number of wildlife admissions continues to increase each year with costs associated with veterinary examinations, treatment, medicines and food and housing costs borne by Native ARC. A significant amount of expenditure is directed towards treatment and care.

Native ARC receives many referrals from local veterinarians and the Animal Hospital at Murdoch University as veterinary clinics are not equipped to treat and rehabilitate wildlife.

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Year	Admissions	Volunteer hours at Native ARC	Financial Value Hours ¹ \$30.00 per hour
2018	3835	69 600	\$2, 088,000.00
2017	3355	64 581	\$1,937,430.00
2016	2864	63 833	\$ 1, 914, 990.00
2015	2922	54,444	\$1,633,320.00
2014	2662	41,518	\$1,245,540.00
2013	2244	26,249	\$787,470
2012	1458	20,497	\$614,910
2011	1200	17,535	\$526,050
2010	950	13,492	\$404,760

¹ Note the financial figures are based on State National Resource Management Community Grants Adult Volunteer in kind costings.

SUMMARY OF PARTICIPATION HOURS RECORDED for 2018

Volunteers	Participation at the Centre undertaking rehabilitation of wildlife/gardening etc.	60,000
Fundraising/Misc	Attendance at fetes, events, stalls, etc.	1, 500
Training	Volunteers/External groups attending training workshops.	1, 000
Inductions	New volunteers attending Induction training at the Centre.	1, 500
Work Experience	Secondary and Tertiary work experience student participation.	2, 000
Executive Committee	Executive Committee Meetings/events.	300
*Corporate Participation	On site / Team building.	1, 800
Off-Site Rehabilitation	Volunteers rehabilitating animals off-site.	2, 500
Pro-bono Veterinarian	On-site Veterinarians contributing in-kind volunteer time.	2, 000

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FINANCIAL MANAGEMENT.

The Audit Report for 2017/2018 is attached (Attachment 1).

Native ARC actively pursues in kind contributions, fundraising, social media or grants in addition to education/training programs to fund activities at the Centre.

Native ARC is now recognised as a medium-sized charity and appointed a new Auditor in 2017 – Australian Audit.

"In our opinion, Native ARC Inc has complied with 60-30(3)(b), (c) and (d) of the *ACNC Act* and 82(1)(b), (c) and (d) of the *Associations Incorporation Act 2015 (WA)*:

- by providing us with all information, explanation and assistance necessary for the conduct of the audit;
- by keeping financial records sufficient to enable a financial report to be prepared and audited; and
- by keeping other records required by Part 3-2 of the *ACNC Act*, including those records required by Section 50-5 that correctly record its operations, so as to enable any recognised assessment activity to be carried out in relation to the entity.
- by keeping other records required by Part 5 of the *Associations Incorporation Act 2015 (WA)*, including those records required by Section 66 that correctly record its operations, so as to enable true and fair financial statements to be prepared."

~ Alastair Gordon Abbott, Director – Australia Audit – 29 October 2018.

VETERINARY TREATMENT FACILITY

Native ARC is the first and only wildlife veterinary hospital in Western Australia and the only veterinary hospital to also rehabilitate wildlife (a three-stage process including intensive care, acclimatisation and pre-release conditioning). This is a significant achievement and has placed Native ARC in an advantageous position as we progress our vision to transition to a fully equipped wildlife hospital.

Native ARC employs two veterinarians (both part time) which ensures the Centre has a veterinarian on site every day with both veterinarians also contributing excessive pro bono time to the Centre. Native ARC is the only wildlife rehabilitation centre to have every animal treated by a registered veterinarian making Native ARC a 'best practice' organisation within the industry.

Native ARC is working with the City of Cockburn to achieve its vision of being the first state of the art wildlife veterinary hospital in Western Australia with unique eco-tourism opportunities.

TOURISM

Our vision for the future incorporates the expansion of Native ARC's ability to provide the community with environmental experiences, education and tourism opportunities. The education and eco-tourism components will provide the community with exciting opportunities to connect with the land, the natural environment and increase community awareness of the importance of environmental sustainability. Eco-tourism will also provide opportunities for income generation.

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In 2018, emphasis was placed on increasing interactive opportunities for schools and the community. An expansion of Native ARC's education animal program in 2018 resulted in the acquisition of additional fauna for display include Emus and Oblong Turtles.

CALL CENTRE SERVICE

Native ARC received in excess of 7,500 calls in 2018 through its 24-hour phone service. Many calls are directed to the Centre by the City of Cockburn regarding community concerns about wildlife. The Wild Care Helpline run by the Department of Biodiversity, Conservation and Attractions also refers callers to Native ARC for wildlife assistance. Native ARC provides the only 24-hour phone service for wildlife in Western Australia.

SCHOOL EDUCATION

In 2018, in excess of 8,000 primary/secondary school education hours were provided through onsite and off-site programs with more than 4000 participants attending education and information sessions.

Native ARC's ongoing involvement in World Environment Day in partnership with the City of Cockburn and the Wetlands Centre Cockburn provides information to hundreds more students.

Native ARC provides eight school holiday sessions annually which have been very well attended and received.

Native ARC has education programs for students with disabilities including Deaf students. A number of programs have been run in partnership with the Mosman Park School for Deaf Children.

TERTIARY EDUCATION / TRAINING

The Centre runs courses throughout the year for tertiary students and members of the public in consultation with several organisations and runs many more workshops for its volunteers. The programs incorporate experts in many areas of wildlife medicine and rehabilitation attracting practicing veterinary professionals, wildlife rehabilitators, tertiary students and Native ARC volunteers.

The Centre also has a program for veterinary nurses providing information on wildlife rehabilitation and first aid for injured wildlife.

Native ARC's Manager is a Member of the 'Animal Studies Industry Advisory Committee' which reviews work experience programs associated with animal study courses at TAFEs in Western Australia.

Native ARC regularly presents wildlife rehabilitation courses facilitated by the Department of Biodiversity, Conservation and Attractions. Native ARC's veterinarian flew to Karratha in February 2018 to present at one of these courses which was attended by more than 40 regional participants from the North West.

Native ARC ran a 'Veterinary Nursing for Wildlife' seminar which was attended by more than 250 participants.

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COCKBURN YOUTH AND PEOPLE WITH DISABILITIES

Native ARC places priority in providing opportunities for Cockburn youth. In 2018, more than 20 students from local schools participated in work experience at the Centre.

Native ARC also encourages opportunities for people with disabilities to gain valuable social skills and experience working with wildlife. Native ARC provided volunteer opportunities to 6 volunteers with disabilities in 2018.

The Centre partners with Conservation Volunteers to provide on-site education and hands on activities to students with special learning requirements and provides opportunities for Bush Ranger groups.

VOLUNTEERING OPPORTUNITIES/TRAINING

Native ARC provides volunteering opportunities for the Cockburn community with most volunteers coming from the area. At any one-time Native ARC has between 250-280 regular volunteers providing their services at the Centre. Native ARC works closely with the City of Cockburn Volunteer Resource Centre on a range of projects promoting volunteering opportunities in the Cockburn area.

Our volunteers are representative of a variety of ages (16-80 years of age), ethnic backgrounds and experiences.

Native ARC has a skilled team of gardening and maintenance volunteers who dedicate more than 25 hours each week to maintaining the Centre, gardens and grounds. This has drastically improved the site and surrounding areas which supports Native ARC's lease responsibilities and the A Class reserve.

4 Veterinarians and 5 Registered Veterinary Nurses undertake volunteer work at the Centre's veterinary hospital.

MENTAL HEALTH AWARENESS

In 2014 Native ARC commenced 'Self Care' workshops for its volunteers to address stress, burn out and mental health in animal care. The workshop was initially run as a Fee for Service for participants. The content proved to be of immense value to participants and Native ARC began investigations as to how this program could be provided to a broader group at no cost due to the benefit it provided.

With support from the Rotary Club of Booragoon, two seminars are funded every year with more than 150 participants attending.

Native ARC has been approached by veterinary clinics across Perth as well as the Department of Biodiversity, Conservation and Attractions to run these courses for their Wildlife Officers, Animal Control Agents and Wild Care Helpline Volunteers to help address wellness issues in the work places.

In 2018/2019 Self Care Seminars were run for volunteers from Fostering and Assistance for Wildlife Needing Aid (FAWNA) in Bussleton and Native Animal Rescue in Malaga.

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VOLUNTEER SOCIAL EVENTS

In 2018 Native ARC hosted three volunteer social events which were sponsored privately by the Executive Committee (not paid for out of operational funds) with the focus on recognising and rewarding the Centre's 250 plus volunteers. These included:

- Whiteman Park nocturnal tour;
- Volunteer BBQ;
- Volunteer Christmas party.

CORPORATE PARTNERSHIPS AND COMMUNITY DAYS

Native ARC recognises the importance of developing strong links with the private sector in Cockburn and continues to explore opportunities for corporate groups to utilise the Centre for team building activities.

Organisations participating in community days in the last twelve months:

- BP Kwinana Refinery
- Woodside Energy
- Shell
- Deloitte Australia
- Bunnings Bibra Lake
- Murdoch Guild of Students
- Conservation Volunteers
- UWA Students
- Kennedy Baptist College
- RAC

Native ARC hosted 21 team-based volunteering projects in 2018 with more than 315 participants contributing in-kind support to the Centre.

Native ARC partnered with Deloitte Australia in 2018 as part of Deloitte's 'Impact Day'. The Executive Committee and staff of Native ARC participated in a series of scoping and planning sessions facilitated by staff from Deloitte to develop a five-year Strategic Direction (2019-2024) and Marketing Strategy. This not only provides a framework for growth and expansion but a guide for Native ARC's involvement in the Precinct.

Native ARC:

- is a member of the DBCA Wildlife Rehabilitation Consultation Group.
- is a member of the Turtle Watch Network Inc.
- is a member of the Western Australian Wildlife Rehabilitation Council.
- is a member of the Cockburn Wetlands Precinct Committee.
- is a member of the Chamber of Commerce and Industry.
- is a member of Volunteering WA.
- has five DBCA Registered Wildlife Rehabilitators.



SUMMARY

Native ARC is a professional wildlife treatment and rehabilitation facility.

We have had a long and productive relationship with the City of Cockburn who support the activities of Native ARC and support Native ARC's vision.

The Centre has a strong focus on continuous improvement and values the commitment of our volunteers to assist us achieve this. Ongoing support will assist us to grow the Centre and ensure the Cockburn Wetlands Precinct continues to develop and expand in partnership with the City of Cockburn.

Our vision for the future incorporates the expansion of Native ARC's ability to provide the community with environmental experiences, education and tourism opportunities. The education and eco-tourism components will provide the community with exciting opportunities to connect with the land, the natural environment and increase community awareness of the importance of environmental sustainability. Eco-tourism will also provide opportunities for income generation.

Not only does the existing Veterinary Treatment Facility provide onsite resources for the provision of veterinary services to wildlife until the future wildlife hospital is built, it also serves as a prototype for education and ecotourism experiences.

Native ARC's ongoing development will ensure the Cockburn Wetlands Precinct can offer the community a range of best practice environmentally based programs.

The next 18 months will be challenging for us all as we work towards the construction of the new Native ARC building as part of the Cockburn Wetlands Precinct development.



Native ARC Incorporated
ABN 83275625469

Financial Report for the Year Ended 30 June 2018

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Native ARC Incorporated ABN 83275625489

COMMITTEE'S REPORT

The committee members submit the financial report of Native ARC Incorporated for the financial year ended 30 June 2018.

Committee Members

The names of committee members throughout the year and at the date of this report are:

Robert Dunn (Chairman)	Anne Bellamy
Diane Munrowd (Secretary)	David Settlemaler
Sue Henderson (Treasurer)	Dean Huxley
Catarina Luz-Ariare	Pauline Meador

Principal Activities

The first is the provision of medical care and rehabilitation services for over 3000 injured, sick, orphaned native wildlife each year. Located in the south metropolitan region of Perth WA, Native ARC receives injured wildlife from a variety of sources including the public, veterinarian clinics, local councils, rangers and other wildlife centres.

Native ARC's second priority is the provision of information/education on the importance of biodiversity and environmental sustainability to support the conservation of native flora and fauna. These services are provided to the general public, schools, tertiary and training institutions.

Native ARC Inc is a registered charity, license number 21503, licensed in Western Australia under the Charitable Collections Act 1946.

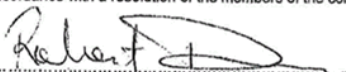
Significant Changes

No significant change in the nature of these activities occurred during the year.

Operating Result

The surplus for the 2018 financial year amounted to \$27,522.

Signed in accordance with a resolution of the members of the committee.



Robert Dunn - Chairman



Anne Bellamy - Member

Dated this 28th day of October 2018

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Native ARC Incorporated ABN 83275625469

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR
ENDED 30 JUNE 2018

	Note	2018	2017
		\$	\$
Revenue		236,814	273,839
Administration expense		2,329	1,727
Advertising and promotion expenses		242	3,120
Service provision expenses		259,363	267,938
Operating surplus/(deficit) before income tax		(25,120)	1,054
Capital Grants		52,642	34,604
Total Comprehensive surplus		27,522	35,658

The accompanying notes form part of these financial statements.

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Native ARC Incorporated ABN 83275625469

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2018

	Note	2018	2017
		\$	\$
ASSETS			
CURRENT ASSETS			
Cash on hand	3	124,277	210,093
Accounts receivable and other debtors	4	45,744	1,700
TOTAL CURRENT ASSETS		170,021	211,793
NON-CURRENT ASSETS			
Buildings	5	103,634	82,734
Plant and equipment	5	45,458	42,989
Vehicle	5	18,547	25,182
TOTAL NON-CURRENT ASSETS		167,639	150,905
TOTAL ASSETS		337,660	362,698
LIABILITIES			
CURRENT LIABILITIES			
Accounts payable and other payables	6	21,988	33,637
Grants received in advance	7	-	45,739
TOTAL CURRENT LIABILITIES		21,988	79,376
NON-CURRENT LIABILITIES – Long Service Leave	6	4,827	-
TOTAL LIABILITIES		26,815	79,376
NET ASSETS		310,845	283,322
EQUITY			
Retained surplus		310,845	283,322
TOTAL EQUITY		310,845	283,322

The accompanying notes form part of these financial statements.

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Native ARC Incorporated ABN 83275625469

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2018

	Retained Surplus
	\$
Balance at 30 June 2016	247,664
Comprehensive income	
Surplus for the year attributable to members of the entity	35,658
Other comprehensive income for the year	-
Total comprehensive income attributable to members of the entity	35,658
Balance at 30 June 2017	283,322
Comprehensive income	
Surplus for the year attributable to members of the entity	27,522
Other comprehensive income for the year	-
Total comprehensive income attributable to members of the entity	27,522
Balance at 30 June 2018	310,845

The accompanying notes form part of these financial statements.

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Native ARC Incorporated ABN 83275625469

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 June 2018

	Note	2018 \$	2017 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from sales: education, training, members		36,909	35,089
Receipts from donations, bequests and fundraising		91,972	103,155
Grants received		159,649	148,156
Payments to suppliers and employees		(322,631)	(221,798)
Interest received		926	1,075
Net cash (used in)/generated from operating activities	9	(33,175)	65,677
CASH FLOWS FROM INVESTING ACTIVITIES			
Payment for fixed assets		52,642	37,059
Net cash used in investing activities		52,642	37,059
Net decrease in cash held		85,817	28,618
Cash on hand at the beginning of the financial year		210,093	181,475
Cash on hand at the end of the financial year	3	124,277	210,093

The accompanying notes form part of these financial statements.

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Native ARC Incorporated ABN 83275625469

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

The financial statements cover Native ARC Incorporated as an individual entity, incorporated and domiciled in Australia. Native ARC Incorporated is an association incorporated in Western Australia under the Associations Incorporation Act 2015.

The financial statements were authorised for issue on 28th October 2018 by the members of the association.

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Preparation

In the Committee of Members' opinion, the incorporated association is not a reporting entity because there are no users dependent on general purpose financial statements.

These are special purpose financial statements that have been prepared for the purposes of complying with the Australian Charities and Not-for-profits Commission Act 2012 and Western Australian legislation for Associations Incorporation Act 2015, the Charitable Collections Act 1946 and associated regulations. The Committee of Members have determined that the accounting policies are appropriate to meet the needs of the members of Native ARC Incorporated. These financial statements have been prepared in accordance with the recognition and measurement requirements specified by the Australian Accounting Standards and interpretations issued by the Australian Accounting Standards Board ("AASB") and the disclosure requirements of AASB 101 'Presentation of Financial Statements', AASB 107 'Statement of Cash Flows', AASB 108 'Accounting Policies, Changes in Accounting Estimates and Errors', AASB 1048 'Interpretation of Standards' and AASB 1054 'Australian Additional Disclosures', as appropriate for not-for-profit oriented entities.

Accounting Policies**a. Revenue**

Non-reciprocal grant revenue is recognised in the profit or loss when the entity obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before the entity is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied. Native ARC Inc. accounts for Grant Income using this method.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor; otherwise the grant is recognised as income on receipt.

Donations and bequests are recognised as revenue when received.

Interest revenue is recognised as it accrues using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

Revenue from the rendering of a service is recognised upon the delivery of the service to the customer.

All revenue is stated net of the amount of goods and services tax.

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Native ARC Incorporated ABN 83275625469

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2018

b. **Property, Plant and Equipment****Plant and equipment**

Plant and equipment are measured on the cost basis less depreciation and any impairment losses.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed using judgement on the basis of the net realisable value that would be received from the assets' sale.

In the event the carrying amount of plant and equipment is greater than the recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(f) for details of impairment).

Plant and equipment that have been contributed at no cost, or for nominal cost, are recognised at the fair value of the asset at the date it is acquired.

Depreciation

The depreciable amount of all fixed assets including buildings and vehicles, is depreciated on a straight-line basis over the asset's useful life to the entity commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	Depreciation Rate
Buildings	10% -25%
Plant and equipment	20%-33%
Vehicle	20%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss in the period in which they arise. No assets have been sold in 2017-18 (*note sale of assets is restricted by Native ARC's Constitution*).

c. **Leases**

Native ARC Inc. does not lease fixed assets.

d. **Impairment of Assets**

At the end of each reporting period, the entity reviews the carrying amounts of its assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair amount less costs of disposal and value in use, is compared to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss.

Where the future economic benefits of the asset are not primarily dependent upon the asset's ability to generate net cash inflows and when the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the depreciated replacement cost of an asset.

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Native ARC Incorporated ABN 83275625469

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2018

e. **Employee Provisions**

Provision is made for the association's obligation for employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and annual leave.

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at 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 the 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.

The association's obligations for short-term employee benefits such as wages, salaries and annual leave are recognised as part of accounts payable and other payables in the statement of financial position.

Contributions are made by the entity to an employee superannuation fund and are charged as expenses when incurred. Payments due to the Superannuation Clearing House are recognised as part of accounts payable in the statement of financial position.

f. **Cash on Hand**

Cash on hand equivalents includes cash on hand, deposits held at-call with banks, other short-term highly liquid investments with original maturities of three months or less, and the PayPal account.

g. **Accounts Receivable and Other Debtors**

Native ARC Inc. introduced invoicing through the SAGE accounting system and holds accounts receivable at year end. All invoices relate to the 2017/18 accounting year. There are no doubtful debtors. Prepayments reflect Insurance and Veterinary Surgeons Board Registration.

h. **Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a net basis.

i. **Income Tax**

No provision for income tax has been raised as the entity is exempt from income tax under Div 50 of the *Income Tax Assessment Act 1997*.

j. **Intangible Assets**

Native ARC Inc. does not have Intangible Assets

k. **Provisions**

Provisions are recognised when the entity has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

l. **Comparative Figures**

Native ARC Inc. has not retrospectively applied an accounting policy.

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Native ARC Incorporated ABN 83275625469

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2018

m. **Accounts Payable and Other Payables/Accruals**

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the association during the reporting period which remain unpaid. The balance is recognised as a current liability with the amount being normally paid within 30 days of recognition of the liability.

n. **Critical Accounting Estimates and Judgements**

The members evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the association.

Key estimates(i) **Impairment**

The association assesses remaining useful lives and impairment at the end of each reporting period by evaluating conditions and events specific to the association that may be indicative of impairment triggers.

o. **Economic Dependence**

Native ARC Incorporated is dependent on the City of Cockburn for around 30% of its funding used to operate the business. At the date of this report the Committee has no reason to believe the City will not continue to support Native ARC Incorporated.

p. **New Accounting Standards for Application In Future Periods****AASB 15 Revenue from Contracts with Customers**

This standard is applicable to annual reporting periods beginning on or after 1 January 2019. The standard provides a single standard for revenue recognition. The core principle of the standard is that an entity will recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The standard will require: contracts (either written, verbal or implied) to be identified, together with the separate performance obligations within the contract; determine the transaction price, adjusted for the time value of money excluding credit risk; allocation of the transaction price to the separate performance obligations on a basis of relative stand-alone selling price of each distinct good or service, or estimation approach if no distinct observable prices exist; and recognition of revenue when each performance obligation is satisfied. Credit risk will be presented separately as an expense rather than adjusted to revenue. For goods, the performance obligation would be satisfied when the customer obtains control of the goods. For services, the performance obligation is satisfied when the service has been provided, typically for promises to transfer services to customers. For performance obligations satisfied over time, an entity would select an appropriate measure of progress to determine how much revenue should be recognised as the performance obligation is satisfied. Contracts with customers will be presented in an entity's statement of financial position as a contract liability, a contract asset, or a receivable, depending on the relationship between the entity's performance and the customer's payment. Sufficient quantitative and qualitative disclosure is required to enable users to understand the contracts with customers; the significant judgements made in applying the guidance to those contracts; and any assets recognised from the costs to obtain or fulfil a contract with a customer. The Association will adopt this standard from 1 July 2019 but the impact of its adoption is yet to be assessed by the Association.

Native ARC Incorporated ABN 83275625469

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2018

New Accounting Standards for Application in Future Periods (cont)

AASB 16 Leases

This standard is applicable to annual reporting periods beginning on or after 1 January 2019. The standard replaces AASB 117 'Leases' and for lessees will eliminate the classifications of operating leases and finance leases. Subject to exceptions, a 'right-of-use' asset will be capitalised in the statement of financial position, measured at the present value of the unavoidable future lease payments to be made over the lease term. The exceptions relate to short-term leases of 12 months or less and leases of low-value assets (such as personal computers and small office furniture) where an accounting policy choice exists whereby either a 'right-of-use' asset is recognised or lease payments are expensed to profit or loss as incurred. A liability corresponding to the capitalised lease will also be recognised, adjusted for lease prepayments, lease incentives received, initial direct costs incurred and an estimate of any future restoration, removal or dismantling costs. Straight-line operating lease expense recognition will be replaced with a depreciation charge for the leased asset (included in operating costs) and an interest expense on the recognised lease liability (included in finance costs). In the earlier periods of the lease, the expenses associated with the lease under AASB 16 will be higher when compared to lease expenses under AASB 117. However EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation) results will be improved as the operating expense is replaced by interest expense and depreciation in profit or loss under AASB 16. For classification within the statement of cash flows, the lease payments will be separated into both a principal (financing activities) and interest (either operating or financing activities) component. For lessor accounting, the standard does not substantially change how a lessor accounts for leases. The Association will adopt this standard from 1 July 2019 but the impact of its adoption is yet to be assessed by the Association.

AASB 1058 Income of Not-for-Profit Entities

This standard is applicable to annual reporting periods beginning on or after 1 January 2019. This Standard is applicable to transactions that do not arise from enforceable contracts with customers involving performance obligations. The significant accounting requirements of AASB 1058 are as follows: Income arising from an excess of the initial carrying amount of an asset over the related contributions by owners, increases in liabilities, decreases in assets and revenue should be immediately recognised in profit or loss. For this purpose, the assets, liabilities and revenue are to be measured in accordance with other applicable Standards.

Liabilities should be recognised for the excess of the initial carrying amount of a financial asset (received in a transfer to enable the entity to acquire or construct a recognisable non-financial asset that is to be controlled by the entity) over any related amounts recognised in accordance with the applicable Standards. The liabilities must be amortised to profit or loss as income when the entity satisfies its obligations under the transfer. The Association will adopt this standard from 1 July 2019 but the impact of its adoption is yet to be assessed by the Association.

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Native ARC Incorporated ABN 83275625469

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

NOTE 2: DEPRECIATION EXPENSES

	2018	2017
	\$	\$
a. Expenses		
Depreciation and amortisation:		
Buildings	13,028	10,233
Plant and equipment	16,244	15,820
Vehicles	6,636	6,636
Total depreciation and amortisation expenses	35,908	32,689

NOTE 3: CASH ON HAND

	2018	2017
	\$	\$
Cash at bank – unrestricted	124,276	209,421
Cash float	-	672
	124,276	210,093

NOTE 4: ACCOUNTS RECEIVABLE AND OTHER DEBTORS

	2018	2017
	\$	\$
Trade Debtors (all relating to 17/18)	32,417	-
Prepayments	5,980	1,700
Accrued Income	7,347	-
	45,744	1,700

Invoice to BP for \$30,000 - 2018 Grant Funds dated 19th April 2018 was the significant debtor. This was paid to Native ARC on 12th July 2018.

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Native ARC Incorporated ABN 83275625469

NOTE 5: FIXED ASSETS

	2018	2017
	\$	\$
Buildings:		
At cost	129,549	95,622
Less accumulated depreciation	25,915	12,887
Net carrying amount	103,633	82,734
Plant and equipment:		
At cost	83,832	67,220
Less accumulated depreciation	38,374	24,232
Net carrying amount	45,458	42,988
Vehicles:		
At cost	33,178	33,178
Less accumulated depreciation	14,631	7,996
Net carrying amount	18,547	25,182

NOTE 6: ACCOUNTS PAYABLE AND OTHER PAYABLES

	2018	2017
	\$	\$
CURRENT		
Accounts payable	9,512	17,030
Employee provisions less than 12months	12,475	16,607
Employee provisions greater than 12 months (Long Service leave)	4,827	-
	26,814	33,637

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Native ARC Incorporated ABN 83275625469

NOTE 7: GRANTS RECEIVED IN ADVANCE

	2018	2017
	\$	\$
ANZ	-	5,000
BP	-	40,739
	<u>-</u>	<u>45,739</u>

NOTE 8: CASH FLOW INFORMATION

	2018	2017
	\$	\$
Reconciliation of cash flows from operating activities with net current year surplus		
Net current year surplus	27,523	35,658
Non-cash flows in current year surplus:		
- depreciation and amortisation	35,908	32,689
- FOC Asset income less asset reclassifications w/offs	-	(1,510)
Changes in assets and liabilities:		
- decrease in grants received in advance	(45,739)	(13,861)
- increase in debtors/prepayments	(44,044)	(1,700)
- (decrease)/increase in accounts payable and other payables	(6,823)	14,401
Net cash (used in)/generated from operating activities	<u>(33,175)</u>	<u>65,677</u>

NOTE 9: ENTITY DETAILS

The registered office and principal place of business is:

Native ARC Inc.
 172 Hope Road
 Bibra Lake
 Perth WA 6163

Native ARC Incorporated ABN 83275625469

COMMITTEE MEMBERS' DECLARATION

The committee members of the registered entity declare that, in their opinion:

1. The financial statements and notes, as set out on pages 1 to 15 are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012 and the Associations Incorporation Act 2015* and:
 - a. comply with Australian Accounting Standards to the extent described in Note 1; and
 - b. give a true and fair view of the financial position of the registered entity as at 30 June 2018 and of its performance for the year ended on that date.
2. There are reasonable grounds to believe that the registered entity will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subs 60.15(2) of the *Australian Charities and Not-for-profits Commission Regulation 2013*.



Robert Dunn (Chairman)

Dated this 28th day of October 2018



Anne Bellamy (Member)

Dated this 28th day of October 2018

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AUSTRALIAN AUDIT

DIRECTORS:
ROBERT CAMPBELL CA, CPA, RCA, MSW
VIRAL PATEL CA, CPA, FCCA (UK), RCA
ALASTAIR ABBOTT CA, RCA, M.FORENSIC ACCOUNTING

AUDITOR'S INDEPENDENCE DECLARATION

To the Management Committee of Native ARC Inc

In accordance with the requirements of section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* and section 80 of the *Associations Incorporation Act 2015 (WA)*, in relation to our audit of the financial report of Native ARC Inc for the year ended 30 June 2018, to the best of my knowledge and belief, there have been:

- a) No contraventions of the auditor independence requirements of section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- b) No contraventions of the auditor independence requirements of the *Associations Incorporation Act 2015 (WA)* in relation to the audit; and
- c) No contraventions of any applicable code of professional conduct in relation to the audit



Alastair Gordon Abbott, CA
Registered Company Auditor number 486826
Director
Australian Audit
Perth, Western Australia

Dated: 29 October 2018

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AUSTRALIAN AUDIT

DIRECTORS:
ROBERT CAMPBELL CA, CPA, RCA, MSW
VIRAL PATEL CA, CPA, FCCA (UK), RCA
ALASTAIR ABBOTT CA, RCA, M.FORENSIC ACCOUNTING

INDEPENDENT AUDITOR'S REPORT

To the members of Native ARC Inc

Report on the Audit of the Financial Report Qualified Audit Opinion

We have audited the financial report of Native ARC Inc (the Entity), which comprises the statement of financial position as at 30 June 2018, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the statement by the Management Committee.

In our opinion, the accompanying financial report has been prepared in accordance with requirements of the *Associations Incorporation Act 2015 (WA)* and Division 60 of the *Australian Charities and Not-for-Profits Commission Act 2012*, including:

- a) giving a true and fair view of the Entity's financial position as at 30 June 2018, and of its financial performance and its cash flows for the year then ended; and
- b) complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Entity in accordance with the *Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act)* and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist the Entity to meet the requirements of the *Associations Incorporation Act 2015 (WA)* and the *ACNC Act*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

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Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the *Associations Incorporation Act 2015 (WA)* and the *ACNC Act* and the needs of the members. The responsibility of Management also includes such internal control as management determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists



related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, Native ARC Inc has complied with 60-30(3)(b), (c) and (d) of the *ACNC Act* and 82(1)(b), (c) and (d) of the *Associations Incorporation Act 2015 (WA)*:

- by providing us with all information, explanation and assistance necessary for the conduct of the audit;
- by keeping financial records sufficient to enable a financial report to be prepared and audited; and
- by keeping other records required by Part 3-2 of the *ACNC Act*, including those records required by Section 50-5 that correctly record its operations, so as to enable any recognised assessment activity to be carried out in relation to the entity.
- by keeping other records required by Part 5 of the *Associations Incorporation Act 2015 (WA)*, including those records required by Section 66 that correctly record its operations, so as to enable true and fair financial statements to be prepared.

Alastair Gordon Abbott, CA
Registered Company Auditor number 486826

Director


Australian Audit

Perth, Western Australia

Dated: 29 October 2018



ATTACHMENT 2



STRATEGIC DIRECTION

2019 – 2024

VISION An Australia where wild lives matter

PURPOSE Inspire communities to connect with & nurture the natural environment

ASPIRATION To be Western Australia's leading native wildlife conservation, treatment and rehabilitation sanctuary incorporating experiences in education, training and eco tourism

WHAT WE DO


Conservation / Biodiversity	<ul style="list-style-type: none"> We create and preserve habitat. We recognise cultural inheritance and promote values of: Respect, Advocacy and Protection of the natural environment.
Specialised Wildlife Medicine	<ul style="list-style-type: none"> We have specialised wildlife veterinary surgeons on-site. We have veterinary facilities designed for wildlife.
Specialised Wildlife Rehabilitation	<ul style="list-style-type: none"> We have facilities for wildlife rehabilitation to accommodate a range of native species. We provide support for sick and injured wildlife 365 days a year.
Education & Training	<ul style="list-style-type: none"> We provide primary, secondary and community education to increase knowledge and awareness of wildlife and the importance of creating and preserving habitat. We provide training opportunities for local universities, education providers, corporate organisations in addition to volunteer opportunities for the community.
Community Engagement	<ul style="list-style-type: none"> We are an inclusive organisation and provide opportunities for the community to connect with wildlife and the natural environment. We recognise the value of partnerships to support our Vision, Purpose and Aspiration.
Eco Tourism	<ul style="list-style-type: none"> We provide a unique eco-tourism experience in Western Australia. We offer insight into a working wildlife sanctuary with a focus on biodiversity and conservation.

HOW DOES IT WORK?

Revive • Wildlife

Respect • Our natural environment

Retain • Habitat & connection to the land



WHAT IMPACT DO WE WANT TO HAVE?

- Native animals are recognised for their uniqueness (needs, care and challenges).
- The community appreciates the right of native wildlife to exist and their responsibility in maintaining the natural balance.
- Habitat for wildlife is preserved and maintained.
- Western Australia grows and develops in a way that minimises the impact on native wildlife and the environment.
- Community health improves through an increased connection to the natural environment.

NATIVEARC.ORG.AU



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Address: 172 Hope Rd, Bibra Lake WA 6163
Phone: (08) 9417 7105
Email: info@nativearc.org.au

SWAGELOK WA



Earlier this year Native ARC's industrial food processor passed way after many hard years of service. The machine was loved by all volunteers as it chopped more than 50 lettuces each day in addition to other fruits and vegetables. Without this machine, Native ARC volunteers would spend even longer in the kitchen chopping all these items by hand. This particular machine retails for approximately \$3500.

Swagelok WA provides the highest quality valves, fittings and other fluid system products, assemblies and services to the world's toughest industries such as oil and gas, mining and naval. They are always excited to provide support to the local community.

Swagelok WA saved the day by replacing the industrial food processor which will allow Native ARC volunteers to continue with all of the wonderful work they do.

Thank you, Swagelok WA, for your commitment to Native ARC and the environment!



FRONT COVER: AUSTRALIAN PELICAN This Australian Pelican was rescued by Western Australian Seabird Rescue suffering from Botulism and transferred to Native ARC for veterinary treatment and rehabilitation.

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ISSUE NO. 07

CHAIRMAN'S ADDRESS

To our valued supporters,

Our Veterinary Hospital and Rehabilitation Centre continues to provide best practice medical treatment and rehabilitation to more than 4000 sick, injured and orphaned native animals each year.

Over the last 18 months, our staff and volunteers have been very busy operating the first (and only) wildlife veterinary hospital in Western Australia.

Native ARC continues to work with the City of Cockburn and the other Cockburn Wetlands Precinct partners to progress the vision for the Cockburn Wetlands Precinct, with the launch of a state-of-the-art wildlife veterinary hospital set for the end of 2020.

Our progress would not have been possible without the support of the City of Cockburn and BP Refinery Kwinana and we are very grateful for their ongoing support.

We are very excited for what the future holds, and we hope you will continue to support us as we take an even bigger step to conserving Western Australia's unique wildlife.

Thank you

ROBERT DUNN
Chairman

USS SANTA FE VISIT

Submariners from USS Santa Fe (U.S. 7th Fleet) volunteered at Native ARC Inc in February. The Submariners worked all day to help us complete some large projects that required a lot of muscle! For many, it was the first-time visiting Australia and seeing our unique wildlife and a great opportunity to strengthen US-Australia ties at a community level.

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WHO'S NEW AT THE ARC

Each issue we feature the wildlife that make their way to our Centre. In this edition we have a number of birds. Birds make up a large percentage of our admissions and require specialist care to prepare them for release. Once they pass a fitness check by our on-site veterinarian they are released in suitable bush land near to where they were found.



PATIENT PROFILE - AUSTRALASIAN DARTER CHICK

This Australasia Darter chick was admitted after being found orphaned with no parents. Australasian Darter birds are 'semi-precocial' meaning they are semi-independent from birth. The most challenging aspect of rearing and rehabilitating a semi-precocial chick is the risk of 'imprinting'. Imprinted birds cannot be released as they will not survive post rehabilitation. Australasian Darter birds are notorious for imprinting in the wrong hands which is why it is important to surrender them to a wildlife rehabilitator as soon as you find them. They may imprint in as little as 24 hours.



"ABOUT AUSTRALASIAN DARTERS" LEARN MORE ABOUT ME

Common name: Australasian Darter
Scientific Name: *Anhinga novaehollandiae*

Five Cool Facts

1. Because of its long and slender neck, the Australasian Darter is sometimes called the snakebird.
2. Darters forage by diving to depths of about 60 centimetres, and impaling fish with its sharp, spear-like beak.
3. Small fish are swallowed underwater, but larger ones are brought to the surface, where they are flicked off the bill (sometimes into the air) and then swallowed head-first.
4. Both sexes complete the nest, incubate the eggs and raise the young.
5. Chicks can swim after about four weeks in the nest and start to fly at about 50 days.



'WILD LIVES' TOTE BAGS, KEEP CUPS AND OTHER GIFTS!

Native ARC has a range of gifts available on our online store. These gifts make the perfect gift for the avid animal lover or conservationist. All proceeds go directly towards the care of sick, injured and orphaned wildlife.

Native ARC's online store can be access at:
www.mycase.com.au/store/295

PATIENT PROFILE - OBLONG TURTLE

This female Oblong Turtle was admitted to our veterinary hospital after being hit by a car. The Turtle sustained a serious carapace (top shell) fracture. She had no eggs on admission, so she was likely returning from laying her eggs when she was struck by the vehicle. Our veterinarians were able to stabilise her shell through three surgeries and she was released after almost 5 months in care. Oblong Turtles can often be seen on the roads as females go in search of nesting sites.



BP SUPPORTING WILDLIFE CONSERVATION







This Silver Gull was brought in to our veterinary hospital by staff from BP Refinery Kwinana tangled in fishing line. After removing the external fishing line and hook our veterinarians discovered an internal hook. Dr Meg and Dr Szou were able to successfully remove the hook (after a 1.5-hour surgery) and the bird was released three weeks later after rehabilitation.

BP Refinery Kwinana have supported Native ARC since 2011, providing sponsorship for a range of capital works projects. Surgeries like this is only possible thanks to the support of BP Refinery Kwinana. Our veterinary treatment facilities including our radiology facilities were sponsored by BP.

MEET OUR EDUCATION ANIMALS - FLUFFY THE WESTERN NETTED DRAGON

Fluffy is a male Western Netted Dragon that came to us via the Department of Biodiversity, Conservation and Attractions. He is our most recent addition to the team and recently attended his first school to teach children all about reptiles in Western Australia. Weighing in at only 20g, he is the smallest education animal on display at the Centre.



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IN THE COMMUNITY



MEET AND GREET

We had the honour of meeting patrons from the Umbrella Multicultural Community Care Services. They enjoyed a morning of educational activities which included close encounters with Reptiles, Kangaroo joeys and Dingoes. If your school or community group would like to organise a similar experience, visit our website for more information.



COCKBURN COMMUNITY MEN'S SHED SUPPORT NATIVE WILDLIFE

The Cockburn Community Men's Shed Inc recently donated more than 50 'enrichment tubes' to Native ARC. The tubes are used to hang fresh foliage inside our pre-release enclosures which provide our wild patients with an opportunity to feel more at home while they recover. The tubes were not only built to our specifications but some of the volunteers from the Men's Shed even came down and installed them for us. Our two resident Brushtail Possums, Stevie and Smokie, are very thankful for the extra enrichment!

VINNIE STEALS THE SHOW

Our April school holiday programs were another success with Vinnie the Southern Hairy-nosed Wombat stealing the show at each session. Our school holiday sessions provide children aged 4 – 15 with opportunities to connect with and learn about the environment. Keep an eye on our website and Facebook page for our Term 2 school holiday programs.



REGISTERED VETERINARY NURSES NEEDED



Veterinary Nurse Georgia monitoring a kangaroo joey prior to surgery. Our volunteers and staff often work until the late hours of the night to treat Western Australia's sick and injured wildlife. Native ARC is currently looking for volunteer Veterinary Nurses and ran a training seminar for veterinary nurses on Wednesday 22 May which was attended by almost 250 people!



NATIONAL VOLUNTEER WEEK

20 – 26 May was 'National Volunteer Week'. Native ARC has more than 280 volunteers who commit an incredible amount of time to the Centre. The Centre is open 365 days a year and volunteers undertake a variety of tasks including wildlife rehabilitation, education, training, administration, fundraising and wildlife transport.

As a way of acknowledging and thanking our volunteers, Native ARC applied for a grant through Volunteering WA to provide a volunteer thank you

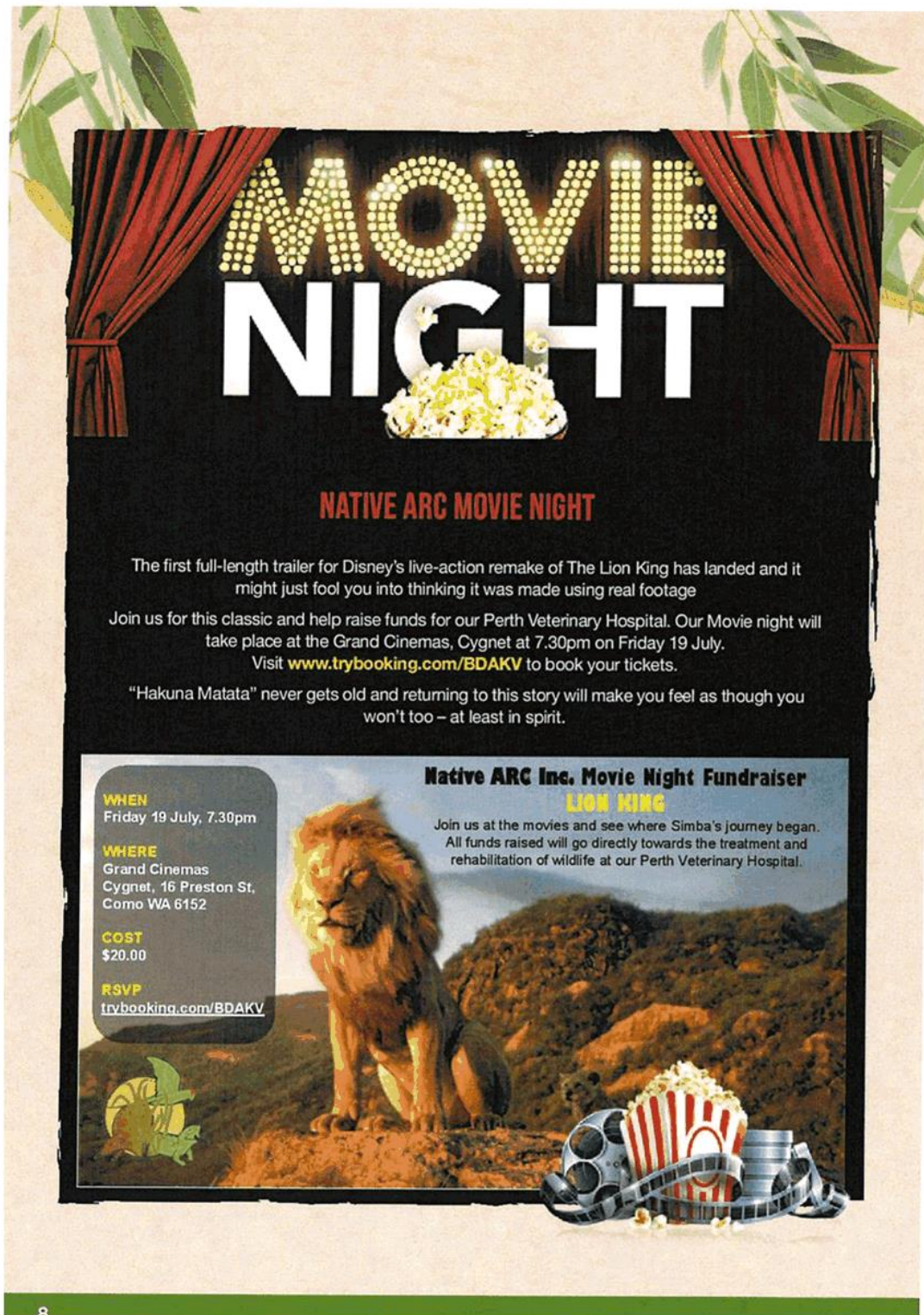
event during National Volunteer Week. Thanks to Volunteering WA, we were able to host a family day for volunteers to show their families what their volunteer role entails. We ran tours all day long followed by refreshments. Almost 200 people attended the event which was very well received.

Thank you Volunteering WA for funding our Volunteer Family Day and for supporting volunteers across the state.



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MOVIE NIGHT

NATIVE ARC MOVIE NIGHT

The first full-length trailer for Disney's live-action remake of The Lion King has landed and it might just fool you into thinking it was made using real footage

Join us for this classic and help raise funds for our Perth Veterinary Hospital. Our Movie night will take place at the Grand Cinemas, Cygnet at 7.30pm on Friday 19 July.

Visit www.trybooking.com/BDAKV to book your tickets.

"Hakuna Matata" never gets old and returning to this story will make you feel as though you won't too – at least in spirit.

Native ARC Inc. Movie Night Fundraiser

LION KING

Join us at the movies and see where Simba's journey began. All funds raised will go directly towards the treatment and rehabilitation of wildlife at our Perth Veterinary Hospital.

WHEN
Friday 19 July, 7.30pm

WHERE
Grand Cinemas
Cygnet, 16 Preston St,
Como WA 6152

COST
\$20.00

RSVP
trybooking.com/BDAKV

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YOUR SUPPORT IS HELPING WILD LIVES LIVE

Every dollar makes a difference

Treating and rehabilitating wildlife is a costly endeavor, both in terms of time and money. While not everyone has the time to volunteer at the Centre, there are other ways YOU can help. As Native ARC is a non-profit organisation, all support and donations are greatly appreciated. We currently receive no State or Federal government funding and rely entirely on support from the public to sustain the endless medication/medical, food, housing and utility costs.

HOW CAN YOU SUPPORT US?

Each year Native ARC organises fundraisers to raise money to support general operating costs. Movie and quiz nights are some of the events undertaken and we very much appreciate support of the general public who attend these activities.

Visit our website to check out our upcoming fund raisers.



There is a range of merchandise available through our online store including keepcups, shirts and jewelry. Go online for more details.



Entertainment Books offer discounts at local restaurants and businesses and provides great value when dining out. A proportion of the cost of the book goes to Native ARC and this is a way you can help us help wildlife. The book comes in your choice of digital or paperback format.

Many individuals consider leaving a bequest in their Will to a favourite charity. If this is something you would like to do to support wildlife you can even earmark your gift to go towards a particular component of Native ARC's activities or a particular species. This gift supports the ongoing work to ensure wildlife can survive in a shrinking natural environment.

HOW CAN \$15 HELP WILDLIFE?

\$15 can buy:

- five small native plants to be nurtured by our gardening volunteers until they are big enough for wildlife enclosures
- 3 large, triple coated reusable silicon teats to feed orphaned Joey Kangaroos
- 8 -100ml glass bottles for feeding orphaned Kangaroos, Wallabies and Possums
- 1 feather duster to be used as a duckling surrogate mum

- ten catheters to get intravenous fluids into critically ill wildlife
- 6 bags of fluids for intravenous use
- a box of 1ml syringes used for injections and feeding
- 10 rolls of cohesive bandaging used for intravenous lines and wounds
- 15 rolls of tape, used to secure bandages, wing tips and foot splints

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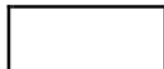
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The Wetlands Centre Cockburn

Sponsorship Submission

2019- 2020



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2018- 2019 KPI's Developed for The Wetlands Centre Cockburn

KPI No.	Annual Objective	KPI
1	Financial Performance	Aim to achieve a 5% growth in income per annum averaged over the preceding 5 years.
		<ul style="list-style-type: none"> Preceding 5 year average (\$68,726) plus 5% growth (\$3,436) is \$72,162 (see attachment 1) 2018-2019 unaudited income is \$114,260 representing an increase of \$14,632 or 20% KPI achieved Income has increased all round but figures are higher than an average year due to the receipt of a major grant.
		<p>NOTES:</p> <ol style="list-style-type: none"> The Centre receives valuable sponsorship support from the City of Cockburn and during 2018-19 they generate for every dollar of sponsorship additional income of approximately \$0.96 for every dollar of sponsorship. The additional monetary value of volunteer services can be found in kpi 3. During 2018-19 TWC focused on the successful expenditure of a major grant and increasing our hire income as new furnishings and equipment increased the comfort and amenities of the building. The continued development of our website during 2019-20 will set the foundations for advertising our new membership category and developing marketing programs to promote the Centre and the Precinct.
		<p>Complete</p> <p>Funding type: Grants Major Lotterywest Grant for \$102,665 expended over two financial years and acquitted at the end of 18-19FY. TWC provided in-kind contribution of \$13,000 from fundraising initiatives. The grant provided for the refurbishment of the 25 year old building and gardens, educational and landcare equipment, new brand identity and web design (including CRM database). Grant aims to increase hire income, expand the educational programs, attract membership and improve the amenities for volunteers.</p>
		<p>In progress</p> <p>Funding type: Grants DBCA provided \$5,000 towards 3,010 seedlings and materials as part of the Beeliar Regional Park Community grants. Seedlings to be planted in July 2019. Funding type: Plant sales</p>

		Ongoing	<p>Funding type: Plant sales</p> <p>During 2017-18, CWEC grew 20,847 seedlings for:</p> <ul style="list-style-type: none"> meeting the minimum KPI no 3 (even when grants are not available),. Contract plant sales for revegetation in the Beeliar Regional Park (public sales excluded). purchase by corporate groups, and catering for ad hoc planting requests (sedges can be planted all-year)
		Withdrawn	<p>Funding type: Contracts</p> <p>Work-for-the-dole contract signed during 18-19 for 4 placements every 6 months. Funding received was to cover 50% of employment expenses for 1 day per week casual Landcare Assistant with TWC contributing the balance. TWC withdraw from the contract after the Government increased the agreed 15hr/week supervision requirements beyond the agreed 15 hours after the contract had been signed.</p>
		Ongoing	<p>Funding type: Tax-deductible donations</p> <p>The distribution of donation boxes at local shops continues to produce a steady income. Donations decreased slightly during 2018-19 from \$5,442 to \$3,364 or a 38% decrease.</p>
		Ongoing	<p>Funding type: Fundraising</p> <p>A fundraising licence was obtained during 2016 and income has remained steady decreasing slightly from \$4,014 to \$3,688, representing a 8% decrease over the last financial year. The maximum number of two Bunnings BBQ sausage sizzle fundraisers are held every year providing a regular source of income. The slight decrease was reflective of less sales on a rainy day.</p>
		In progress	<p>Marketing and promotions: Held a combined 25th anniversary and unveiling of the Centre's new brand identity and website on 22 July 2018 attracting memberships to this newly created category.</p>
		On-hold	<p>Funding type: Future self-funding venture</p> <p>Project: A new self-funding venture to increase the Centre's profile thereby generating additional education programs, visitors and funding has been placed on-hold. Currently of a confidential nature.</p>

KPI No.	Annual Objective	KPI
2	Education Performance	Aim to exceed the education program participation rate of the preceding 12 months.
		<ul style="list-style-type: none"> Participation rate of the preceding 12 months: 9,546 Participation rate of existing 12 months: 8,444 KPI participation rate decreased by 11.5%
		<p>NOTES:</p> <ol style="list-style-type: none"> Slight program decreases reflect time constraints on staff due to major grant expenditure and precinct development commitments. Schools program: decreased from 5,049 to 4,609 participation hours, or by 8.7%. Our casual teacher, Natasha Bowden, who has taught at the Centre since 2014, has recently secured a fulltime teaching position. We are fortunate to be able to call on her services as a joint venture until such time that we have trained and developed a casual pool of staff. This year will focus on developing a communication plan and curriculum links to advertise our programs. Erin Farley is training into the position. Community education program: decreased from 1,621 to 1,282 participation hours or by 21%. 'Get Wild About Wetlands' school family holiday program is a partnership program between CWEC and COC. The program continues to be popular and oversubscribed. The reduction relates to a smaller pool of funding for external education consultants. Adult education: decreased from 2,798 to 2,553 participation hours, or by 8.7%. A new adult term program will be developed once the new website is launched. WA Wetland Management Conference: The 15th annual event was held on World Wetlands Day and participation remained at capacity with 199 participants. The event is the largest, longest running event nationally.

KPI No.	Annual Objective	KPI
3	Landcare Performance	Plant a minimum of 5,000 seedlings per annum.
		<ul style="list-style-type: none"> Seedlings planted preceding 12 months: 3,402 Seedlings planted existing 12 months: 5,323 KPI achieved
		<p>NOTES:</p> <ol style="list-style-type: none"> Additional plantings undertaken to make up for 2017-2018 shortfall. Propagation: increased production from 16,760 seedlings, during the preceding 12 months, to 20,847 for the existing 12 months or by 5%. 3,010 plants purchased externally and in addition to those propagated. Nursery capacity: 36,000 seedlings. Planting sites usually require 3 years site preparation/maintenance and planting rates must not exceed maintenance capacity. Maintenance costs need to be built into the cost per seedling.
KPI No.	Annual Objective	KPI
4	Volunteering Performance	Aim to exceed the number of volunteer hours of the preceding 12 months.
		<ul style="list-style-type: none"> Participation rate of preceding 12 months: 7,006 Participation rate of existing 12 months: 6,607 Participation hours decreased by 399, or 5.7%.
		<p>NOTES:</p> <ol style="list-style-type: none"> Participation rates do not include voluntary hours contributed outside of TWC. Volunteer recruitment was put on hold as board members and staff continue to lay the foundations for future marketing, promotions, membership, education and volunteer programs. The value of volunteer services is \$237,852 yielding a minimum of \$1.62 for every dollar invested by the City (based on a \$36/hr rate based on 2012-3 Australian Bureau of Statistics (ABS) figures and inflation. Regular volunteers remained steady at 36 along with 344 occasional volunteers. No corporate groups attended the Centre during this financial year. The commencement of a volunteer policy and handbook is still under way.

2018-2019 Additional Activities Conducted by The Wetlands Centre Cockburn

No.	Programs	Comments
		Held various displays including Catchments, Corridors and Coasts Expo, Murdoch University Access Fair, Beeliar Big Birthday Bash
		Committees - Represented TWC at the Beeliar Regional Park Community Consultative Committee, the Jandakot Groundwater Community Consultative Committee and Rehabilitating Roe 8 Committee
		Training placements <ul style="list-style-type: none"> • Hosted 1 placements for disability support learning • Hosted 1 placement for Lakeland SHS 'Workplace Learning Program' (1 term) • Hosted 6 placements for TAFE Work experience students (40 hours per student)
		Marketing - committed \$5,000 of TWC funding to assist with the development of a marketing strategy for target audiences. Regular blogs and facebook posts are now a regular feature.
		Compliance requirements – the Centre is compliant and up-to-date with all legal obligations annual requirements associated with: <ul style="list-style-type: none"> • 2017-18 financial audits • Register of Environmental Organisation 2018 Statistical Return Form, Department of the Environment and Energy • 2018 Annual Information Statement, Australian Charities and Not-for-profit Commission • 2018 Charitable Collections and Information Statement, Department of Mines, Industry Regulation and Safety Consumer Protection
		19.9.19 -CofC Local Planning Strategy & Scheme - Natural Assets

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Attachment 1 for KPI 1: The Wetlands Centre Cockburn
Income & Preceding 5-year average

Summary of preceding 5-year average (excluding sponsorship)					
Financial years	2010-2014	2011-2015	2012-2016	2013-2017	2014-2018
5-year average	\$ 52,150	\$ 51,987	\$ 51,620	\$ 57,162	\$ 68,726

	Financial year ending					
	2014	2015	2016	2017	2018 ⁵	2019 ⁶
TWC Income						
Conference income	10,070	9,309	9,692	10,813	11,797	9,661
Consulting fees	250	1,045	500	955	2,682	1,155
Contract services	3,545	21,920	5,939	9,884	14,155	6,554
Donations	1,173	3,392	1,777	8,592	5,442	3,364
Education	1,077	4,212	7,279	6,090	6,040	3,090
Facility hire	8,903	10,687	15,565	20,158	14,694	21,046
Fundraising income	-	-	1,797	4,121	4,014	3,688
TWC Grants - expended	7,453	4,653	2,637	10,480	56,207	34,074
Interest earnings	4,245	4,401	4,192	4,058	3,970	4,007
Memberships ⁴						155
Miscellaneous income	287	239	288	288	2,664	-
Subtotal Income¹	37,003	59,858	49,666	75,439	121,665	86,794
City of Cockburn Sponsorship	83,919	86,708	87,922	89,065	89,956	90,765
Total income	120,922	146,566	137,588	164,504	211,621	177,559
LIABILITIES						
TWC²						
TWC Grants - unexpended	16,266	12,646	6,413	45,933	42,391	8,317
TWC Fundraising - unexpended	241	9,208	9,226	8,612	4,211	4,211
Subtotal TWC Liabilities	16,507	21,854	15,639	54,545	46,602	12,528
Precinct³						
Precinct Grants - expended						
Precinct Grants - unexpended						
Precinct Fundraising - expended				2,272	434	132
Precinct Fundraising - unexpended	2,712	2,712	2,712	642	642	642
Subtotal Precinct Liabilities	2,712	2,712	2,712	2,914	1,076	774
TOTALS	\$ 140,141	\$ 171,132	\$ 155,939	\$ 221,963	\$ 259,299	\$ 190,861

¹ The 5 year average, \$68,726 has been calculated by adding the Subtotal TWC figures from financial years ending 2014 to 2018 and dividing by 5. City of Cockburn sponsorship has been excluded from the calculations. Precinct funding has also been excluded from the calculations as Grant funding cannot be evenly distributed amongst the Precinct partners.

² All grant monies received are held in the Centre's Liabilities account. Grant monies are considered unearned income until the conditions of the grant are satisfied. As the conditions are satisfied the grant monies are transferred to the profit and loss as expended grants.

³ All precinct monies are held in trust in either, or both, of the Centre's or Native ARC's Liability accounts to ensure accountability. Joint Precinct Grants are auspiced by either TWC or Native ARC on behalf of the Wetland Precinct while joint Precinct Fundraising is held 50/50 by TWC and Native ARC until such time that the members agree to its expenditure.

⁴ TWC incorporated new membership categories into the Constitution during 2018 while amending its rules to conform to the requirements of the Associations Incorporation Act 2015. Prior to this membership was restricted to Associations and all other memberships were targeted through The Friends of Cockburn Wetlands Education Centre Inc. The Friends revoked their incorporation during 2018 and all existing memberships transferred to TWC. Targeted marketing for membership will develop over the coming years.

⁵ 2018 figures have been updated to reflect post-audit amounts.

⁶ 2019 figures are unaudited and changes may occur.

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Attachment 2

Cockburn Wetlands Education Centre Inc

184 Hope Road, Bibra Lake WA 6163

Draft Profit & Loss [Last Year Analysis]

July 2018 through June 2019

	This Year	Last Year	\$ Difference	% Difference
Income				
Conference Income	\$9,661	\$11,797	-\$2,136	(18.1%)
Consulting fees	\$1,155	\$2,682	-\$1,527	(56.9%)
Contract Services	\$6,554	\$14,155	-\$7,600	(53.7%)
Trust Fund				
Unsolicited donations (TD)	\$2,130	\$3,955	-\$1,825	(46.1%)
Collection boxes (TD)	\$1,044	\$1,459	-\$414	(28.4%)
Education event donations (TD)	\$190	\$28	\$162	573.0%
Trust Fund - Bank Interest	\$571	\$481	\$90	18.8%
Total Trust Fund	\$3,935	\$5,923	-\$1,988	(33.6%)
Education Services	\$3,090	\$6,040	-\$2,950	(48.8%)
Fundraising Activities				
Fundraising (Non TD)				
BBQ fundraisers (NTD)	\$3,138	\$3,499	-\$361	(10.3%)
Education event (NTD)	\$0	\$40	-\$40	(100.0%)
Book sales (NTD)	\$0	\$165	-\$165	(100.0%)
Other sales (NTD)	\$550	\$100	\$450	450.0%
Gift vouchers (NTD)	\$0	\$210	-\$210	(100.0%)
Total Fundraising (Non TD)	\$3,688	\$4,014	-\$326	(8.1%)
Fundraising (TD)				
Precinct Fundraising (Non TD)				
Education event (NTD)	\$0	\$434	-\$434	(100.0%)
Income Precinct JV	\$132	\$0	\$132	NA
Total Precinct Fundraising (Non TD)	\$132	\$434	-\$302	(69.6%)
Total Fundraising Activities	\$3,820	\$4,447	-\$627	(14.1%)
Fundraising income c/f	\$0	\$10,352	-\$10,352	(100.0%)
Grant Income				
Grant 3-Lotterywest	\$34,074	\$56,207	-\$22,134	(39.4%)
Insurance Recovery	\$0	\$2,555	-\$2,555	(100.0%)
Memberships	\$155	\$0	\$155	NA
Miscellaneous Income	\$0	\$1	-\$1	(100.0%)
Sponsorship	\$90,765	\$89,956	\$810	0.9%
Bank Interest	\$3,436	\$3,489	-\$53	(1.5%)
Total Income	\$156,645	\$207,603	-\$50,958	(24.5%)
Cost of Sales				
Gross Profit	\$156,645	\$207,603	-\$50,958	(24.5%)
Expenses				
Advertising/promotions	\$2,428	\$10,409	-\$7,981	(76.7%)
Conference Expense	\$5,770	\$5,546	\$224	4.0%
Consultants Fees	\$8,073	\$3,250	\$4,823	148.4%
Consumables	\$3,467	\$3,018	\$449	14.9%
Contractors	\$1,591	\$90	\$1,501	1,668.1%
Depreciation				
Acc dep - Landcare Equipment	\$0	\$3,715	-\$3,715	(100.0%)
Acc dep - Vehicle attachments	\$0	\$3	-\$3	(100.0%)
Acc dep - Office Equipment	\$0	\$863	-\$863	(100.0%)
Acc dep - Education	\$0	\$225	-\$225	(100.0%)
Acc dep - F&F (O)	\$0	\$144	-\$144	(100.0%)
Education Expenses	\$956	\$1,756	-\$801	(45.6%)
Employment Expenses				
Superannuation Expense	\$9,166	\$8,717	\$450	5.2%
Wages & Salaries Expense	\$98,894	\$94,027	\$4,866	5.2%
Workers' Compensation	\$1,328	\$874	\$454	51.9%
LSL entitlement expense	\$0	\$6,846	-\$6,846	(100.0%)
Total Employment Expenses	\$109,388	\$110,465	-\$1,076	(1.0%)
Insurance	\$403	\$403	\$0	0.0%
Landcare Equipment				
Fuel/oil - LEq	\$67	\$0	\$67	NA
Repair & Maintenance - LEq	\$206	\$657	-\$451	(68.6%)
Landcare Expenses	\$4,653	\$3,775	\$878	23.3%

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Cockburn Wetlands Education Centre Inc

Profit & Loss [Last Year Analysis]

July 2018 through June 2019

	This Year	Last Year	\$ Difference	% Difference
Legal & Accounting	\$830	\$802	\$27	3.4%
Memberships	\$995	\$0	\$995	NA
Plant/Equipment & Venue Hire	\$222	\$0	\$222	NA
Reimburse Expenses-Volunteers	\$0	\$40	-\$40	(100.0%)
Repairs & Maintenance	\$81	\$2,964	-\$2,882	(97.3%)
Training & Safety	\$51	\$3,488	-\$3,437	(98.5%)
Communications				
Telephone	\$237	\$205	\$33	16.0%
Domain	\$246	\$242	\$4	1.5%
Internet	\$327	\$345	-\$18	(5.3%)
Vehicle				
Fuel/oil - V	\$210	\$84	\$125	149.2%
Insurance - V	\$839	\$794	\$45	5.7%
Licensing - V	\$408	\$906	-\$498	(55.0%)
Maintenance & Repair - V	\$0	\$1,805	-\$1,805	(100.0%)
Vehicle attachments				
Licensing - T	\$65	\$12	\$54	454.6%
Fundraising Activities				
Fundraising (NonTD)				
BBQ Fundraiser expenses	\$585	\$976	-\$391	(40.1%)
Gift vouchers redeemed	\$0	\$210	-\$210	(100.0%)
Total Fundraising (NonTD)	\$585	\$1,186	-\$601	(50.7%)
Fundraising (TD)				
Total Fundraising Activities	\$585	\$1,186	-\$601	(50.7%)
Fundraising profits deferred	\$2,553	\$17	\$2,536	14,829.2%
Total Expenses	\$144,651	\$157,211	-\$12,560	(8.0%)
Operating Profit	\$11,994	\$50,392	-\$38,398	(76.2%)
Management Income				
Facility Hire - (M)	\$17,496	\$12,724	\$4,772	37.5%
Members Facility Hire - (M)	\$3,550	\$1,970	\$1,580	80.2%
Miscellaneous income (M)	\$0	\$25	-\$25	(100.0%)
Renewable Energy Benefit	\$0	\$84	-\$84	(100.0%)
Total Management Income	\$21,046	\$14,803	\$6,243	42.2%
Management Expenses				
Acc Dep - Furn & Fixtures (M)	\$0	\$294	-\$294	(100.0%)
Bank Expense - (M)	\$0	-\$1	\$1	104.9%
Cleaning (M)	\$913	\$347	\$566	163.4%
Contractors (M)	\$639	\$0	\$639	NA
Consumables (M)	\$2,026	\$1,860	\$166	8.9%
Electricity - (M)	\$2,345	\$1,164	\$1,181	101.4%
Insurance (M)	\$1,003	\$4,830	-\$3,827	(79.2%)
Repairs & maintenance (M)	\$61	\$252	-\$191	(75.9%)
Security - (M)	\$45	\$339	-\$294	(86.6%)
Sewerage/water - (M)	\$309	\$392	-\$83	(21.1%)
Telephone - (M)	\$237	\$223	\$15	6.5%
Total Management Expenses	\$7,579	\$9,700	-\$2,122	(21.9%)
Net Surplus / (Deficit)	\$25,461	\$55,495	-\$30,034	(54.1%)

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Cockburn Wetlands Education Centre Inc
184 Hope Road, Bibra Lake WA 6163

Balance Sheet [Last Year Analysis]

June 2019

	This Year	Last Year	\$ Difference	% Difference
Assets				
Current Assets				
Cash On Hand				
UniBank S1-603609670	\$8,184	\$73,745	(\$65,562)	(88.9%)
UniBank S10-100724108	\$21,579	\$21,928	(\$349)	(1.6%)
UniBank I10.1-379041616	\$59,198	\$57,856	\$1,342	2.3%
UniBank I10.2-379042229	\$68,958	\$67,394	\$1,563	2.3%
Undeposited Funds	\$5	\$0	\$5	NA
Petty Cash	\$300	\$300	\$0	0.0%
Unibank Debit S1.1-100860554	\$1,728	\$0	\$1,728	NA
UniBank Trust S1-603624447	\$9,007	\$5,443	\$3,564	65.5%
UniBank Trust I10-379024948	\$33,528	\$32,768	\$760	2.3%
Total Cash On Hand	<u>\$202,486</u>	<u>\$259,434</u>	<u>(\$56,948)</u>	<u>(22.0%)</u>
Pledges Receivable	\$10,132	\$4,180	\$5,952	142.4%
Total Current Assets	<u>\$212,618</u>	<u>\$263,613</u>	<u>(\$50,996)</u>	<u>(19.3%)</u>
Other Assets				
Deposits Paid	\$18,066	\$21,998	(\$3,932)	(17.9%)
Total Other Assets	<u>\$18,066</u>	<u>\$21,998</u>	<u>(\$3,932)</u>	<u>(17.9%)</u>
Property & Equipment				
Landcare Equipment				
Landcare Equipment at Cost	\$35,349	\$35,349	\$0	0.0%
Landcare Equipment Accum Dep	(\$10,744)	(\$10,744)	\$0	0.0%
Total Landcare Equipment	<u>\$24,606</u>	<u>\$24,606</u>	<u>\$0</u>	<u>0.0%</u>
Vehicle attachments				
Vehicle attachments at Cost	\$634	\$634	\$0	0.0%
Vehicle attachments Accum Dep	(\$623)	(\$623)	\$0	0.0%
Total Vehicle attachments	<u>\$11</u>	<u>\$11</u>	<u>\$0</u>	<u>0.0%</u>
Furniture & Fixtures(M)				
Furniture & Fixtures at Cost	\$2,791	\$2,791	\$0	0.0%
Furniture & Fixtures Accum Dep	(\$1,615)	(\$1,615)	\$0	0.0%
Total Furniture & Fixtures(M)	<u>\$1,176</u>	<u>\$1,176</u>	<u>\$0</u>	<u>0.0%</u>
Office Equipment				
Office Equipment at Cost	\$16,252	\$16,252	\$0	0.0%
Office Equipment Accum Dep	(\$8,287)	(\$8,287)	\$0	0.0%
Total Office Equipment	<u>\$7,964</u>	<u>\$7,964</u>	<u>\$0</u>	<u>0.0%</u>
Educational Equipment				
Education Equipment at Cost	\$14,014	\$4,660	\$9,354	200.8%
Education Equipment Accum Dep	(\$2,843)	(\$2,843)	\$0	0.0%
Total Educational Equipment	<u>\$11,171</u>	<u>\$1,816</u>	<u>\$9,354</u>	<u>515.0%</u>
Furniture & Fixtures(O)				
Furniture & Fixtures at Cost	\$38,527	\$5,555	\$32,973	593.6%
Furniture & Fixtures Accum dep	(\$144)	(\$144)	\$0	0.0%
Total Furniture & Fixtures(O)	<u>\$38,383</u>	<u>\$5,410</u>	<u>\$32,973</u>	<u>609.5%</u>
Total Property & Equipment	<u>\$83,311</u>	<u>\$40,984</u>	<u>\$42,327</u>	<u>103.3%</u>
Total Assets	<u>\$313,995</u>	<u>\$326,595</u>	<u>(\$12,601)</u>	<u>(3.9%)</u>
Liabilities				
Current Liabilities				
Unexpended Grants				
Grant 1-BRP Booklets	\$1,350	\$1,350	\$0	0.0%
Grant 2-Posters	\$1,650	\$1,650	\$0	0.0%
Grant 3-Lotterywest	\$1,904	\$35,978	(\$34,074)	(94.7%)
Grant 8-Action Grant	\$2,163	\$2,163	\$0	0.0%
Grant 9-BRP Booklets 2	\$1,250	\$1,250	\$0	0.0%
Total Unexpended Grants	<u>\$8,317</u>	<u>\$42,391</u>	<u>(\$34,074)</u>	<u>(80.4%)</u>
Unexpended Fundraising				
CWEC- Fundraising Income c/f	\$4,211	\$1,658	\$2,553	153.9%
Total Current Liabilities	<u>\$12,528</u>	<u>\$44,049</u>	<u>(\$31,521)</u>	<u>(71.6%)</u>
Unexpended Precinct JV Funds				

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Cockburn Wetlands Education Centre Inc

Balance Sheet [Last Year Analysis]

June 2019

	This Year	Last Year	\$ Difference	% Difference
Quiz night income c/f	\$440	\$440	\$0	0.0%
Turtle Fest income c/f	\$202	\$202	\$0	0.0%
GST Liabilities				
GST Collected	\$1,664	\$12,045	(\$10,381)	(86.2%)
GST Paid	(\$847)	(\$4,278)	\$3,431	80.2%
Total GST Liabilities	\$817	\$7,768	(\$6,950)	(89.5%)
Payroll Liabilities				
PAYG Withholding Payable	\$5,199	\$5,775	(\$576)	(10.0%)
Superannuation Payable	\$3,661	\$2,552	\$1,109	43.4%
Prov for LSL (current)	\$34,691	\$34,691	\$0	0.0%
Total Payroll Liabilities	\$43,551	\$43,018	\$533	1.2%
Trust Fund Holding Account	\$110	\$0	\$110	NA
Suspense Account	(\$233)	\$0	(\$233)	NA
Total Liabilities	\$57,415	\$95,477	(\$38,062)	(39.9%)
Net Assets	\$256,579	\$231,118	\$25,461	11.0%
Equity				
Retained Earnings	\$231,118	\$175,623	\$55,495	31.6%
Current Year Surplus/Deficit	\$25,461	\$55,495	(\$30,034)	(54.1%)
Total Equity	\$256,579	\$231,118	\$25,461	11.0%

Attachment 3
The Wetlands Centre Cockburn
DRAFT July 2019 to June 2020 FY Budget Forecast - prepared 08 July 2019

Profit & Loss	2017-2018 (Audited)	2018-2019 (Pre-audit)	2019-2020 Budget Forecast
Operating Income			
Conference income	11,797	9,661	12,000
Consulting fees	2,682	1,155	500
Contract services	14,155	6,554	32,000
Donations (Non-tax deductible)	0	550	0
Education services	6,040	3,090	3,000
Insurance recovery	2,555		
Memberships		155	300
Grant and fundraising income			
Fundraising income	4,014	3,138	3,000
Precinct fundraising income	434		400
Grants expended	56,207	34,074	4,000
Fundraising expended	10,352	10,352	4,200
Sponsorship	89,956	90,755	91,750
Trust Fund - Donations	5,442	3,364	3,000
Trust Fund - Bank Interest	481	571	590
Investment Account - Interest	3,499	3,436	3,500
Total Operating Income	207,604	166,865	158,253
Operating Expenses			
Advertising/promotions	10,409	2,428	1,500
Conference expense	5,546	5,770	6,000
Consultants Fees	3,250	8,073	5,000
Consumables	3,018	3,467	3,700
Contractors	90	1,591	0
Grant expenses			
Precinct expenses			
Education Expenses	1,756	956	1,200
Employment Expenses			
Superannuation Expense	8,717	9,166	9,370
Wages & Salaries Expense	94,027	98,894	98,632
Workers' Compensation	874	1,328	3,845
LSL Entitlement Expense	6,849		2,419
Total Employment Expenses	110,464	109,388	114,266
Fundraising expenses	1,185	585	650
Insurance	403	403	450
Fuel/oil - L/Eq	0	67	200
Maintenance & Repair - L/Eq	657	206	200
Landscape Expenses	3,778	4,653	5,000
Memberships		995	1,000
Legal & Accounting	802	830	1,000
Plant/equipment/venue hire	0	222	250
Reimburse Expenses - Volunteers	40	0	0
Repairs & Maintenance	2,964	81	200
Telephone	255	237	250
Domain	242	246	350
Internet	345	327	350
Training & Safety	3,488	51	400
Fuel/oil - V	84	210	250
Insurance - V	794	839	870
Licensing - V	906	408	450
Maintenance & Repair - V	1,805	0	500
Insurance - Trailer		0	0
Licensing - Trailer	12	65	70
Maintenance & Repair - Trailer	0	0	50
Fundraising profits deferred	17	2,553	
Total Operating Expenses	162,258	144,651	144,256
Operating Profit	55,346	22,214	13,997
Profit & Loss			
	2017-2018 (Audited)	2018-2019 (Pre-audit)	2019-2020 Budget Forecast
Management Income			
Facility Hire - (M)	12,724	17,496	12,000
Members Facility hire - (M)	1,970	3,550	5,070
Miscellaneous income	25	25	
Renewable Energy Benefit (M)	84		
Total Management Income	14,803	21,071	17,070
Management Expenses			
Advertising/promotion			500
Bank Expense (M)	-1	0	0
Cleaning (M)	347	915	6,900
Contractors (M)	0	639	600
Consumables (M)	1,860	2,026	2,500
Electricity (M)	1,164	2,345	2,500
Insurance (M)	4,830	1,003	4,800
Repairs & maintenance (M)	252	61	500
Security (M)	339	45	200
Sewerage/water (M)	392	309	350
Telephone (M)	223	237	250
Total Management Expenses	9,406	7,578	19,100
Management Profit	5,397	13,493	-2,030
Net Surplus / (Deficit)	60,743	35,707	11,967

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Notes to the Draft TWC Budget Forecast 2019 - 2020**OPERATING INCOME****Conference income**

Includes \$1,180 outstanding from 2019 conference. Fee increase for minimum of \$1,000 built in

Contract services

Includes \$12,000 outstanding. Estimate of \$20,000 new contract.

Education services

Conservative estimate to allow for increased workload and expected service interruptions associated with precinct.

Fundraising income

2 x Bunnings BBQ fundraisers provide regular fundraising support.

Grants

Final acquittal of \$102,655 Lotterywest grant complete. Additional grants will be applied for during 2019-20 but are not forecast in the budget because income is directly offset in the expenses.

Sponsorship

City of Cockburn sponsorship request of \$91,763.66 (includes 1.1% cpi increase) requested as year 2 of 5-year funding agreement.

Trust Fund donations

CWEC is registered under the Register for Environmental Organisations for tax-deductibility status for donations over \$2. Most donations are currently received through donation boxes. On line donations will be available during 19/20 FY and it is expected the development of brand identity will attract further donations.

Interest

Bank interest earnings from 3-monthly investments are expected to continue to grow.

OPERATING EXPENSES**Consultants fees**

Marketing assistance has been included in the budget.

Employment expenses

Full-time Wetlands Officer is funded and P/T Administrative Officer is partially funded by City of Cockburn Grants and Donations sponsorship. Additional salaries are funded by TWC. Salary rises include a 1.1% cpi increase based on the Perth CPI March 2018 quarter to the 2019 March quarter. Additional casual salaries subject to teaching sessions but will be funded via education income. Additional administrative support is required.

Vehicle Licencing

Vehicle used primarily for environmental management and TWC was eligible for 100% Concession for Charitable Organisations. Vehicle registration fees have been halved.

BUILDING MANAGEMENT INCOME & EXPENSES**Facility hire income**

Lotterywest Grant has improved building amenity and comfort and increased revenue from regular hirees. Unknown if precinct development will impact on hire income during 2019-20.

Cleaning

\$6,500 for cleaning contractor plus \$400 general cleaning costs

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GAD 16/07/2019

Attachment 4



Face2Face Business Solutions

c/- 5 Renville Way, LYNWOOD WA 6147

Mobile: 0412 517 971

e-mail: andy@f2fbusinessmentors.com.auweb: www.f2fbusinessmentors.com.au

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF COCKBURN WETLANDS EDUCATION CENTRE
INC.

Scope

We have audited the accompanying financial report, being a special purpose financial report, of Cockburn Wetlands Education Centre Inc. (CWEC), which comprises the Balance Sheet as at 30 June 2018 for the year then ended, the Income Statement, a summary of significant accounting policies, other explanatory notes and the statement by members of the committee.

Committee's Responsibility for the Financial Report

The committee of CWEC, through delegation to the Wetlands Officer, is responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report, are consistent with the financial reporting requirements of the Associations Incorporation Act Western Australia 2015 and the Australian Charities and Not for Profits Commission, and are appropriate to meet the needs of the members. The committee's responsibilities also include designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to members for the purpose of fulfilling the committee's financial reporting under the Associations Incorporation Act Western Australia 2015. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements.



Kilifi Blue Holdings Pty Ltd atf Business CPR Trust
t/as Face 2 Face Business Mentors and Face 2 Face Business Solutions
ACN – 127 579 159 / ABN – 69 284 557 061



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**Face2Face Business Solutions**

c/- 5 Renville Way, LYNWOOD WA 6147

Mobile: 0412 517 971

e-mail: andy@f2fbusinessmentors.com.auweb: www.f2fbusinessmentors.com.au**Auditor's Opinion**

In our opinion, the financial report of Cockburn Wetlands Education Centre Inc. presents fairly, in all material respects the financial position as of 30 June 2018 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements and the Associations Incorporations Act Western Australia 2015.

A handwritten signature in black ink, appearing to be "N. Andrew Robert".

Name of firm: Face 2 Face Business Mentors

Name of auditor: Neville Andrew Robert FIPA

Member No.: 183180

Address: Lynwood, Perth

Dated this 7th day of December 2018

Kilifi Blue Holdings Pty Ltd atf Business CPR Trust
t/as Face 2 Face Business Mentors and Face 2 Face Business Solutions
ACN – 127 579 159 / ABN – 69 284 557 061



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Cockburn Wetlands Education Centre

184 Hope Road, Bibra Lake WA 6163

ABN: 48 996 459 438

Balance Sheet [Last Year Analysis]

June 2018

	This Year	Last Year	% Difference
Assets			
Current Assets			
Cash On Hand			
UniBank S1-603609670	\$73,745	\$79,459	-7.20%
UniBank S10-100724108	\$21,928	\$11,520	90.40%
UniBank I10.1-379041616	\$57,856	\$56,516	2.40%
UniBank I10.2-379042229	\$67,394	\$65,842	2.40%
Undeposited Funds	\$0	\$40	-100.00%
Petty Cash	\$300	\$300	0.00%
UniBank Trust S1-603624447	\$5,443	\$15,193	-64.20%
UniBank Trust I10-379024948	\$32,768	\$16,906	93.80%
Total Cash On Hand	\$259,434	\$245,775	5.60%
Pledges Receivable	\$4,180	\$19,164	-78.20%
Total Current Assets	\$263,613	\$264,939	-0.50%
Other Assets			
Deposits Paid	\$21,998	\$0	NA
Total Other Assets	\$21,998	\$0	NA
Property & Equipment			
Landcare Equipment			
Landcare Equipment at Cost	\$35,349	\$18,931	86.70%
Landcare Equipment Accum Dep	(\$10,744)	(\$7,029)	-52.90%
Total Landcare Equipment	\$24,606	\$11,903	106.70%
Vehicle attachments			
Vehicle attachments at Cost	\$634	\$634	0.00%
Vehicle attachments Accum Dep	(\$623)	(\$620)	-0.50%
Total Vehicle attachments	\$11	\$15	-22.50%
Furniture & Fixtures (M)			
Furniture & Fixtures at Cost	\$2,791	\$2,791	-10.50%
Furniture & Fixtures Accum Dep	(\$1,615)	(\$1,321)	0.00%
Total Furniture & Fixtures (M)	\$1,176	\$1,470	-20.00%
Office Equipment			
Office Equipment at Cost	\$16,252	\$7,707	110.90%
Office Equipment Accum Dep	(\$8,287)	(\$7,424)	-11.60%
Total Office Equipment	\$7,964	\$283	2716.70%
Educational Equipment			
Education Equipment at Cost	\$4,660	\$3,576	30.30%
Education Equipment Accum Dep	(\$2,843)	(\$2,618)	-8.60%
Total Educational Equipment	\$1,816	\$958	89.60%
Furniture & Fixtures (O)			
Furniture & Fixtures at Cost	\$5,555	\$0	NA
Furniture & Fixtures Accum dep	(\$144)	\$0	NA
Total Furniture & Fixtures (O)	\$5,410	\$0	NA
Total Property & Equipment	\$40,984	\$14,628	180.20%
Total Assets	\$326,595	\$279,568	16.80%

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Cockburn Wetlands Education Centre

184 Hope Road, Bibra Lake WA 6163

ABN: 48 996 459 438

Balance Sheet [Last Year Analysis]

June 2018

	This Year	Last Year	% Difference
Liabilities			
Current Liabilities			
Unexpended Grants			
Grant 1-BRP Booklets	\$1,350	\$1,350	0.00%
Grant 2-Posters	\$1,650	\$1,650	0.00%
Grant 3-Lotterywest	\$35,978	\$39,520	-9.00%
Grant 8-Action Grant	\$2,163	\$2,163	0.00%
Grant 9-BRP Booklets 2	\$1,250	\$1,250	0.00%
Total Unexpended Grants	\$42,391	\$45,933	-7.70%
CWEC- Fundraising Income c/f	\$1,658	\$3,380	-50.90%
BHPBIO Marketing Funds	\$0	\$8,613	-100.00%
Total Current Liabilities	\$44,049	\$57,927	-24.00%
Quiz night income c/f	\$440	\$440	0.00%
Turtle Fest income c/f	\$202	\$202	0.00%
GST Liabilities			
GST Collected	\$12,045	\$11,742	2.60%
GST Paid	(\$4,278)	(\$1,380)	-209.90%
Total GST Liabilities	\$7,768	\$10,361	-25.00%
Payroll Liabilities			
PAYG Withholding Payable	\$5,775	\$4,907	17.70%
Superannuation Payable	\$2,552	\$2,263	12.80%
Prov for LSL (current)	\$34,691	\$27,845	24.60%
Total Payroll Liabilities	\$43,018	\$35,015	22.90%
Total Liabilities	\$95,477	\$103,945	-8.10%
Net Assets	\$231,118	\$175,623	31.60%
Equity			
Retained Earnings	\$175,623	\$151,142	16.20%
Current Year Surplus/Deficit	\$55,495	\$24,480	126.70%
Total Equity	\$231,118	\$175,623	31.60%

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GAD 16/07/2019

Cockburn Wetlands Education Centre

184 Hope Road, Bibra Lake WA 6163

ABN: 48 996 459 438

Profit & Loss [Last Year Analysis]

July 2017 through June 2018

	This Year	Last Year	% Difference
Income			
Conference Income	\$11,797	\$11,680	1.00%
Consulting fees	\$2,682	\$955	181.00%
Contract Services	\$14,155	\$9,884	43.20%
Trust Fund			
Unsolicited donations (TD)	\$3,955	\$4,685	-15.60%
Collection boxes (TD)	\$1,459	\$3,678	-60.30%
Education event donations (TD)	\$28	\$229	-87.70%
Trust Fund - Bank Interest	\$481	\$434	10.70%
Total Trust Fund	\$5,923	\$9,026	-34.40%
Education Services	\$6,040	\$6,090	-0.80%
Fundraising Activities			
Fundraising (Non TD)			
BBQ fundraisers (NTD)	\$3,499	\$4,036	-13.30%
Education event (NTD)	\$40	\$0	NA
Book sales (NTD)	\$165	\$20	725.00%
Other sales (NTD)	\$100	\$0	NA
Gift vouchers (NTD)	\$210	\$65	223.10%
Total Fundraising (Non TD)	\$4,014	\$4,121	-2.60%
Fundraising (TD)			
Precinct Fundraising (Non TD)			
Education event (NTD)	\$434	\$202	114.40%
Income Precinct JV	\$0	\$2,273	-100.00%
Total Precinct Fundraising (Non TD)	\$434	\$2,475	-82.50%
Total Fundraising Activities	\$4,447	\$6,595	-32.60%
Fundraising income c/f	\$10,352	\$0	NA
Grant 3-Lotterywest (*)	\$56,207	\$10,480	436.30%
Insurance Recovery	\$2,555	\$0	NA
Miscellaneous Income	\$1	\$0	NA
Sponsorship	\$89,956	\$89,065	1.00%
Bank Interest	\$3,489	\$3,624	-3.70%
Total Income	\$207,603	\$147,398	40.80%
Cost of Sales			
Gross Profit	\$207,603	\$147,398	40.80%
Expenses			
Advertising/promotions	\$10,409	\$296	3415.00%
Conference Expense	\$5,546	\$4,970	11.60%
Consultants Fees	\$3,250	\$764	325.60%
Consumables	\$3,018	\$3,284	-8.10%
Contractors	\$90	\$0	NA
Depreciation			
Acc dep - Landcare Equipment	\$3,715	\$1,347	175.70%
Acc dep - Vehicle attachments	\$3	\$15	-78.30%
Acc dep - Office Equipment	\$863	\$2,012	-57.10%
Acc dep - Education	\$225	\$838	-73.10%
Acc dep - F&F (O)	\$144	\$0	NA
Total Depreciation	\$4,950	\$4,212	117.52%
Education Expenses	\$1,756	\$4,149	-57.70%
Employment Expenses			
Superannuation Expense	\$8,717	\$8,737	-0.20%
Wages & Salaries Expense	\$94,027	\$93,845	0.20%
Workers' Compensation	\$874	\$2,999	-70.90%
LSL entitlement expense	\$6,846	\$1,627	320.70%
Total Employment Expenses	\$110,465	\$107,209	3.00%
Insurance	\$403	\$1,051	-61.70%

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Item 9.2 Attachment 2

Cockburn Wetlands Education Centre

184 Hope Road, Bibra Lake WA 6163

ABN: 48 996 459 438

Profit & Loss [Last Year Analysis]

July 2017 through June 2018

	This Year	Last Year	% Difference
Fuel/oil - LEq	\$0	\$79	-100.00%
Repair & Maintenance - LEq	\$657	\$135	387.60%
Landcare Expenses	\$3,775	\$1,664	126.80%
Fees Paid	\$0	\$147	-99.80%
Legal & Accounting	\$802	\$684	17.30%
Reimburse Expenses-Volunteers	\$40	\$0	NA
Repairs & Maintenance	\$2,964	\$257	1054.20%
Training & Safety	\$3,488	\$49	6953.00%
Telephone	\$205	\$258	-20.80%
Domain	\$242	\$258	-6.20%
Internet	\$345	\$325	6.20%
Fuel/oil - V	\$84	\$151	-44.40%
Insurance - V	\$794	\$604	31.30%
Licensing - V	\$906	\$815	11.10%
Maintenance & Repair - V	\$1,805	\$49	3601.10%
Insurance - T	\$0	\$57	-100.00%
Licensing - T	\$12	\$62	-81.00%
Fundraising Activities			
Fundraising (NonTD)			
BBQ Fundraiser expenses	\$976	\$1,290	-24.30%
Gift vouchers redeemed	\$210	\$65	223.10%
Total Fundraising (NonTD)	\$1,186	\$1,355	-12.40%
Fundraising (TD)			
Total Fundraising Activities	\$1,186	\$1,355	-12.40%
Fundraising profits deferred	\$17	\$2,766	-99.40%
Precinct Funding			
Expenses Precinct JV	\$0	\$2,273	-100.00%
Precinct JV profits deferred	\$0	\$202	-100.00%
Total Precinct Funding	\$0	\$2,475	-100.00%
Total Expenses	\$157,211	\$138,127	13.80%
Operating Profit	\$50,392	\$9,271	443.50%
Management Income			
Facility Hire - (M)	\$12,724	\$14,518	-12.40%
Members Facility Hire - (M)	\$1,970	\$5,600	-64.80%
Miscellaneous income (M)	\$25	\$0	NA
Renewable Energy Benefit	\$84	\$288	-70.90%
Total Management Income	\$14,803	\$20,407	-27.50%
Management Expenses			
Acc Dep - Furn & Fixtures (M)	\$294	\$772	-61.90%
Bank Expense - (M)	(\$1)	\$10	-107.80%
Cleaning (M)	\$347	\$218	58.90%
Consumables (M)	\$1,860	\$1,388	34.00%
Electricity - (M)	\$1,164	\$1,283	-9.20%
Insurance (M)	\$4,830	\$0	NA
Repairs & maintenance (M)	\$252	\$427	-41.00%
Security - (M)	\$339	\$361	-6.10%
Sewerage/water - (M)	\$392	\$479	-18.20%
Telephone - (M)	\$223	\$258	-13.80%
Total Management Expenses	\$9,700	\$5,197	86.60%
Net Surplus / (Deficit)	\$55,495	\$24,480	126.70%

* NOTE: \$31,601 of equipment purchased from the Lotterywest grant #3 has been classified as Assets. Consequently, these appear in the Balance Sheet.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act Western Australia 2015 and the Australian Charities and Not for Profit Commission. The committee has determined that Cockburn Wetlands Education Centre Inc. (CWEC) is not a reporting entity.

The financial statements have been prepared on an accruals basis and are based on historic costs and do not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

a. **Income Tax**

The Association is exempt from income tax under Section 50-5 of the Income Tax Assessment Act 1997.

b. **Property, Plant and Equipment (PPE)**

Each class of property, plant & equipment is carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all PPE is depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use.

When an asset is disposed, the gain or loss is calculated by comparing proceeds received with its carrying amount and is taken to profit or loss.

c. **Employee Benefits**

Provision is made for CWEC's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

d. **Provisions**

Provisions are recognised when CWEC has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured at the best estimate of the amounts required to settle the obligation at reporting date.

e. **Cash and Cash Equivalents**

Cash and cash equivalents includes cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

f. **Revenue and Other Income**

Non-reciprocal grant income is recognised in profit or loss when CWEC obtains control of the grant. It is probable that the economic benefits gained from the grants will flow to CWEC and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

When grant revenue is received whereby CWEC incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the Balance Sheet as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Donations of cash are recognised as revenue when received.

Gifts of time are brought to account at the volunteer's valuation.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

Gifts of equipment are brought to account at a reasonably determined fair value. Both useability and marketability are joint considerations in determining fair value.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument. Interest revenue is recognised as it accrues.

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers. All revenue is stated net of the amount of goods and services tax (GST).

g. **Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or liability in the Balance Sheet.

h. **Comparative figures**

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

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10. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS OR OFFICERS

Nil

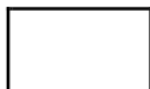
11. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE

Nil

12. CLOSURE OF MEETING

The meeting closed at 6.33pm.

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13.2 (2019/MINUTE NO 0112) MINUTES OF THE AUDIT AND STRATEGIC FINANCE COMMITTEE MEETING - 18 JULY 2019

Author(s) J Fiori

Attachments

1. Minutes of the Audit & Strategic Finance Committee Meeting - 18 July 2019 [↓](#)
2. Minutes of the Audit & Strategic Finance Committee Meeting - 18 July 2019 (Confidential Attachment) **(CONFIDENTIAL)**

RECOMMENDATION

That Council receive the Minutes of the Audit and Strategic Finance Committee Meeting held on the 18 July 2019 and adopt the recommendations contained therein, as attached to the Agenda

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

MOVED Cr C Sands SECONDED Cr L Kirkwood

That the recommendation be adopted.

CARRIED BY ABSOLUTE MAJORITY OF COUNCIL 10/0

Background

An Audit and Strategic Finance Committee Meeting was held on 18 July 2019. The Minutes of the Meeting contain recommendations which are required to be considered by Council for adoption.

Submission

N/A

Report

At the Audit and Strategic Finance Committee Meeting held on 18 July 2019, the following reports were presented:

1. Strategic Risk Review;
2. Strategic Internal Audit Plan 2019-2022;
3. Office of Auditor General's Report – Records Management in Local Council;
4. Annual Bad Debts Review and Write-off;
5. Financial Management Review; and
6. Internal Communications Audit.



Strategic Plans/Policy ImplicationsLeading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

N/A

Legal Implications

Regulation 16 of the Local Government (Audit) Regulations 1995 refers

Community Consultation

N/A

Risk Management Implications

There is a “Moderate” level of “Compliance” risk associated with this item.

Advice to Proponent(s)/Submitters

N/A

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

Nil





City of Cockburn
Audit & Strategic Finance Committee
Minutes

For Thursday, 18 July 2019

These Minutes are subject to confirmation

Presiding Member's signature

Date: 21 November 2019

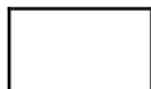
ASFC 18/07/2019

CITY OF COCKBURN

SUMMARY OF MINUTES OF THE AUDIT & STRATEGIC FINANCE COMMITTEE
MEETING HELD ON THURSDAY, 18 JULY 2019 AT 6:00 PM

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CITY OF COCKBURN**MINUTES OF AUDIT & STRATEGIC FINANCE COMMITTEE
HELD ON THURSDAY, 18 JULY 2019 AT 6:00 PM****PRESENT:****ELECTED MEMBERS**

Mr K Allen	-	Councillor (Presiding Member)
Mr L Howlett	-	Mayor
Ms L Smith	-	Deputy Mayor
Mr M Separovich	-	Councillor
Ms S Smith	-	External Committee Member

IN ATTENDANCE

Mr D Arndt	-	Acting Chief Executive Officer
Mr D Green	-	Director Governance & Community Services
Mr C Sullivan	-	Director Engineering & Works
Mr N Mauricio	-	Acting Director Finance & Corporate Services
Mrs G Bowman	-	Executive Manager, Strategy & Civic Support
Mr J Fiori	-	Risk & Governance Advisor
Mrs B Pinto	-	Governance & Risk Officer
Mrs V Frankson	-	Executive Assistant to Directors - Fin. & Corp. Serv./Gov. & Comm. Serv.

1. DECLARATION OF MEETING

The Presiding Member declared the meeting open at 6.03pm.

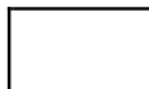
“Kaya, Wanju Wadjuk Budjar” which means “Hello, Welcome to Wadjuk Land”

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

The Presiding Member, Councillor Allen, made the following announcements and welcomed:

Susan Smith, Independent External Committee Member; Nelson Mauricio, Acting Director Finance & Corporate Services; Joseph Flori, Risk &

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Governance Advisor; Mr Tony Brown and Ms Joanne Burges from WALGA;
and Mr Greg Godwin, Auditor, Moore Stephens

2. APPOINTMENT OF PRESIDING MEMBER (IF REQUIRED)

Nil

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

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

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

Nil

5. APOLOGIES & LEAVE OF ABSENCE

Mr S Cain, CEO	-	Leave of Absence
Mr S Downing, Director Fin & Corp Serv	-	Leave of Absence
Councillor C Reeve-Fowkes	-	Apology

6. PUBLIC QUESTION TIME

Nil

7. CONFIRMATION OF MINUTES**7.1 (2019/MINUTE NO 0010) MINUTES OF THE AUDIT & STRATEGIC FINANCE COMMITTEE MEETING - 21/03/2019****RECOMMENDATION**

That Committee confirms the Minutes of the Audit & Strategic Finance Committee Meeting held on Thursday, 21 March 2019 as a true and accurate record.

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COMMITTEE RECOMMENDATION

MOVED Deputy Mayor L Smith SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED 5/01**8. DEPUTATIONS**

Nil

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

Nil

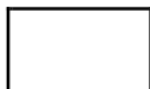
10. DECLARATION BY MEMBERS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS CONTAINED IN THE BUSINESS PAPER PRESENTED BEFORE THE MEETING

Nil

AT THIS POINT IN THE MEETING, THE TIME BEING 6.06PM THE FOLLOWING ITEMS WERE CARRIED BY 'EN BLOC' RESOLUTION OF COMMITTEE

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11. COUNCIL MATTERS**11.1 (2019/MINUTE NO 0011) STRATEGIC RISK REVIEW****Author(s)** B Pinto

Attachments

1. Risk Management Framework Road Map 2019 - 2021 [↓](#)
2. Draft Risk Management Framework [↓](#)
3. Draft Strategic Risk Register [↓](#)

RECOMMENDATION

That Council:

- (1) adopt the Draft Risk Management Framework; and
 - (2) receive the Draft Strategic Risk Register,
- as shown in the attachments to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Deputy Mayor L Smith SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED 5/0**Background**

The City undertook an independent Risk Maturity review between September and November 2018. The results were presented to the November 2018 Audit and Strategic Finance Committee meeting, and subsequently to the December 2018 Council meeting, whereby the Council adopted and committed to undertake activities detailed in the City's 2019-2021 risk management roadmap.

Submission

Nil

Report

This report addresses the following recommendations from the City of Cockburn risk management framework 'road map' action plan (2019-2021)

1. Risk Governance

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Review and agree the specific risk governance role of the Council, particularly in relation to the oversight of “material risks” facing the City, risks which sit outside the risk appetite of the Council, the identification of strategic/external risks and the development of risk appetite. (Ref OI4)

2. Risk Assessment and Acceptance Criteria Tables

Review the effectiveness of the criteria and implement the recommendations to improve the clarity within the tables. (Ref OI 7)

3. Risk Appetite

Build on the high-level statements to develop a series of risk acceptance principles, tolerances and limits to further enhance the definition of the risk appetite. (Ref OI 8)

During April 2019, the City’s Executive team conducted a series of risk profiling workshops to review its Risk registers and risk appetite statement. As a result of these exercises, the risk management framework has been amended to build on the high-level risk appetite statement expanding risk acceptance principles, tolerances and limits to further enhance the definition of the risk appetite.

Risk appetite and risk tolerance, conceptualises opportunities or risks the City may be presented with over time and shows a theoretical risk appetite in pursuing these opportunities or risks. The risk tolerance represents the ‘line in the sand’, with the limit of risk indicating the threshold of risk tolerance the City is prepared to bear with that which it has the capacity to accept.

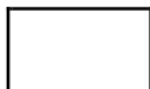
The City’s strategic risk profile is focused on the following risk factors:

- Linked to the City’s Overall purpose or direction;
- Beyond City’s immediate control that can affect long term;
- Organisational survival (Sustainability);
- Elevate discussion of Strategy;
- Enhance the alignment with performance; and
- Link Enterprise Risk Management into decision making.

As part of this process, the City’s strategic risk registers were reviewed using the following process:

- Identified through analysis of both the Strategic Community Plan and Corporate Business Plan and what can impede the organisation

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from delivering on strategic objectives as well as reviewing past performance and risks to determine future challenges and new priorities; and

- Risks usually identified from the external environment, that affect the decisions made around organisational priorities, resource allocation, tolerance and acceptance of risk.

The review is now complete, both the amended risk register and risk management framework are being presented for adoption as shown in the attachments to this report.

Strategic Plans/Policy ImplicationsLeading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

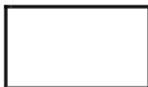
Failure to adopt the recommendations will result in the inability to support an integrated and effective approach to risk management and lack of guidance on the arrangements for designing, implementing, monitoring and continually improving risk management process.

Advice to Proponent(s)/Submitters

N/A

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

Nil

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CITY OF COCKBURN RISK MANAGEMENT FRAMEWORK 'ROAD MAP' ACTION PLAN (2019-2021)

Element	Actions	Responsibility	Timeline
1. Risk Governance	<ul style="list-style-type: none"> Review and agree the specific risk governance role of the Council, particularly in relation to the oversight of "material risks" facing the City, risks which sit outside the risk appetite of the Council, the identification of strategic/external risks and the development of risk appetite. (Ref OI4) 	<ul style="list-style-type: none"> Council and Executive Management Team 	<ul style="list-style-type: none"> 2019
2. Risk Assessment and Acceptance Criteria Tables	<ul style="list-style-type: none"> Review the effectiveness of the criteria and implement the recommendations to improve the clarity within the tables. (Ref OI 7) 	<ul style="list-style-type: none"> Governance and Risk Advisor 	<ul style="list-style-type: none"> 2019
3. Risk Appetite	<ul style="list-style-type: none"> Build on the high-level statements to develop a series of risk acceptance principles, tolerances and limits to further enhance the definition of the risk appetite. Communicate the risk appetite to all internal and external stakeholders. Implement mechanisms to ensure that risk-taking is within the defined appetite. This would include the development, aggregation and reporting of key risk indicators to provide an organisational-wide view of the risk exposure. Ensure there is a mechanism in place whereby any risks which sit outside the defined risk appetite are escalated to the Council for review and decision-making. (Ref OI 8) 	<ul style="list-style-type: none"> Council and Executive Management Team 	<ul style="list-style-type: none"> 2019
4. Risk Management Hierarchy	<ul style="list-style-type: none"> Review the Strategic Risk Register in the context of the Strategic Planning documentation to ensure that risks associated with the specific and agreed strategies are identified and appropriately managed. (Ref OI 11) Project and Event Risk Management should be integrated within the overall RMF and risk 	<ul style="list-style-type: none"> Executive Management Team 	<ul style="list-style-type: none"> 2019

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CITY OF COCKBURN RISK MANAGEMENT FRAMEWORK 'ROAD MAP' ACTION PLAN (2019-2021)

	<p>registers incorporated into a single risk information repository. (Ref OI12)</p> <ul style="list-style-type: none"> Clarify how the strategic, operational and project risk registers interface and align with each other (e.g. how the City reports on projects which may have an impact on strategic or operational activities. (Ref OI13) 		
5. Risk Monitoring, Reporting and Review	<ul style="list-style-type: none"> Develop a Strategic Plan for the City which is aligned with the high-level Strategic Community Plan and outlines the specific strategies and associated risks. Review these strategies and risks annually to ensure the City remains on track to achieve the 4-year goals defined in the Strategic Community Plan. (Ref OI 20) Ensure that the City's incident management process (<i>including the type of incidents/losses/near misses recorded, any investigation processes, root cause analysis etc.</i>) links back to the risk profile to provide valuable insight into the assessment of the perceived risks. Key risk indicators should be established and monitored to give early warning of control failure and emerging risk issues. (Ref OI 23) 	Executive Management Team	2020
6. Risk Management Culture	<ul style="list-style-type: none"> Ensure options and decision papers across all levels of management within the City are supported by relevant risk information. Embed risk management as a standing agenda item for regular senior management and executive meetings. Review the extent to which the CEO, Directors and Managers are proactive in the driving of risk assessments within each of their areas. Include risk management responsibilities in Job Descriptions and ensure an assessment of risk management performance is included as part of the performance management review. (Ref OI6) 	Executive Management Team, Senior Managers	2020
7. Capability and Support	<ul style="list-style-type: none"> Develop and implement a structured training program to ensure that all accountable officers have the skills to be able to identify, assess and manage risks within their own areas of 	Human Resources	2020

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CITY OF COCKBURN RISK MANAGEMENT FRAMEWORK 'ROAD MAP' ACTION PLAN (2019-2021)

	responsibility and are held to account for monitoring and reporting risk information in accordance with the RMF. (Ref OI 24)	Manager and Governance, and Risk Advisor	
8. Risk Management Integration	<ul style="list-style-type: none"> Define the mechanism by which new risks are identified and managed on an ongoing basis (<i>e.g. any new risks since the development of strategic/operational plans</i>). Review the processes for managing contracts, partnership, joint ventures or alliances, to ensure risk allocation is carefully considered and clearly allocated such that all parties accept responsibilities for the allocation and have a clear understand of how the risk sharing arrangement will work. Review the process by which low probability/ high consequence risks events ("black swan events") are identified and managed and implement scenario testing to ensure that the City can recover quickly from major disruptions /outages and setbacks. (Ref OI9) 	<ul style="list-style-type: none"> Risk Review Group 	<ul style="list-style-type: none"> 2020
9. Controls Assessment and Assurance	<ul style="list-style-type: none"> Implement a mechanism to highlight those risks with a potential catastrophic impact to ensure that the appropriate level of assurance is in place (such as scenario testing and routine internal/external audits). (OI 16) 	<ul style="list-style-type: none"> Governance and Risk Advisor 	<ul style="list-style-type: none"> 2021
10. Risk Treatment	<ul style="list-style-type: none"> As part of the implementation of a new Risk Management Information System, incorporate the recommendations noted in OI 18 and OI 19. 	<ul style="list-style-type: none"> Governance and Risk Advisor 	<ul style="list-style-type: none"> 2021
11. Continuous Improvement	<ul style="list-style-type: none"> The City has developed a set of risk management performance indicators to act as "lead" indicators as to the effectiveness of the RMF. It is important that these indicators are assessed, and the status reported on an annual basis in order for the intended value to be derived. It is recommended that the RMF is reviewed by exception once per year – with a formal review taking place once every 2/3 years. (Ref OI 26) 	<ul style="list-style-type: none"> Governance and Risk Advisor 	<ul style="list-style-type: none"> 2021



RISK MANAGEMENT FRAMEWORK

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Document Control

Document Record			
Document title	Risk Management Framework		
ECM document name	City of Cockburn – Risk Management Framework		
ECM document set ID	6788740		
ECMSubject Code	021/012		
Review and approval			
Maintained by	Governance & Risk Management Coordinator		
Version number	2	Version date	October 2017
Reviewed by	Risk Review Group	Date reviewed	26 October 2017
Approved by	Chief Executive Officer	Date approved	November 2017
Frequency of review	Annually	Next review date	November 2018
NOTE: The City of Cockburn will review this framework on a biennial basis, but will also make incremental changes, modifications, and adjustments as conditions warrant. This framework document goes through continuous ongoing changes based on the risk maturity level of the City of Cockburn.			
Record of changes / issues			
Version	Date	Comments / reasons for change	Made by
1	12/18	December Council Meeting	Council
2	5/19		
Distribution			
Name	Position		
Executive and Management Team	Directors & Senior Managers		
Elected Members	Audit & Strategic Finance Committee Members		

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INTRODUCTION

The management of risk is the responsibility of everyone and is an integral part of the culture of the City of Cockburn (the City), and is reflected in the various policies, protocols, systems and processes used to ensure efficient and effective service delivery.

The Risk Management Framework reflects good practice and sound corporate governance and is consistent with the risk management guidelines and principles of AS ISO 31000:2018 *Risk management-Guidelines* (AS ISO 31000).

Sound corporate governance requires integrated risk management processes and strategic planning, reporting and performance measurement. The key to successful integration is streamlining the approach to managing risk by ensuring that everyone uses common language and documents their risks using a consistent approach.

To effectively embed risk management throughout the City, all employees need to be aware of their responsibilities in relation to identifying, managing, communicating and elevating risk.

The City's overall risk appetite is 'risk prudent'.

The City should accept the taking of controlled risks, the use of innovative approaches and the development of new opportunities to improve service delivery and achieve its objectives provided that the risks are properly identified, evaluated and managed to ensure that exposures are acceptable.

The City provides a diverse range of services across a variety of workplaces, which presents opportunities, threats and uncertainties that may have a positive or negative impact on the organisations deliverables and the community. The City seeks to manage these risks in accordance with its Risk Management Policy and Framework.

To guide the City's decision making the risk appetite is defined using terms describing acceptable tolerances such as None (no appetite); Low; Moderate; High. The defined risk appetite is the amount of risk to which the City is prepared to accept in pursuit of its objectives and before action is deemed necessary to reduce the risk.

OHS/ Health/Injury/Well being

The safety of employees, contractors and the public is an explicit priority for the City. Safe working practices are continually being improved and refined and there is no appetite for employees not following due process where their or others safety may be at risk. Due to the scale, nature, locations and diversity of City deliverables, it is

realistic to acknowledge that minor injuries may occur from time to time, however the City has a low tolerance for these.

The City seeks opportunities to develop a multi-skilled workforce that includes employees increasing their skills and knowledge as well as encouraging initiative and enthusiasm. Whilst these are considered positive aspects, the City has no appetite for employees performing duties for which they are not suitably qualified or trained or acting outside of their delegated authority. Where legislative requirements allow and formal qualifications and training are not required to perform duties the City has a low tolerance but appropriate supervision and oversight of activities and outcomes must be in place.

The City has a low appetite for implementing practices and procedures that may result in large scale dissatisfaction within the workforce. The City will, within established guidelines and practices, consult with its workforce but does have a low tolerance for change that impacts its workforce when focused on delivering appropriate, effective and efficient outcomes.

Financial

There is a low appetite for activities that threaten the long term financial stability of the City. It is recognised however that sustainability will require investigation into enhancing and/or diversifying income streams so there is a moderate tolerance for discrete activities or projects that may provide additional income streams or enhances economic diversity.

The City's investment policy stipulates a very low appetite for risks in investments, which is imposed by legislation. There is no appetite for being illiquid with the focus on maintaining liquidity within imposed statutory financial ratios.

Effective management of projects is important to the City and consequently there is a low appetite for project cost or time overruns exceeding 20% variation. Acknowledging that historical legacies, multiple external stakeholders and other complexities exist there is a moderate tolerance towards project cost and time overruns exists but appropriate reporting and escalation are to occur and lessons learnt from these are to be reviewed to prevent reoccurrence

Service Delivery/ Strategic Objectives

The City has no appetite for unplanned service disruptions to critical and core services, including contracted services, as defined by the City's business continuity management process. In reality there exists a low tolerance for disruption to core services which are to be addressed within recovery time objectives established in the City's business continuity plans.

To support service delivery across all City deliverables there is a low appetite for disruption to other supplementary services which may be relaxed to a moderate tolerance recognising that resources may need to be directed to continuity of critical and core services.

There is a very low appetite for IT systems failures, data loss or security breaches.

The City wishes to encourage innovation and therefore there is a high appetite for considering and implementing service level enhancements and efficiencies when aligned with all other aspects of this risk appetite statement.

Due to their high level nature, internal and external change and relevance to day to day services the City currently has moderate appetite to risks that may result in strategic objectives not being achieved.

Environmental

There is no appetite for not fulfilling its obligations to the built and natural environment including management of contaminated sites, sensitive or high profile sites, waste services or the City's preparation, planning, response and recovery to hazards. The City recognises the multiple stakeholders and responsibilities involved in fulfilling the obligations and needs to accept a low tolerance to those environmental risks.

Reputational

The City has a low appetite for reputational risks that may result in substantiated complaints from the community and/or key stakeholders. It is recognised the City has diverse community and stakeholder needs and expectations and therefore accepts a low tolerance for complaints.

The City has a low appetite for sustained and substantiated negative media coverage. The City has no appetite for the provision of inaccurate qualified advice or unethical actions with a low tolerance for errors in unqualified advice or provision of information.

Compliance

The City has obligations both mandated and recommended through numerous statutory and regulatory requirements and the City has no appetite for non-compliance, breaches of legislation or regulatory requirements or non-reporting of breaches and non-compliance to appropriate authorities. There is recognition that the City must accept a very low tolerance for some non-compliance due to

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competing requirements, changing requirements or minor breaches from time to time.

The City does have a moderate appetite to lead challenges to out of date, restrictive and unnecessarily risk adverse legislation and requirements. The City has no appetite or any tolerance for theft, fraud or misconduct by Elected Members or Officers.

Stephen Cain
Chief Executive Officer

Date

8 December 2017

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1. RISK MANAGEMENT FRAMEWORK OVERVIEW

1.1 Risk Management Policy

The City's Risk Management Policy (the Policy) (SC51) documents the commitment and objectives regarding managing uncertainty that may impact the City's strategies, goals and objectives.

The purpose of this Framework is to provide details of the requirements and processes supporting the City's Policy.

The implementation of the Framework will:

- Ensure a consistent approach to the risk management process across Council;
- Establish a structured process for undertaking the risk management process to identify, assess and control/treat risks;
- Encourage the integration of risk management into the strategic and operational process across all Business Units of the City.

This Risk Management Framework has been developed with input and review from the Risk Review Group, Executive Team, and Audit & Strategic Finance Committee and adopted by Council.

1.2 Benefits of Risk Management

The management of risk is an ongoing process that provides many benefits which include:

- Greater likelihood of achieving objectives
- Compliance with legislative requirements
- Improve stakeholder trust and confidence
- Encourages decisive leadership rather than management of crisis
- Better information for decision making
- Reduces unexpected and costly surprises
- Better results from projects and activities
- More effective and efficient allocation of resources
- Balancing opportunity and risk
- Enhanced accountability and corporate governance; and
- Assists in obtaining insurance cover.

1.3 Common Risk Definitions and Explanations

Risk:

- The effect of uncertainty on the achievement of set objectives (AS ISO 31000).

Note – an effect is a deviation from the expected – positive and/or negative.

- Risk is often expressed in terms of a combination of the consequences of an event and the associated likelihood.

Risk Management:

- Coordinated activities to direct and control an organisation with regard to risk (AS ISO 31000).

Risk Framework:

- Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation (AS ISO 31000).

Risk Assessment:

This is the part of the risk management process that includes the following three components:

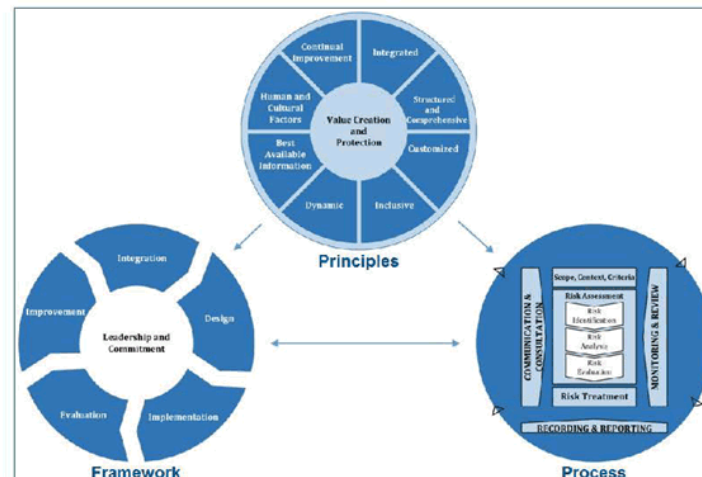
- Risk Identification – process of finding, recognising and describing risks;
- Risk Analysis – Involves developing an understanding of the risk including their causes and sources and the likelihood and consequences should the risk occur; and
- Risk Evaluation – Assists in making decisions about risk priorities and treatments following the risk analysis.

Risk Monitoring and Review:

- Involves continually reviewing the overall risk management process to ensure that controls are effective, new information is gathered, latest changes and trends are identified, successes and failures are recorded, lessons are learned, changes in internal and external context are detected and emerging risks are captured.

1.4 Risk Management Principles

Building an integrated and effective Risk Management Framework takes commitment and resources. All components of this document are based on AS ISO 31000. The risk management principles outlined in AS ISO 31000 which guide the City's risk management approach are:



Our Framework is built around the elements identified as *risk culture, governance and accountability, resources and planning, process, and assurance*. A brief description of the five elements is outlined below:

(a) Risk Culture: Risk culture is a sub-set of the City's culture. The risk management behaviour of the people within City can be described as 'the way things are done'.

(b) Risk Governance and Accountability: Governance and Accountability is the approach taken for making decisions about risk and developing, supporting, and embedding the risk framework.

(c) Risk Management Resources and Planning: Resources is the allocation of human and financial resources to oversee risk and planning. It is the thinking and organising of activities that are required to implement an integrated Risk Management Framework.

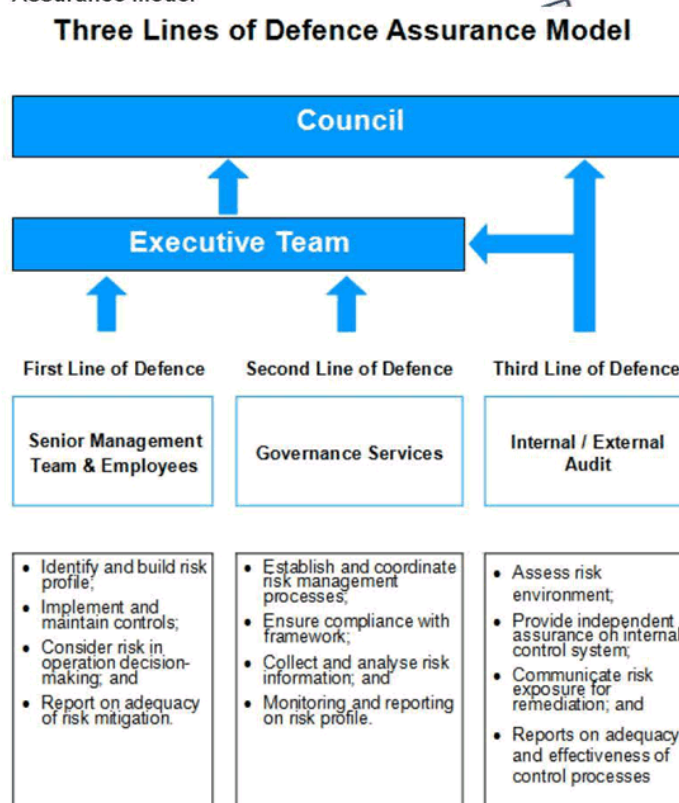
(d) Risk Management Process: Refers to the process around managing all risks, including strategic, operational and emerging risks. This involves identifying, assessing and monitoring risks through the City's risk management system.

(e) **Risk Assurance:** Risk assurance is making sure the internal controls are adequately supporting the management of risk and compliance with regulations.

1.5 Risk Management Approach

The City has adopted the "Three Lines of Defence" Assurance model for the management of risk. This model ensures roles; responsibilities and accountabilities for decision making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite and framework, the Council, Management and Community will have assurance that risks are managed effectively to support the delivery of the Strategic, Corporate and Operational plans.

The Following diagram depicts the **Three Lines of Defence Assurance Model**



1.6 Legislative Requirements

Risk management is integral to good governance and good management. **Regulation 17, of the Local Government (Audit) Amendment Regulations 2013**, requires the Chief Executive Officer (CEO) to undertake a review which assesses the appropriateness and effectiveness of the City's systems and procedures in relation to:

- risk management;
- internal controls; and
- legislative compliance

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2. RISK MANAGEMENT KEY ELEMENTS

The purpose of this section of the Risk Management Framework is to provide an overview of the Framework's five key elements and how they apply to Council.

2.1 Risk Culture

Our organisational culture is the behaviours, values and beliefs that are shared by the people within the organisation.

Risk culture is fundamental to supporting governance, stakeholder confidence, trust and compliance with relevant legal and regulatory requirements for improving the control environment, the operational effectiveness and efficiency and the identification of opportunities and threats.

The management of risk is the responsibility of all staff and this requirement is included in all position descriptions. Risk maturity assessments can be conducted which will inform us about our culture.

The City's values positively encourage a risk culture where understanding, managing and calculating a prudent level of risk is part of the everyday decision-making process. The elements that will contribute to a positive risk culture are:

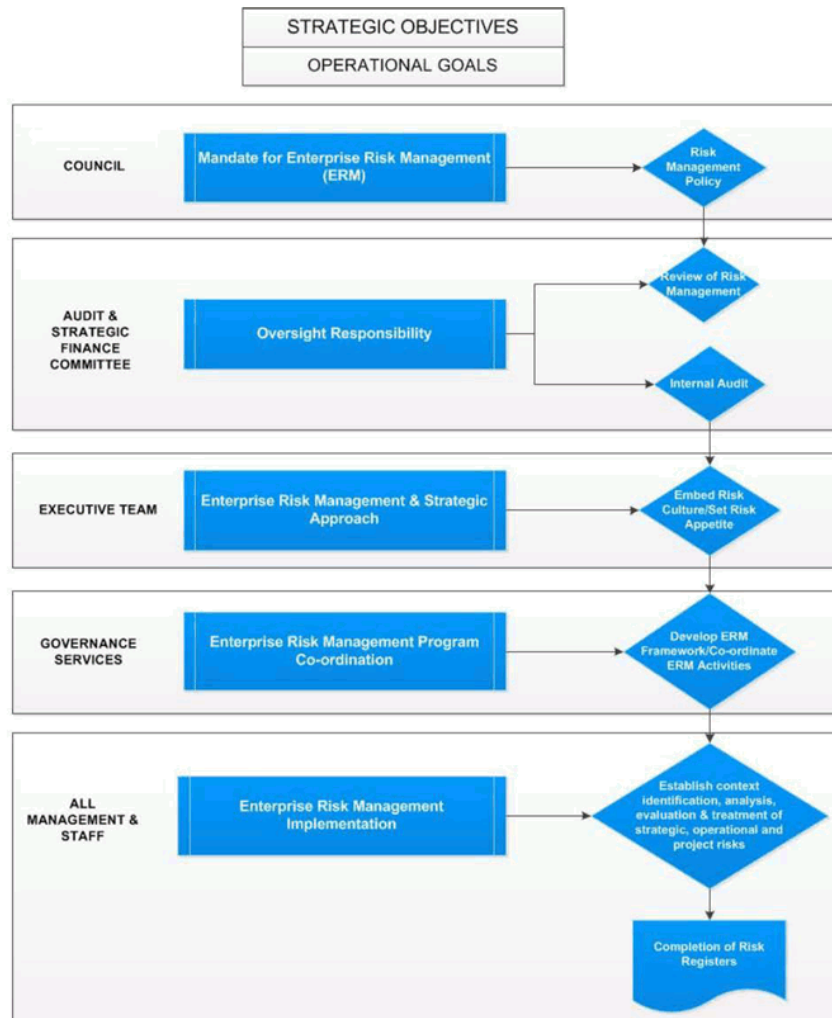
- leadership, which is articulated in the policy
- communicating the benefits of risk management
- Integrating risk management with other business processes and systems so the task of managing risk is not regarded as an additional burden.

Key risk performance indicators are measures which support our transparent approach to maturing risk management. The risk management performance indicators which we are working towards are provided as Appendix C.

2.2 Risk Governance and Accountability Structure

Our risk management accountability framework is aligned to our existing accountability requirements and summarised in Appendix D, outlining the roles and responsibilities in relation to risk management.

Our approach to enterprise risk management is aligned to our strategic and business planning frameworks.



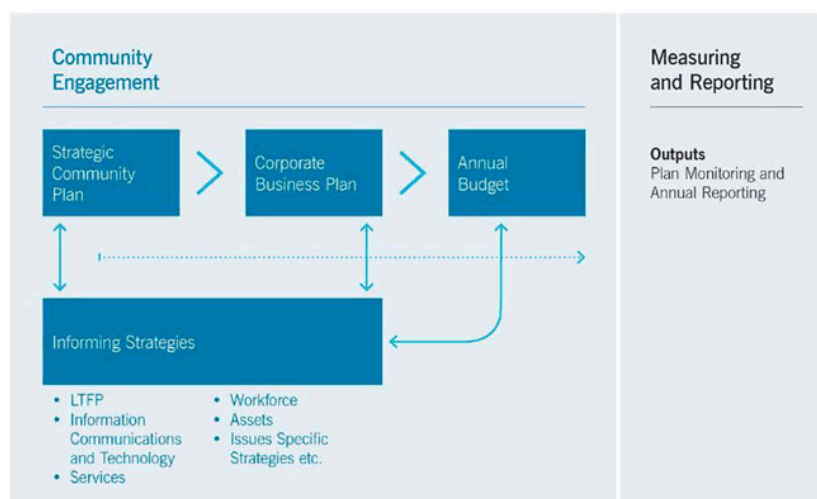
Strategic risks are overseen by the Executive and operational risks are identified and monitored as part of our annual business planning cycle.

Our risk register is enabled by *Risk Management and Safety System (RMSS)*, a licensed enterprise risk information system. Our maturity and performance can be measured against our integrated risk management performance indicators.

2.3 Risk Management Resources and Planning

Risk management resources and planning are embedded within existing processes and operates on a number of levels. A summary of our integrated approach to resources and planning is outlined below depicting the components that make up the City's Integrated Planning and Reporting Framework (IPRF):

Elements of Integrated Planning and Reporting Framework



The City's IPRF, as the primary source of guidance for the organisation, provides context to which the risk management process operates. The IPRF is designed to strengthen the linkages between community aspirations, financial capacity and practical service delivery.

The City's risk management approach is embedded into this planning process and assists in the delivery of community needs in a sustainable manner. This planning process operates on a cyclical basis and provides opportunities to undertake analysis of emerging, known or unknown risks that may impact on the purpose and objectives of the City.

The City is required to perform a biennial review of the IPRF elements. The review is designed to test and ratify the City's strategic direction,

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based on community needs. This provides the mandate to ensure the City's risk approach is also reviewed, in line with the legislative requirements of risk management.

Responsibility for risk management is outlined in our Risk Management Accountability Structure (Refer to Appendix D). Risk management resources are embedded within all Departments across all functions.

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2.4 Risk Management Process

The City's risk management process is designed to ensure that risk management decisions are based on a robust approach, assessments are conducted in a structured and consistent manner, and common language is used and understood throughout the organisation. In line with AS ISO 31000, the elements of the City's risk management process are outlined below, with a brief description of each of the process articulated in the below table:

Process Step	Description	Purpose
Communication and Consultation	Involving stakeholders (internal and external) and information sharing throughout the risk management process, across the City.	<ul style="list-style-type: none"> Context is appropriately defined; Staff that are involved throughout the risk process understand the basis for decisions and actions required; and Lessons learnt are shared and transferred to those who can benefit from them.
Establish Context (explained further in section 2.4.1)	Understanding the City's objectives and defining the external and internal environment within which the City operates.	<ul style="list-style-type: none"> Understand the critical success factors influencing the ability to achieve objectives; and Determine boundaries within which the Risk Management Framework operates using the City's Risk Assessment & Acceptance Criteria (Appendix A).
Risk Identification	Identifying risks, its sources, causes and potential consequences.	<ul style="list-style-type: none"> Refer to the City's Risk Assessment & Acceptance Criteria to ensure risks are assessed in a consistent manner; and Generate a comprehensive list of threats and opportunities based on the critical success factors that might enhance, prevent, degrade, accelerate or delay the achievement of set objectives.
Risk Analysis	Comprehending the nature of the risk and determining the level of risk exposure (likelihood and consequence).	<ul style="list-style-type: none"> Provide an understanding of the residual (level of exposure should controls fail) and controlled risk (level of exposure with controls in effect); Utilise the City's Measures of Existing Controls in identifying ineffective controls; Determine relevant consequence categories to rate the residual risk; and Combine the measures of consequence and likelihood to determine the level of risk.
Risk Evaluation	Comparing the risk analysis with the risk criteria to determine whether the risk is acceptable or tolerable.	<ul style="list-style-type: none"> Determine whether the controlled risk aligns with the City's risk appetite; Determine if controlled risks need further treatment; and Identify priority order in which these risks should be treated.

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Process Step	Description	Purpose
Risk Treatment	<ul style="list-style-type: none">• Selecting one or more options for treating the risk.• Reassessing the level of risks with controls and treatments in place (residual risk).	<ul style="list-style-type: none">• Identify treatments for risks that fall outside the City's risk appetite;• Provide an understanding of the residual risk (level of risk with controls and treatments in place); and• Identify priority order in which individual risks should be treated, monitored and reviewed in line with the City's risk assessment & acceptance criteria.
Monitoring and Review	<ul style="list-style-type: none">• Determining whether the risk profile has changed and whether new risks have emerged.• Checking control effectiveness and progress of the treatment plans.	<ul style="list-style-type: none">• Identifying emerging risks;• Provide feedback on control effectiveness;• Identify whether any further treatment is required;• Provide a basis to reassess risk priorities;• Capture lessons learnt from event failures, near - misses and success; and• Monitor risk controls and actions through RMSS, the City's risk management software.

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2.4.1 Establishing the Risk Management Context

To ensure adequate alignment and consistency of risk management practices throughout the City, the below provides the context for which risks are defined, identified and managed.

Plans	Risk Definitions	Accountability
<p>Strategic Community Plan The Strategic Community Plan (SCP) articulates the long term strategic direction and guides the City's planning process. It outlines the communities' aspirations and vision as well as identifying the strategies that the City is intending to implement to achieve its objectives.</p> <p>The SCP describes the vision and strategic objectives of the elected Council.</p> <p>In determining the strategic risk profile the City will have to collect information, through environmental scanning, which is broad enough to include a range of trends, influences and time horizons</p> <p>They are usually identified through analysis of environmental factors, stakeholder expectations and strategy development and will likely have a material impact on the City's ability to achieve its mandate and strategic objectives.</p>	<p>Strategic Risks</p> <ul style="list-style-type: none"> Identified through analysis of both the SCP and Corporate Business Plan (CBP) and what can impede the organisation from delivering on strategic objectives as well as reviewing past performance and risks to determine future challenges and new priorities. Risks usually identified from the external environment, that affect the decisions made around organisational priorities, resource allocation, tolerance and acceptance of risk. Strategic risks are the risks that will prevent the City from meeting the objectives outlined in the SCP. They are the risks of most concern to the City and therefore require direct attention by the CEO. 	Executive Team

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Plans	Risk Definitions	Accountability
Business Unit Operational Plans Annual plans that identify the Unit's key accountabilities in implementing the City's strategic plan, key strategies and targets. Plans are developed through a process of environmental scanning and reviewing past performance and risks to determine upcoming challenges and new priorities.	Operational Risks Risks or opportunities that may affect achieving the objectives of the planned Business Unit outcomes of performance, identified through Business Unit Plans, Specific Purpose Plans, programs of change, or hazard assessments. These risks usually result from inadequate or failed internal processes, people and systems. Operational risks are linked to the Business Plan objectives and take into consideration risks which will prevent Departments from delivering their annual business plans and ongoing services to the community.	Business Unit Managers
Program Plans Plans for implementing business strategies, policies and initiatives, or large-scale change, to achieve a desired outcome and benefits of strategic importance.	Each Department is required to undertake a risk assessment in accordance with this Framework to determine the risks in meeting its delegated statutory obligations and stated objectives. This process is incorporated into the business planning process.	Service Unit Leader
Safety Management System The City's systematic approach to managing safety, including organisational structures, accountabilities, policies and procedures. Officers (persons conducting a business or undertaking) are responsible for protecting workers and other persons against harm to health, safety and welfare through the elimination or minimisation of risks arising from work or from particular types of substances or plant.	Operational risk predominantly relates to critical services and functional business processes that support the City's service delivery objectives. This risk type takes a horizontal perspective of risk across the City. Safety risks can cause harm or adverse effects (to individuals as health effects or to the City as property or equipment losses).	All Staff
Project Plans Formal, approved documents used to guide both project execution and project control.	Project Risks Uncertain events or set of circumstances that, should they occur, will have an effect on the achievement of one or more project objectives. Project and program risk refers to the risks unique to a specific project/program. The City regularly undertakes significant projects and programs, management of which should be consistent with the City's project management methodology. Projects and programs should maintain a risk register(s) and regularly report the risks to the project/program sponsor/s or steering committee. Any substantial risk that is strategic in nature should also be incorporated in the Operational risk register to ensure visibility across the enterprise.	Project Team/Manager

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Plans	Risk Definitions	Accountability
<p>Specific Risk Functions</p> <p><u>Fraud and corruption</u> - Refer to the Fraud and corruption prevention policy and guidelines.</p> <p><u>Business continuity management</u> - Refer to the Crisis and Business continuity framework.</p> <p><u>Local Emergency Management Plans</u> Series of plans that identify hazards, risks and their mitigation, response to and recovery from emergency events. Detailed plans for response and recovery are linked to the District & State Emergency Management Plans.</p>	<p>Fraud and corruption risk management is an important subset of the City's overall risk management framework. The City and constituent business areas are required to conduct a fraud risk assessment on a regular basis, in doing so; the assessment should be consistent with the process prescribed in the framework. Correspondingly, provision for fraud has been integrated into the City risk register to enhance fraud and corruption reporting.</p> <p>Some risk is unavoidable and it is not within the ability of the City to completely manage, e.g. natural disasters. A key strategic risk for the City and its business areas is the inability to remain operational and continue delivering Council services. In these instances, the only action that can be taken is the preparation of contingency plans for business continuity. Business continuity management is a key mitigating factor as it increases the department's resilience in, response to and recovery from events that may disrupt business services and operations</p> <p>Emergency Management Hazards/Risks & Public Hazards Risks and hazards which:</p> <ul style="list-style-type: none"> • Would pose a threat to life, property or the environment. • Would require a large scale emergency response. • Would require support / action from the City. • Would require Recovery strategies to be adopted to return the community to normal 	<p>All services units with support from other units and external agencies</p>

2.4.2. Treatment

For risks which fall outside of the City's risk appetite, determine treatment options that may improve existing controls and/or reduce consequence/likelihood to an acceptable level.

Risk treatments may involve actions such as avoid, share, transfer or reduce the risk. The treatment selection and implementation may be based on:

- Cost versus benefit;
- Ease of implementation; and
- Alignment to organisational values and objectives.

The purpose of risk treatment plans is to document how the chosen treatment options will be implemented. A comprehensive risk treatment plan should be prepared for all High and Extreme risks. The information provided in treatment plans should include:

- Risk ID, risk description, risk level
- The reasons for selection of treatment options, including expected benefits to be gained
- Those who are accountable for approving the plan and those responsible for implementing the plan (e.g. Risk owner);
- proposed actions;
- resource requirements including contingencies
- plan to monitor implemented controls;
- reporting requirements (e.g. Council action, Audit and Risk Committee action, Executive Management team action etc.); and
- timing and schedule.

2.4.3. Monitor & Review

The City will review all Risk Profiles in line with the Risk Assessment & Acceptance Criteria or if triggered by one of the following:

- changes to context;
- a treatment is implemented; and
- an incident occurs or due to audit/regulator findings.

The Governance & Risk Management Coordinator will monitor the status of risk treatment implementation and report on progress, if required.

The CEO and Executive will monitor substantial risks and treatment implementation as part of their normal Directors agenda item with specific attention to be given to risks that meet any of the following criteria:

- Risks with a Level of Risk of High or Extreme;
- Risks with an Inadequate Existing Control Rating;

- Risks with a Consequence Rating of Catastrophic; and
- Risks with a Likelihood Rating of Almost Certain.

2.5. Risk Assurance

The risk management validation and assurance program operates on a number of levels from management reviews to internal and external reviews.

Management Control reviews: These annual reviews are initiated by management to inform and to provide another level of insight on the degree to which management and operational levels has a shared understanding of risk management.

This level of scrutiny completes an important aspect of a risk management system. That is to provide assurance that key risks are actively controlled and control mechanisms in place reduce the risk profile of the City

Audit services: The internal audit program is overseen by the Governance & Risk Department. The internal audit plan is developed with consideration to the strategic and operational business risk profile.

The internal audit program is designed as a rolling three year plan based on risk against which Internal Audit is to prepare audit reports for the Audit Committee's consideration. These audit reports are to also include, where applicable, management responses, accountabilities and timelines for corrective actions.

This plan shall detail the nature and timing of reports to be presented to the Audit Committee and to Council and will reflect the priorities and functions of the Audit Committee as detailed in their Charter.

External reviews: These reviews are conducted by an agency external to Council. Typically the agencies which currently conduct independent reviews are the Auditor General's Office and Ombudsman

Risk Maturity review: Governance services conduct a maturity assessment every 2 years, in line with the corporate planning cycle to measure and test staff's perception of Council's risk management culture. The results are reported to the Executive Team and where appropriate incorporated into an action plan.

2.5.1. Risk Tools

The risk register enables staff to document, manage, monitor, review and update strategic, operational, hazard or project risk information. Risk register reporting allows the City to monitor and review risks in alignment with the SCP, CBP, Business Unit Plans, programs and other cascading plans.

Information from the risk management process is to be recorded, reported and monitored using the City's various risk register templates. The City has two ways to record risks as depicted below:

RMSS risk register – An online risk management tool, to assist the City in recording, monitoring and reporting operational and strategic risk information.

Offline risk registers – These are various risk register templates used for projects, programs, events and hazard assessments. This information is not kept within the RMSS.

3. TRAINING AND EDUCATION

The City has clarified roles, responsibilities, accountabilities and delegations at all levels. The City's Risk Management Framework is to be embedded through a number of communication, training and support systems, including training.

To ensure that adequate risk management competency levels are achieved and maintained, the City provides regular training courses in the risk management process and its application in the City.

Specific risk management training sessions will be held on an annual basis, aimed at providing an overview of the Risk Management Framework. The training will be provided by the Risk and Governance Advisor. Additional ad-hoc training will be provided as required.

This training is designed to increase the knowledge and awareness of staff and management in a number of risk management topics including:

- risk management principles and process;
- fraud and misconduct awareness;
- environmental management;
- events management; and
- Business Continuity and Crisis Management.

Instruments providing training on appropriate controls include job descriptions, inductions, policies, procedures, terms of reference, performance planning and review programs, contracts and delegations.

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APPENDIX A - RISK ASSESSMENT AND ACCEPTANCE CRITERIA

Measures of Consequence

Risk Category	Insignificant(1)	Minor (2)	Major(3)	Critical (4)	Catastrophic (5)
Financial Impact	< \$50K or 5% of OP / little or no impact on asset	\$50K to < \$250K or 10% of OP / minor loss or damage to asset	\$250K to < \$1M or 25% of OP / major damage to asset	\$1M to < \$5M or 25% of OP / significant loss of asset	>\$5M or 50% of OP / complete loss of asset
OHS/Health/Injury/Well-being	No injuries	First aid treatment	Medical treatment, no lost time injury (LTI)	Partial disablement, or severe injury leading to LTI < 10 days	Death, or permanent disablement leading to LTI ≥ 10 days
Brand/Reputation	Low impact Low profile No complaint	Low impact Low profile Low media attention Possible complaint	Moderate impact Moderate media attention Public complaint	Damage to reputation. Public embarrassment High media attention Several public complaints Third party legal action	Irreversible damage to reputation. Very high level of public embarrassment. Very high media attention Many public complaints
Operations/Service Disruption	Little impact Business-as-usual / < 5% variation against PI	Minor impact Easily dealt with Still business-as-usual / 5 - 10% variation against PI	Some objectives affected Can continue as business-as-usual with minor controls executed / 10 - 25% variation against PI	Some of the major objectives cannot be achieved Business can still deliver but not to expected level / 25 - 50% variation against PI	Most objectives cannot be achieved Business will not operate / > 50% variation against PI
Environmental Health	An insignificant environmental event that can be immediately corrected under the control of the City	A minor environmental event that can be corrected through system improvements within the City	A moderate environmental event that can be remediated but requires multiple stakeholder input	A significant environmental event where rehabilitation involves multiple stakeholders and various levels of the community and government	A severe environmental event requiring multiple stakeholders, all levels of the community and government to remediate.
Compliance	Minor breach of policy / process requiring some response with little impact on other criteria	Compliance Breach of policy / process requiring additional work or minimal damage control	Compliance Breach requiring investigation, mediation or restitution and breach of legislation or regulations	Compliance Breach involving external investigation or third party actions resulting in tangible loss or reputation damage to the City and breach of legislation or regulations	Compliance Breach involving regulatory investigation and / or third party actions resulting in tangible loss or significant reputation damage to the organisation and breach of legislation or regulations

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Risk Category	Insignificant(1)	Minor (2)	Major (3)	Critical (4)	Catastrophic (5)
Project	Majority of milestones and objectives being achieved with minor variation to scope and/or quality reported. Minor impact absorbed through project. Or < than 5% of Project Budget or < than \$50k, whichever is lower Or < than 5% of Project Timeline or < than 30 days, whichever is lower	Minor impact on milestones and objectives being achieved with minor variation to scope and/or quality reported. Disruptive impact on project deliverables expected. Or Between 5% to 10% of Project Budget or between \$50k - \$250k, whichever is lower Or Between 5% to 10% of Project Timeline or between 30 - 60 days, whichever is lower	Major impact on milestones and objectives being achieved with minor variation to scope and/or quality reported. Serious impact on project deliverables expected. Or Between 10% to 25% of Project Budget or between \$250k - \$1m, whichever is lower Or Between 10% to 25% of Project Timeline or between 60 - 90 days, whichever is lower	Major impact on milestones and objectives being achieved with significant variation to scope and/or quality reported. Critical impact on project deliverables expected. Or Between 25% to 50% of Project Budget or between \$1m - \$5m, whichever is lower Or Between 25% to 50% of Project Timeline or between 90 - 120 days, whichever is lower	Catastrophic impact on milestones resulting in the failure to achieve one or more objectives of the project. Or > than 50% of Project Budget or > than \$5m, whichever is lower Or > than 50% of Project Timeline or > than 120 days, whichever is lower

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Measures of Likelihood						
Score	Likelihood	Probability / Frequency				
5	Almost Certain	Such events are expected to occur routinely during an operation /asset life/project.				
4	Likely	Such events may occur frequently during an operation /asset life/project.				
3	Possible	Such an event may occur more than twice during an operation /asset life/project.				
2	Unlikely	Possible that such an event may occur once during operation /asset life/project.				
1	Rare	Theoretically such an event is possible but not expected to occur during an operation /asset life/project.				

Risk Matrix						
	Consequence	Insignificant	Minor	Major	Critical	Catastrophic
Likelihood		1	2	3	4	5
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	Substantial (10)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	Substantial (12)	High (15)
Likely	4	Low (4)	Moderate (8)	Substantial (12)	High (16)	Extreme (20)
Almost Certain	5	Moderate (5)	Substantial (10)	High (15)	Extreme (20)	Extreme (25)

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Risk Acceptance Criteria				
Risk Level	Code	Criteria	Treatment	Responsibility
LOW		Risk acceptable with adequate controls, managed by routine procedures. Subject to annual monitoring or continuous review throughout project lifecycle.	Management through routine operations/project, Risk Registers to be updated.	Service Unit Manager/Project Manager
MODERATE		Risk acceptable with adequate controls, managed by specific procedures. Subject to semi-annual monitoring or continuous review throughout project lifecycle.	Communication and awareness of increasing risk provided to SM, Risk Registers to be updated.	Senior Manager/Project Manager
SUBSTANTIAL		Accepted with detailed review and assessment. Action Plan prepared and continuous review.	Assess impact of competing Service Unit/Business Unit Projects. Potential redirect of Service Unit/Business Unit resources. Risk registers to be updated.	Director/Steering Committee
HIGH		Risk acceptable with effective controls, managed by senior management/executive. Subject to quarterly monitoring or continuous review throughout project lifecycle.	Escalate to CEO, report prepared for Audit & Strategic Finance Committee. Quarterly monitoring and review required. Risk Registers to be updated.	Executive/ Steering Committee/Project Sponsor
EXTREME		Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring.	Escalate to CEO, report prepared for Audit & Strategic Finance Committee. Monthly monitoring and review required. Risk Registers to be updated.	CEO/Council/Project Sponsor

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Existing Controls Ratings		
Rating	Foreseeable	Description
Effective	Doing more than what is reasonable under the circumstances	<ol style="list-style-type: none"> Existing controls exceed current legislated, regulatory and compliance requirements, and surpass relevant and current standards, codes of practice, guidelines and industry benchmarks expected of this organisation Subject to continuous monitoring and regular testing Any control improvements that can be implemented have minimal impact on operations.
Adequate	Doing what is reasonable under the circumstances	<ol style="list-style-type: none"> Existing controls are in accordance with current legislated, regulatory and compliance requirements, and are aligned with relevant and current standards, codes of practice, guidelines and industry benchmarks expected of this organisation Subject to continuous monitoring and regular testing Control improvements may be implemented
Inadequate	Not doing some or all things reasonable under the circumstances	<ol style="list-style-type: none"> Existing controls do not provide confidence that they meet current legislated, regulatory and compliance requirements, and may not be aligned with relevant and current standards, codes of practice, guidelines and industry benchmarks expected of this organisation Controls not operating as intended and have not been reviewed or tested Existing Controls need to be improved

APPENDIX B – RISK MANAGEMENT ACTION PLAN

Action	Description	Responsibility	Timing
Strategic Risk Management Review	Strategic risk workshops with the key deliverable of a strategic risk register for the City, to identify high level key strategic risks associated with the City's external environment, stakeholders, strategic direction and systemic organisational issues.	Executive Team (coordinated by Governance Services)	Every 4 years in conjunction with the SCP review
Risk Maturity Review	Maturity review to measure and test Risk Management culture, and assess the appropriateness and effectiveness of the City's systems and procedures in relation to: <ul style="list-style-type: none"> • risk management; • internal controls; and • legislative compliance 	Executive Team & All Managers (coordinated by Governance Services)	Biennially
Review Risk Management Policy	Review the currency and effectiveness of Council's Risk Management Policy	Council to adopt (review to be coordinated by Governance Services)	Biennially – presented to Delegated Authorities, Policies and Position Statements (DAPPS) Committee
Review Risk Management Framework	Review the currency and effectiveness of Council's Risk Management Framework.	Council to adopt (review to be coordinated by Governance Services)	Biennially
Build robust contingency services to ensure the protection of Council assets and services	Annual test and review of Council Business Continuity & Crisis Management Program	Governance Services	Annually
Review Operational Risk Registers	Review risks and controls contained in Council's corporate risk register and identify new or emerging risks	All Managers (risk owners) to complete review (review to be facilitated by Governance Services)	Annually – presented to Audit & Strategic Finance Committee
Risk Controls Assurance Review	Targeted control review to rate and confirm the effectiveness for controls contained in the operational risk register.	Governance Services	Annually – presented to the November Directors Meeting
Include Risk Treatment Plan (RTP) in Operational Plan	Ensure that actions required by RTP are incorporated into the Operational Plan	All Managers	Every year in conjunction with Operational Plan development/ review

Action	Description	Responsibility	Timing
Implement RTPs in operational decisions	Implement actions contained in RTPs	Risk Owners	As identified in the RTP
Risk assessments for projects/initiatives in accordance with the project methodology	Conduct risk assessments as required for new or altered activities, processes or events	Relevant Manager/ Risk Owner/ Project Manager/Team	Prior to deciding to proceed with new project/ initiative
Risk Status Report	Identify and review, by exception, any risk issues arising from the Quarterly risk register review and the current status of key risks (high & extreme), RTPs, incidents and other relevant issues	Executive Team (coordinated by Governance Services)	Quarterly report to the Audit and Strategic Finance Committee
Annual Report	Detail risk management activities undertaken during the previous year and any relevant risk management issues.	Governance Services	Annually
Operational Plan	Identify key risks that may impact on objectives as well as strategies and controls in place (or proposed) to manage those risks.	Managers/Risk Owners (overseen by Governance Services)	Annually
Staff Performance Review	Ensure risk management performance of managers is assessed on a regular basis	Manager, Human Resources	Annually
Communication	Ensure staff are aware of relevant risk management issues and have access to risk management tools	Governance Services	Ongoing

APPENDIX C - RISK MANAGEMENT INDICATORS

Indicators	Measurement
Culture	
<ul style="list-style-type: none"> Management are committed to risk management. Employees' contributions to risk management are valued. Practices and values are linked to risk management. 	<ul style="list-style-type: none"> Risk management included in Job descriptions Risk management is linked to values and Code of Conduct. Risk management is included in recognition and reward programs. All staff is aware of organisation's approach to risk management and the risk management format has been documented.
Risk Governance & Accountability	
<ul style="list-style-type: none"> Risk governance is aligned to the organisations governance and accountability framework. There is an endorsed risk management policy accessible to all staff. Executive and Audit Committee regularly receive, consider and discuss risk management reports. There is a process to support risk management attestation. There is a robust process for ensuring legal and regulatory compliance requirements are met. Roles and responsibilities for risk management are clearly defined at all levels of the organisation. 	<ul style="list-style-type: none"> Risk Management Framework (RMF) documented, approved & accessible to staff. Risk reports distributed and reviewed. Organisational wide approach to legal and regulatory compliance framework documented and accessible to staff. Risk roles and responsibilities documented. Risk meeting agendas and minutes recorded and maintained.
Resource & Planning	
<ul style="list-style-type: none"> There are human resources to support risk management system and processes. Tools and templates are used to support risk management processes and assessments. 	<ul style="list-style-type: none"> Organisational wide risk policy Risk management capabilities and training provided. Risk management skills gap addressed. Organisational wide risk tools and templates are used Organisational wide risk management plans documented, approved and accessible to all staff. Risk information system available and accessible to nominated staff. User software training made available to nominated staff.

Process	
<p>There are processes to ensure communication and consultation with internal and external stakeholder groups takes place during each activity of the risk management process</p> <ul style="list-style-type: none"> • Risk appetite and tolerances has been agreed and is clearly understood • The external and internal context to be considered by staff is clearly defined. • A risk rating criteria is clearly defined and risks are consistently documented and the effectiveness of existing controls is used to determine the estimated level of risk. • Risks are consistently identified and by staff with the required knowledge and skills using an agreed risk register format. • There is a process in place to respond to incidents, near misses, incidents, hazards and complaints. • Risks are assessed to determine tolerability & priorities for risk treatment. • RTPs are prepared, implemented and monitored 	<ul style="list-style-type: none"> • Risk management guidelines. • Organisation wide risk appetite and tolerance has been documented, approved and available to all staff. • Documented evidence of risk management forms part of the strategic and operational objectives that specifically takes into account risks which may impact the organisation. • A defined risk criterion is available and consistently applied. • The risk methodology is endorsed and available to all staff. • Risk has been linked to agreed categories which have been documented and reviewed. • System in place for near misses • Risk escalation process established, clear and complied too. • Risk has been linked to agreed categories which have been documented and reviewed. • System in place for near misses • Risk escalation process established, clear and complied
Assurance	
<ul style="list-style-type: none"> • Control owners assigned, & layered approach to risk controls • Control effectiveness considered within risk acceptance decision <p>Alignment with audit and assurance programs / activities. The internal validation and assurance activities are aligned to the risk profile.</p>	<ul style="list-style-type: none"> • There is a clear, documented link between the validation and assurance program • The validation and assurance Program incorporates data analytics such as dashboard reporting, measurements against targets • Assurance mapping

APPENDIX D - RISK MANAGEMENT ACCOUNTABILITY STRUCTURE

Role	Responsibilities
Council	<p>Council's responsibilities are to:</p> <ul style="list-style-type: none"> • Adopt a Risk Management Policy that complies with the requirements of AS ISO 31000 and to review and amend Risk Management the Policy in a timely manner and/or as required. • Adopt the RMF for the Council. • Be satisfied that risks are identified, managed & controlled appropriately to achieve Council's Strategic Objectives. • Appoint and resource the Audit & Strategic Finance Committee. • Provide adequate budgetary provision for the financing of risk management including approved risk mitigation activities. • Review Council's risk appetite.
Audit & Strategic Finance Committee	<p>On behalf of Council, the purpose of Audit Committee is to oversee that Council carries out its responsibilities for accountable financial management, good corporate governance, fostering an ethical environment and maintains a system of internal control and risk management. They have been constituted to monitor and report on the systems and activities of Council in ensuring:</p> <ul style="list-style-type: none"> • Reliable financial reporting and management information. • High standards of corporate governance. • Appropriate application of accounting policies. • Compliance with applicable laws and regulations. • Effective monitoring and control of all identified risks. • Effective and efficient internal and external audit functions. • Measures to provide early warning of any issues affecting the organisation's financial well-being. • The level and effectiveness of appropriate Crisis Management, Business Continuity and Disaster Recovery planning. • Maintenance and fostering an ethical environment.
CEO	<ul style="list-style-type: none"> • The CEO is accountable for the implementation and maintenance of risk management policies and processes across the organisation. • The CEO is responsible for ensuring that strategic risks are regularly reviewed. • The CEO is responsible for raising awareness and leading the culture of managing risk responsibly across the organisation.
Executive Team	<p>Promote and champion a strong risk management culture by linking and embedding risk management, and maintaining organisational risk focus across the City:</p> <ul style="list-style-type: none"> • Manage and monitor the strategic risks. • Ensure that an effective risk control environment is implemented and maintained. • Ensure that risks are considered and integrated into corporate and business planning processes. • Participate in the review and updating of the organisation's strategic risk profiles. • Ensure that accountabilities for managing risks are clearly defined.

Role	Responsibilities
Managers	<ul style="list-style-type: none"> Managers are accountable for implementing the risk management practices in their area of responsibility. This includes ensuring that risks are identified, managed, reviewed and updated regularly. Ensure that assets and operations, together with liability risk to the community, are adequately protected through treatment plans and measures. Provide risk management related information as requested by their Directorate. Managers are responsible for raising awareness of, and leading the culture of managing risk responsibly across the organisation by ensuring that the Risk Management Policy, procedures, standards, guidelines and RTPs are implemented in everyday business practice. Advising of any risk management matter that should be included in forthcoming budgets.
Risk and Governance Advisor	The Risk and Governance Advisor is responsible for overseeing the development, facilitation and implementation of a risk management culture and framework, including training and awareness across the organisation. They also provide advice to the organisation and are responsible for strategic overview.
All staff	<p>All staff is responsible for applying risk management practices in their business activities. This involves:</p> <ul style="list-style-type: none"> Systematically identifying, analysing, evaluating and treating risks. Maintaining awareness of current and potential risks that relate to areas of responsibility. Risk management practices and treatments are regularly reviewed and monitored. Risk management reporting is appropriately undertaken. Advice to Managers of any risk issues believed to require attention, such as property exposures for potential loss or damage and community risk.



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6 May 2019

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RISK RATINGS TABLES

Consequence Description
OHS wellbeing
Financial
Service Delivery / Strategic Objectives
Compliance
Reputation and Brand
Environmental

Consequence Score	Consequence Rating
1	Insignificant
2	Minor
3	Moderate
4	Major
5	Catastrophic

Likelihood Score	Likelihood Rating
1	Rare
2	Unlikely
3	Possible
4	Unlikely
5	Almost Certain

	Consequence	Insignificant	Minor	Major	Critical	Catastrophic
Likelihood		1	2	3	4	5
Rare	1	Low	Low	Low	Low	Moderate
Unlikely	2	Low	Low	Moderate	Moderate	Substantial
Possible	3	Low	Moderate	Moderate	Substantial	High
Likely	4	Low	Moderate	Substantial	High	Extreme
Almost Certain	5	Moderate	Substantial	High	Extreme	Extreme

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RISK 1

RISK NAME: Strategic Direction		REVIEW DATE: 16 April 2019		
Risk Description	Existing Controls	Controls Effectiveness	Risk Rating	
Lack of clear and aligned strategic vision, direction and implementation	Strategic Community Plan (including contributions from the Elected Members) Corporate Business Plan (including contributions from the Elected Members) Informing Strategies Business Unit Plans Organisational Capability & Compliance Findings and Status Reporting Elected Member Training Executive Performance Shaping Internal communications Elected Members and Staff Communication Plan External Communications Community Engagement policy and Framework Strategy Consolidation	Adequate	Substantial 4 x 3	
Strategic Goal Alignment				
Leading and Listening - Goals 1-6 1.Deliver sustainable governance through transparent and robust policy and processes 2. Ensure sound long term financial management and deliver value for money 3. Listen to and engage with our residents, business community and ratepayers with greater use of social media 4. Strengthen our regional collaboration to achieve sustainable economic outcomes. 5. Ensure advocacy for funding and promote a unified position on regional strategic projects 6. Provide for community and civic infrastructure in a planned and sustainable manner, including administration, operations and waste management				
Risk Impacts				
Misallocation or lack of Resources (Financial, Human, Technical) to implement strategies, Poor Service Delivery, Unclear Organisational Vision Poor Internal Communications, Turnover morale, Community Dissatisfaction				
Proposed Risk Treatment Action Plans		Allocated Responsibility	Current Progress	Completion Date
1. Investigate Digital platforms for information and reporting strategies(i.e. Intra Plans software) to increase visibility and alignment		Executive Manager Strategy & Civic Support Services	TBA	TBA
2. Report and itemise individual informing strategies financial implications in the LTFP		Finance & Corporate Services Director	TBA	TBA

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RISK 2

RISK NAME: Technology Use and Change		REVIEW DATE: 16 April 2019	
Risk Description	Existing Controls	Controls Effectiveness	Risk Rating
Failure to identify, manage and capitalise on the effective and efficient use of changing technology	Information Services (IS) strategic plan External Advisory service providers Information and Cyber Security Framework External IS user groups Staff education and training	Adequate	Substantial 4x 3
Strategic Goal Alignment			
Community Lifestyle and Security – Goal 5 5. Advocate for improvements to information technology infrastructure such as the NBN rollout			
Risk Impacts			
Organisational inefficiencies, Difficulty interfacing technology with stakeholders, Missed opportunities, Reduced customer service levels Physical and Cyber Security vulnerability			
Proposed Risk Treatment Action Plans		Allocated Responsibility	Current Progress
Develop and Implement Digital Strategy		Finance & Corporate Services Director	TBA
Conduct Cyber Security Governance Audits		Governance & Community Services Director	TBA

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RISK 3

RISK NAME: Project Management Planning		REVIEW DATE: 16 April 2019	
Risk Description	Existing Controls	Controls Effectiveness	Risk Rating
Failure to consistently plan and implement Capital Works projects	Project management Framework and Tools Project Portfolio Management System Staff training Long term financial planning External project management resources for high risk/value	Adequate	Substantial 4x3
Strategic Goal Alignment			
Community , Lifestyle & Security – Goal 2 2. Provide for community facilities and infrastructure in a planned and sustainable manner			
Risk Impacts			
Capital works carry over Silo approach to projects Budget impacts Parachuted project Incomplete projects scoping Reputation impact Litigation			
Proposed Risk Treatment Action Plans		Allocated Responsibility	Current Progress
Project development manager resource		Engineering & Works Director	TBA
Project Portfolio Management phase 2 implementation		Finance & Corporate Services Director	TBA
Better implementation of Asset management action plans (programming)		Engineering & Works Director	TBA

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RISK 4

RISK NAME: Financial Sustainability	REVIEW DATE: 16 April 2019		
Risk Description	Existing Controls	Controls Effectiveness	Risk Rating
Erosion of Councils Financial sustainability	Annual Capital Expenditure & Operational Expenditure Budget processes and sign off (at multiple levels, including Controllable Operational Expenditure Measures) Asset Management Strategy & Framework Long Term Financial Plan Corporate Business Plan prioritisation process Workforce Plan Corporate Asset Management Plan Economic forecasting Procurement Planning Fraud and Misconduct Training for City of Cockburn staff Elected Members / Staff Codes of Conduct Statement of Business Ethics Public Sector Commission assessment of City's fraud and misconduct practices Legislative restrictions on investments	Effective	Moderate 4x2
Strategic Goal Alignment			
Leading and listening – Goal 2 2. Ensure sound long term financial management and deliver value for money			
Risk Impacts			
Inadequate Asset sustainability (renewal) ratio, Inability to deliver core services and future projects, Need for larger rate increases Reputation damage			
Proposed Risk Treatment Action Plans	Allocated Responsibility	Current Progress	Completion Date
1. Implement Strategic Asset management module	Engineering & Works Director	TBA	TBA
2. Review of strategic long term financial plan in accordance with the revised Corporate Business Plan	Finance & Corporate Services Director	TBA	Biennial
3. Develop and Implement Fraud control plan	DG/SD	In progress	TBA

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RISK 5

RISK NAME: Stakeholder Relationships		REVIEW DATE: 16 April 2019		
Risk Description	Existing Controls	Controls Effectiveness	Risk Rating	
Failure to develop and maintain strategic partnerships and relationships with government agencies and other key stakeholders	Local Planning Strategy Advocacy (through WALGA) External Communications and Key contacts with Ministers & local members Lobbying and communications strategies Joint Initiatives Zone meeting and GAPP Direct engagement with a range of State agencies Limited engagement with targeted Commonwealth agencies	Effective	Moderate 3x3	
Strategic Goal Alignment				
Leading and Listening – Goal 4 4. Strengthen our regional collaboration to achieve sustainable economic outcomes.				
Economic, Social and Environmental responsibility – Goal 1 1. Create opportunities for community, business and industry to establish and thrive				
Risk Impacts				
Fail to navigate and effectively respond to changes to State political imperatives and agendas, Reputation damage, Distractions from core services Reduced ability to form partnerships				
Proposed Risk Treatment Action Plans		Allocated Responsibility	Current Progress	Completion Date
Further develop a structural framework for capturing the strategic priorities		Chief Executive Officer	TBA	TBA

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STRATEGIC RISK REGISTER REVIEW

RISK 6

RISK NAME: Built and Natural Environment		REVIEW DATE: 16 April 2019		
Risk Description	Existing Controls	Controls Effectiveness	Risk Rating	
Failure to maintain the City's built and natural environment and resources in a sustainable manner	Strategic Community Plan Local Planning Strategy Asset Management Plan Sustainability Action Plans Water management plans/ Water recharge options Informing strategies Long Term Financial Plan Corporate Business Plan City of Cockburn Risk Management Framework Executive Performance Management Environmental Strategies and Action Plans Design review panels	Adequate	Moderate 4x2	
Strategic Goal Alignment				
Economic, Social and Environmental responsibility – Goal 3, and Goal 6 3. Sustainably manage our environment by protecting, managing and enhancing our unique natural resources and minimising risks to human health 6. Further develop adaptation actions including planning; infrastructure and ecological management to reduce adverse outcomes arising from climate change				
Community Lifestyle and Security -Goal 2 2. Provide for community facilities and infrastructure in a planned and sustainable manner				
Risk Impacts				
Poor built form and quality of development, Development not aligned to planning guidelines, Increased on-street parking, Urban forest canopy loss Community complaints, Pollution/ environmental degradation, Inadequate Water allocations Coastal vulnerability				
Proposed Risk Treatment Action Plans		Allocated Responsibility	Current Progress	Completion Date
Urban forest plan implementation		Engineering and Works Director		

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STRATEGIC RISK REGISTER REVIEW

RISK 7

RISK NAME: Business Continuity and Crisis Management	REVIEW DATE: 16 April 2019			
Risk Description	Existing Controls	Controls Effectiveness	Risk Rating	
Failure to provide business continuity of the City's core services in the event of a major crisis/emergency	Crisis & Business Continuity Framework Emergency Management Strategy & Plans City of Cockburn Risk Management Framework Event Risk Management Regular and ongoing testing of plans, processes, protocols and training for staff External reviews of the City's response plans emergency management plans The City's Emergency Management Committee Local Emergency Management Committee, District Emergency Management Committee Working relationships with hazard management agencies	Effective	Low 3x2	
Strategic Goal Alignment				
City Growth – objective 5 5. Maintain service levels across all programs and areas				
Proposed Risk Treatment Action Plans		Allocated Responsibility	Current Progress	Completion Date
1. On-going testing and review of the City's response plans		Governance & Community Services Director	TBA	TBA
2. On-going testing and review of the City's local emergency management plan		Governance & Community Services Director	TBA	TBA
3. Develop Business Continuity Plans for other identified critical service locations		Governance & Community Services Director	TBA	TBA

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11.2 (2019/MINUTE NO 0012) STRATEGIC INTERNAL AUDIT PLAN 2019-2022

Author(s) N Mauricio

Attachments 1. Draft Strategic Internal Audit Plan 2019-2022 [↓](#)

RECOMMENDATION

That Council adopt the Strategic Internal Audit Plan 2019-2022, as shown in the attachments to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Cr M Separovich SECONDED Deputy Mayor L Smith

That Council:

- (1) adopt the Strategic Internal Audit Plan 2019-2022, as shown in the attachments to the Agenda; and
- (2) receive a report identifying the risks as part of the Strategic Risk Review and be presented to the next Audit and Strategic Finance Committee.

CARRIED 5/01

Reason for Decision

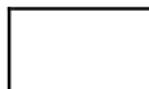
The Risk Review comes to the Committee each meeting. It will identify those matters that are to be considered as part of the Internal Audit Plan.

Background

At its July 2016 meeting, the Audit and Strategic Finance Committee adopted a three year Strategic Internal Audit Plan for 2016-2019. This plan contained eight audit focus areas and the following summarises progress to date on completing the plan:

1. Project Management	Completed (reported to March 2017 ASFC meeting)
2. Records Management	Completed (reported to July 2018 ASFC meeting)
3. Rates Modelling	Completed 2016 and 2017 (reported to Council June SCM's)
4. Internal Communications	Completed (reported to July 2019 ASFC meeting)
5. Financial Management	Completed (reported to July 2019)

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Systems and Procedures	ASFC meeting)
6. Land Development & Developer Contributions	Completed (awaiting final report from the auditor)
7. Resources Allocation	Not completed (carry over into 2019-2022 plan)
8. Fleet Management	Not completed (carry over into 2019-2022 plan)

During the life of this plan, the Office of Auditor General (OAG) took over auditing responsibilities for local government and has commenced a program of performance audits. The City was included in the audit for the timely payment of suppliers and reported the results to the Audit and Strategic Finance Committee. In addition, other audit reports not directly involving the City have been reviewed with a response to the recommendations brought back to the Audit and Strategic Finance Committee (e.g. corporate credit cards, OAG 2017-18 audit results). Whilst the audit activity of the OAG remains relevant and the City needs to actively participate in its delivery and response, it is also pertinent for the City to continue its own internal audit and review activity based on inherent and individual risks specific to the City. Accordingly, a new three year strategic internal audit plan has been developed.

Submission

N/A

Report

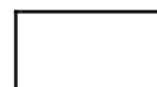
The Institute of Internal Auditor's states that internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control, and governance processes.

The Risk Review Group (comprising several cross functional managers) carried out the latest review of the internal audit plan during a plan scoping exercise. This included assessment of the City's Operational and Strategic Risk Registers, where assessed risk levels influenced the audit priorities. The draft 2019-2022 internal audit plan was then ratified by the City's Senior Management Team (comprising all business unit managers).

An explanation for each audit area included in the Internal Audit Plan for 2019 to 2022 is provided below:

Fleet Management (carried over)

Moderate risk as identified in the risk registers - The City has a considerable investment in its fleet assets and considerable resources



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are consumed in operating and maintaining the fleet to ensure it services the City's business requirements. Independent review will assist determine the effectiveness of the fleet management model.

Strategic Resources Allocation (carried over)

Moderate risk as identified in the risk registers - The Long Term Financial Plan is a critical planning document for ensuring the future financial sustainability of the City in terms of resources allocation. An independent review of the methodology and the basis of underlying assumptions used will support the governance over this exercise.

Privacy of Data and Information

Moderate risk as identified in the risk registers – The objective is to determine what type of personal and sensitive information is held by the City and what are the privacy considerations for the data held? A privacy audit would assess the City's privacy protection posture against any legislative/regulatory requirements or best practices and review compliance with the City's own privacy-related policies.

Contract Management

Significant risk as identified in the risk registers – An evaluation of how the City manages contracts to verify and ensure that systems, policies, and controls (including resourcing capacity) are being met, and that all obligations and stipulations are taking place as agreed upon and scheduled. There is the potential for costs and legal ramifications of contract non-compliance to be significant.

Effectiveness of Service Delivery Planning and Review Processes

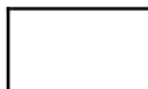
High priority under the Strategic Community Plan - The audit objective is to assess the effectiveness of the City's service delivery planning and review processes. The City should have robust and comprehensive processes for service planning and review to ensure all services continue to provide value for money that is in line with community expectations.

Statutory Financial Management Review (Systems and Procedures)

Regulation 5(2) (c) of the Local Government (Financial Management) Regulations requires the CEO to undertake a review of the appropriateness and effectiveness of the financial management systems and procedures of the Local Government once in every three financial years and report the results to the Council.

It is envisaged the individual audit and review engagements will be completed by a range of auditors and consultants, depending on their field of expertise and demonstrated experience. This has been the case

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with the past few audits delivered and given the continuing wide and varied scope of the internal audit plan, the City should not limit itself to any one provider. However, all supplier selections will need to comply with the City's procurement framework.

The draft Strategic Internal Audit Plan for 2019 to 2022 (as attached) is presented to the Audit and Strategic Finance Committee for its review and approval.

Strategic Plans/Policy ImplicationsLeading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

The costs for internal audit engagements are determined at the time of agreeing upon the terms of reference and audit scope. Hourly fees are generally set in accordance with the WALGA supply panel contract for Audit Services. The City has an allocation for internal auditing services included in the annual budget each year.

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

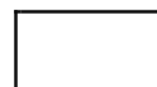
The Strategic Internal Audit Plan is a highly effective planning tool enabling the evaluation of the effectiveness and efficiency of operations, reliability of financial and management reporting, compliance with laws and regulations and safeguarding of assets. An internal audit function is recognised and recommended as a measure of good governance. Should the plan not be adopted, this will weaken the effectiveness of the City's compliance and control environment.

Advice to Proponent(s)/Submitters

N/A

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

Nil



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Objective:

To identify the internal audit's objectives, strategies, and the audit work to be undertaken. The Internal auditor should have a long term strategic plan and annual work program to guide their Work. Long term strategic plans that are prepared with input from and approval by the Audit and Strategic Finance committee should be risk based.

Internal audit is an independent, objective assurance and consulting activity that seeks to add value and improve Council's operations. The activity assists Council in accomplishing its objectives, by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, internal control, financial reporting and governance processes. The internal audit activity provides assurance to Council, executive management and the Audit Committee that key organisational risks are understood and managed appropriately. It also serves as an in-house advisory service providing management with guidance, advice and support in relation to governance, risk and control matters.

Approach:

Internal audit plan will be based on a risk assessment of the council's key strategic and operational areas to determine an appropriate timing and frequency of coverage of each of these areas. Best practice will also include audit judgment of areas that should also be reviewed despite not appearing as a high priority in the council's risk profile

Process:

Internal Audit adopts a risk based approach as mandated by the Institute of Internal Auditor's International Standards for the Professional Practice of Internal Auditing (Standards), and ensures that the priorities of the internal audit activity are consistent with Council's goals and objectives.

The Annual Internal Audit Plan is developed based on Council's audit-risk universe using a risk-based methodology, including input and collaboration with Senior Management, Audit Committee members, and external audit.

In developing the internal audit plan, risks are reviewed along the following organisational contexts. External audit already plays a significant role in reviewing risks and controls within the financial context, allowing for internal audit to have a greater focus on non-financial risk areas. The process takes into consideration compliance requirements under the Local Government (Financial Management) Regulations.

Corporate & Governance Processes

- Corporate Governance Structure
- Risk Management Framework
- Fraud prevention management (to include anti-bribery and corruption)

Core Assurance Functions

- Core Financial Systems (to be scoped yearly but to include): Accounts Payable, Accounts Receivable,
- Budgeting, forecasting and management accounts
- Expenses and company credit cards
- Capital Expenditure, Income, Payroll
- Cash and Bank

[1]

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- Fixed Asset Management (including security arrangements) Follow-up of management actions
- Investments Management
- Strategic & Operational Emerging Risks
- Capital Works
- Project Management
- Land Development and Developer Contributions
- Procurement and Contract Management
- Fleet Management
- Waste Services
- Human Resources
- Records Management
- Rates Model
- Resources Allocation (Long Term Financial Planning)
- Internal Communications

IT, Specialist and Advisory Audits

- Information Technology Controls
- Business Continuity Management (including Disaster Recovery)
- Data Security/Information Security

Management Activities

- Audit Committee – Preparation, attendance and follow-up
- General liaison (including meetings)
- Annual planning

The Audit plan will generally be developed as follows:

- Review of the most recent version of the council's operational and strategic risk registers
- Review of the council's key objectives and plans;
- Reference to previous audit and assurance work, including follow up of the implementation of previous recommendations
- Reference to weaknesses identified in previous special investigations into fraud and irregularity;
- Reference to compliance framework changes or identified gaps
- Discussions with the Strategic Managers
- Discussions with the Executive
- Discussions with Council's external Auditors
- Review and approval by the Audit & Finance Strategic Committee.

Generally, such a plan assists the Internal Auditor to identify:

- The audit projects that will be carried out during the year and rationale for selecting each
- When each audit project is expected to commence and the time allocated for each
- The performance measures that will be used to evaluate the performance in relation to established goals / objectives and strategies
- Any areas that cannot be covered within existing budgets and additional areas, which in the opinion of the internal auditor, should be reviewed
- Whether the audit projects identified require the use of external expertise

A rolling three year plan of coverage can be proposed so that it can be readily determined what areas will be covered in any given year, and if their area is not covered in a given year, when it is scheduled for review. The ability of the internal auditor to execute this plan over a three year cycle is a useful method to assess whether internal audit is adequately resourced. However the plan should be reviewed at least annually to ensure that it still aligns with the council's risk profile.

[2]



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CITY OF COCKBURN STRATEGIC INTERNAL AUDIT PLAN – 2019-2022

Function/Process/Activity	Reason	Audit Scope	Organisational Context	2019/20	2020/21	2021/22
Fleet Management	This Audit Item was identified as part of the 2016-2019 Strategic Audit plan, however was not completed during that period and has been carried over into the draft 2019-2022 Strategic Audit plan. Moderate risk as identified in the operational risk register The city has a considerable investment in its fleet assets and considerable resources are consumed in operating and maintaining the fleet to ensure it services the City's business requirements. Independent review will assist determine the effectiveness of the fleet management model.	The objective of the review is to assess the adequacy of the management control framework and related risk management strategies for the fleet management function, including processes relating to the planning, organizing, controlling, directing, communicating, and the management of vehicle assets. Extent to which the City's is complying with policies, procedures, guidelines, and with laws and regulations pertaining to fleet management.	Emerging Strategic & Operational Risks			✓
Strategic Resources Allocation	This Audit Item was identified as part of the 2016-2019 Strategic Audit plan, however was not completed during that period and has been carried over into the draft 2019-2022 Strategic Audit plan. Moderate risk as identified in the strategic risk register The Long Term Financial Plan is a critical planning document for ensuring the future financial sustainability of the City in terms of resources allocation. An independent review of the methodology and the basis of underlying assumptions used will support the governance over this exercise.	The objective for this audit is to assess the level of compliance and alignment of the City's LTFP with the DLGC Strategic Planning Framework. The review will also look at how well the LTFP integrates with and informs the City's other financial planning processes including the corporate business plan, annual business plan and annual budget. Improvement opportunities are to be identified.	Emerging Strategic & Operational Risks	✓		
Privacy of Data and Information	Moderate risk as identified in the operational risk register A privacy audit is to assess the City's privacy protection posture against any legislative/regulatory requirements or best practices and to review compliance with the City's own privacy-related policies.	The objective is to determine what type of personal and sensitive information is held by the City and what are the privacy considerations for the data held? Does the City hold any sensitive information? How does the City collect information? In what format is it collected? Does the City provide individuals with a privacy statement? How does the City use personal information? Is there a policy limiting staff access to personal information? Is personal information transferred to contractors or other third parties? Is personal information used for direct marketing? How does the City ensure that personal information is complete, up-to-date, accurate, relevant and not misleading? How is personal information validated? What IT security processes, for example, access codes and other security arrangements are in place? What are the security and access arrangements for paper records? How is personal information in Council, Committee and management papers and minutes made secure? What is the City's policy for deletion of electronic information? How are paper files safely destroyed? Does the City send personal information overseas? Are there mechanisms in place to check the privacy rules in the foreign jurisdiction?	Emerging Operational Risk	✓		
Contract Management	Significant risk as identified in the operational risk register Because the potential costs and legal ramifications of contract noncompliance are so significant, it's vital to conduct regular contract audits. To identify potential issues and opportunities within the existing contracts management processes.	An evaluation of how the City manages contracts to verify and ensure that systems, policies, and controls (including resourcing capacity) are being met, and that all obligations and stipulations are taking place as agreed upon and scheduled.	Emerging Operational Risk		✓	

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CITY OF COCKBURN STRATEGIC INTERNAL AUDIT PLAN – 2019-2022

Function/Process/Activity	Reason	Audit Scope	Organisational Context	2019/20	2020/21	2021/22
Effectiveness of Service Delivery Planning and Review Processes	Over time, the needs and expectations of communities can change. The City should have robust and comprehensive processes for service planning and review to ensure all services continue to provide value for money that is in line with community expectations. Community engagement is a critical aspect in prioritising resources for service provision against other responsibilities such as asset maintenance and capital works. How does the City ensure it remains focused on the delivery of services at optimal service levels that match community expectations and use the best, most efficient delivery models? Extracted from The Strategic Community Plan – Community, Lifestyle and Security goal 3.1 - Provide residents with a range of high quality accessible programs and services City Growth goal 1.5. Maintain service levels across all programs and areas.	The audit objective is to assess the effectiveness of the City's service delivery planning and review processes, do they: <ul style="list-style-type: none"> Determine the viability and sustainability of the City's current service delivery model for services, Forecast future demand and service needs. Consider the best type of service delivery model (insource, outsource, mix etc.), Identify future funding challenges and solutions for controlling financial costs, Survey and monitor community expectations (industry trends, benchmarking, customer satisfaction levels etc.), Measure the level and quality of services and require benefit analysis. Consider and embrace technological changes, Enable reshaping or repurposing of existing services. To be undertaken in a staged approach with the first stage being a high level review to determine overall current state and identify gaps and improvement opportunities. Second (and future stages if necessary) will be to review specific areas identified and progress of improvement plan delivery).	Operational Service Delivery and Strategic objectives delivery Risk		✓	✓
Statutory Financial Management Review (Systems and Procedures)	Obligation under Regulation 5(2)(c) of the Local Government (Financial Management) Regulations 1996 - requires the Chief Executive Officer to undertake a review of the appropriateness and effectiveness of the financial management systems and procedures of the Local Government regularly (and not less than once in every three financial years) and report to the Local Government the results of those reviews (Last completed in 2018-19).	Review effectiveness and appropriateness of collection, custody and security of all money owing or held by the City. Maintenance and security of the financial records in specific to accounting for municipal or trust, revenue received or receivable, expenses paid or payable, assets and liabilities, and authorisation for the incurring of liabilities and the making of payments. Maintenance of payroll, stock control and costing records, preparation of budgets, budget reviews, accounts and reports required by the Act or the regulations.	Compliance Requirement			✓

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12. PLANNING & DEVELOPMENT DIVISION ISSUES

Nil

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13. FINANCE & CORPORATE SERVICES DIVISION ISSUES**13.1 (2019/MINUTE NO 0013) OFFICE OF THE AUDITOR
GENERAL'S REPORT - RECORDS MANAGEMENT IN LOCAL
GOVERNMENT****Author(s)** E Machura**Attachments** 1. Office of Auditor General Report - Records
Management in Local Government [↓](#)**RECOMMENDATION**

That Council receives the City's review and response to the findings and recommendations contained within the Western Australian Office of the Auditor General's report into "Records Management in Local Government", as detailed in the agenda report.

COMMITTEE RECOMMENDATION

MOVED Cr M Separovich SECONDED Deputy Mayor L Smith

That the recommendation be adopted.

CARRIED 5/0**Background**

The Western Australian Office of the Auditor General (OAG) recently undertook a narrow scope performance audit into records management in local government. These types of audits generally target compliance with legislation, public sector policies and accepted good practice.

Four local government entities were audited (the City of Cockburn was not one of the four) and the resulting audit report was tabled in Parliament on 9 April 2019.

Submission

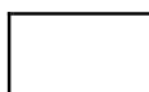
N/A

Report

The objective of the OAG audit was "To determine if local government entities effectively manage their records to promote accountable and transparent decision making".

A copy of the OAG report is included in the attachments to this agenda.

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The key findings of the audit were:

- Recordkeeping plans are approved but lack supporting policies and procedures.
 - Recordkeeping plans are current and approved.
 - Recordkeeping plans are not supported by adequate LG policies and procedures.
- Implementation of recordkeeping plans is poor.
 - More regular and thorough training is needed.
 - LGs do limited monitoring of staff records management practice.
 - Records are often held too long.
- Important records are not properly managed.
 - Some records were missing or difficult to find.
 - Records were often stored outside records management systems.
- Protection of records is mixed.
 - Physical records were generally well managed.
 - Digital records recovery could be better.

The audit report recommended that all local governments including those that were not audited should review their recordkeeping policies and procedures to ensure they adequately support their Recordkeeping Plans and that local governments should implement:

- Regular and thorough records training;
- Regular reviews of staff recordkeeping practices;
- Timely disposal of records; and
- Adequate protection over digital records

To assist local governments to undertake a review, the OAG provided a "Better practice principles" table as Appendix 1 to the report. The table provides a high level summary of the State Records Commission (SRC) Standard 2 for Recordkeeping Plans and the six principles represent good practice expectations of the SRC and were the basis for the OAG's assessment of recordkeeping practices at the four local governments audited.

The results of the City's self-assessment using the "Better practice principles" are included below:

Principles	SRC Expectation	OAG Expectation	COC Self-Assessment
<i>Principle 1</i> Proper and Adequate Records	Records are created and kept which properly and	Recordkeeping plan approved	The City's amended Recordkeeping Plan was approved by the

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Principles	SRC Expectation	OAG Expectation	COC Self-Assessment
	<p>adequately record the performance of the organisation's functions</p> <p>Records are consistent with any written law to which the organisation is subject when performing its functions</p>	Records of important business decisions or activities can be easily found	<p>State Records Commission on 24/10/2017 for a period of 5 years. The next review is due by 24/10/2022.</p> <p>Not all records can be easily found due to some being stored outside the recordkeeping system (eg on network drives or in Outlook). The Knowledge Management Project is aiming to address this issue, however, it will take some time to work through all areas of the organisation and achieve the required cultural change.</p>
<i>Principle 2</i> Policies and Procedures	Recordkeeping programs are supported by policy and procedures	<p>Policy and procedures are up-to-date</p> <p>Policy and procedures are in place for each business area</p>	<p>The Records Management Policy was last reviewed, updated and adopted by Council in December 2018.</p> <p>The policy covers all business areas (there is not a specific policy for each area).</p> <p>Procedures (Employee Recordkeeping Guidelines) are up to date and again cover all business areas.</p> <p>There are some procedures where required for specific business areas (eg ECM Quick Guide 54 for HR/Payroll , Quick</p>

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Principles	SRC Expectation	OAG Expectation	COC Self-Assessment
			<p>Guide 52 for Planning & Building)</p> <p>Each Business Unit should also incorporate recordkeeping into their own standard operating procedures to ensure compliance with the Records Management Policy.</p>
<i>Principle 3</i> Language Control	Appropriate controls are in place to identify and name government records	An appropriate tool is used to systematically and consistently identify and name records	<p>The Keywords for Councils Thesaurus is used to structure and title folders in the recordkeeping system Subject index.</p> <p>A corporate standard of What – Where – Who has been implemented for naming records and examples of descriptions for regularly received/created records are included in the Employees Recordkeeping Guidelines for most Business Units.</p> <p>Staff do not always follow the naming conventions. Records Services now audits a sample of documents registered in the recordkeeping system on a fortnightly basis and contacts the registration officer to rectify if the description is poor.</p>

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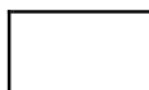
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Principles	SRC Expectation	OAG Expectation	COC Self-Assessment
<i>Principle 4</i> Preservation	Records are protected and preserved	Records disaster recovery plans are developed and tested Storage facilities are assessed in line with SRC Recordkeeping Maturity Model	<p>The Records Disaster Recovery Plan is outdated. The Records Manager and Senior Records Officer attended training at the end of May 2019 with the intent to review and update the Plan.</p> <p>The Plan will then be tested regularly and feed into the overarching Business Continuity Plans for the organisation.</p> <p>Digital records are adequately protected through sound back-up processes and an established disaster recovery site. Security classes and groups have also been developed within the recordkeeping system to ensure appropriate access to information. The City has also recently employed a Cyber Security Officer.</p> <p>Onsite storage meets requirements – secure, climate controlled, fire suppressant system. Records are no longer stored in locations such as a storage room at the Depot, self-storage unit or in a sea container.</p> <p>Grace Records is the City's current offsite storage provider and</p>

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Principles	SRC Expectation	OAG Expectation	COC Self-Assessment
			their facilities meet the SRC requirements - Grace is part of the current Common Use Arrangement (CUA) for the Storage, Retrieval, Destruction and Digitisation of Paper and Electronic Records.
<i>Principle 5</i> Retention and Disposal	Records are retained and disposed of in accordance with an approved disposal authority	An approved disposal authority is adopted and regularly used	<p>The General Disposal Authority for Local Government Records is the disposal authority used by the City of Cockburn.</p> <p>Destruction of hard copy records should be undertaken twice a year (this has not always been done so needs to be re-implemented).</p> <p>Destruction of electronic records has not yet commenced as disposal triggers were re-set when data was migrated from the previous recordkeeping system (Recfind) into the current system (ECM).</p> <p>Technology One is also currently redeveloping the tool required for destruction of electronic records in ECM. Therefore destruction of electronic records will be implemented once this function becomes available in the software.</p>

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Principles	SRC Expectation	OAG Expectation	COC Self-Assessment
<i>Principle 6</i> Compliance	Employees comply with the recordkeeping plan	<p>Staff receive regular records refresher training</p> <p>Staff receive business area specific records training</p> <p>Staff record keeping practice is monitored</p>	<p>Online recordkeeping awareness training (RAT) has been implemented for all new staff.</p> <p>Staff are now also required to redo the RAT training every 2 years.</p> <p>Online RAT training specifically for Managers/Supervisors has also been implemented.</p> <p>ECM training is run monthly for new staff, with adhoc refresher training also available.</p> <p>Customised business unit specific training is also run upon request or on an as needed basis.</p> <p>The Knowledge Management project is being utilised to monitor staff recordkeeping practices. Due to current resources it would be difficult to monitor all staff and responsibility lies with Managers/Supervisors to ensure their teams are undertaking appropriate recordkeeping.</p> <p>A recordkeeping competency is also included in all staff performance reviews.</p>

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Overall the self-assessment shows the City of Cockburn either already meets the expectations of the SRC and OAG, or where opportunities for improvements have been identified, measures are in place to address these.

It should be noted that Elected Members' recordkeeping practices were outside the scope of the OAG audit and therefore have not been included in the City's self-assessment.

Strategic Plans/Policy ImplicationsLeading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

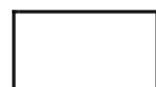
Audit activities are an important mitigation measure in addressing risk. It is important that any audit findings and recommendations are considered and addressed.

Advice to Proponent(s)/Submitters

N/A

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

Nil



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Western Australian Auditor General's Report



Records Management in Local Government



Report 17: April 2019



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WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

Records Management in Local Government

Report 17
April 2019



THE PRESIDENT
LEGISLATIVE COUNCIL

THE SPEAKER
LEGISLATIVE ASSEMBLY

Records Management in Local Government

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

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

The audit objective was to determine if local government entities effectively manage their records to promote accountable and transparent decision making.

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

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

CAROLINE SPENCER
AUDITOR GENERAL
9 April 2019

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Auditor General's overview

During our audit work, my staff and I are constantly reminded of the importance of good recordkeeping for a well-functioning public sector. As Auditor General I am also an ex-officio member of the State Records Commission. This is a role I accept with enthusiasm, as I am eager to support the proper safeguarding and integrity of official records. Good records support good decision-making, effective business practice and improve accountability and efficiency – they are a cornerstone of good governance. For this reason, it is relevant that the implementation of State Records Commission-approved recordkeeping plans was examined as one of our first local government performance audits.



My Office has audited records management by state government entities several times in the last few years. These audits consistently found that entities do not prioritise good recordkeeping. Too often records management is treated as an additional task rather than being integrated into normal business practice. Unfortunately, this audit tells a similar story.

I acknowledge that local government entities can differ significantly in size, complexity and the resources they have available for records management. However, the basic principles of good recordkeeping should not require a resource intensive approach. I encourage all local government entities to read this report and to consider the findings and recommendations in light of their own circumstances, including using Appendix 1 as a guide for self-assessment.

Executive summary

Introduction

The objective of this audit was to determine if local government entities (LGs) effectively manage their records to promote accountable and transparent decision making. Our audit was a snapshot of recordkeeping practice in 4 LGs with a diverse range of characteristics. We reviewed a small number of records at each LG, restricted to important areas where we expected to see good recordkeeping practice.

Background

LGs are involved in a range of activities and make decisions on a daily basis that directly impact their local community. These activities include waste management, recreational facilities, planning approvals, home business and short-term rental applications, health inspections and pet management. In addition, councillors debate, set policy and can make local government rules and resolutions. All of these activities generate records.

The definition of a government record is:

'a record created or received by a government organisation or a government organisation employee in the course of the work for the organisation¹.'

Figure 1: State Records Act 2000 definition of a record

Records can take many forms including letters, memos, emails, photos, videos, recordings and social media posts. They are important because they are the corporate knowledge of an organisation, independent of staff turnover. They may also form important evidence in legal proceedings or have priceless value as an historic record. Most importantly, records and good recordkeeping practice promote accountable and transparent decision making.

The *State Records Act 2000* (the Act) sets the framework for records management of state and local government entities. Under the Act, the State Records Commission is required to produce standards and principles. The Act also requires all government entities, including LGs, to develop a recordkeeping plan (RKP) outlining how they will comply with the standards and principles. RKPs must be approved by the State Records Commission.

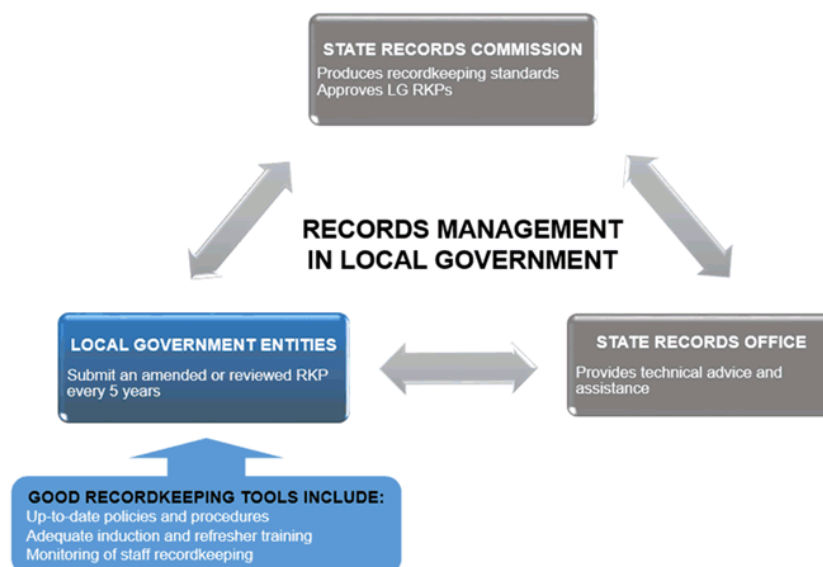
The RKP is used to define key business activities and functions and to demonstrate that recordkeeping tools are in place. These include:

- policies and procedures to support the RKP
- consistent identification and naming of records
- preservation, retention and disposal of records
- compliance activities such as:
 - staff training
 - monitoring and evaluation of records management practice
 - compliance reporting.

¹ [State Records Act 2000](#), Section 3, p.3.



The State Records Office (SRO) provides administrative assistance and technical advice to the State Records Commission. It also provides advice to LGs and other government entities on the development of RKPs and feedback once the RKP has been submitted for approval. Every 5 years, LGs must submit an amended or reviewed RKP for approval. These relationships are shown in Figure 2.



Source: OAG using information from the State Records Commission with blue shading showing areas within this audit scope.

Figure 2: LG recordkeeping plan relationships

Audit conclusion

The 137 local governments and 9 regional councils we checked have recordkeeping plans approved by the State Records Commission, as required. However, the 4 LGs we reviewed were not effectively implementing them, or managing their records to promote accountable and transparent decision making. Recordkeeping tools that support implementation, such as policies and procedures, training, and monitoring were not adequately developed. LGs could also do more to better protect their digital records.

Key findings

- Recordkeeping plans are approved but lack supporting policies and procedures.
 - Recordkeeping plans are current and approved.
 - Recordkeeping plans are not supported by adequate LG policies and procedures.
- Implementation of recordkeeping plans is poor.
 - More regular and thorough records training is needed.
 - LGs do limited monitoring of staff records management practice.

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- Records are often held too long.
- Important records are not properly managed.
 - Some records were missing or difficult to find.
 - Records were often stored outside records management systems.
- Protection of records is mixed.
 - Physical records were generally well managed.
 - Digital records recovery could be better.

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Recommendations

All LGs, including those not sampled in this audit, should review their recordkeeping policies and procedures to ensure they adequately support their RKP. LGs should implement:

- regular and thorough records training
- regular reviews of staff recordkeeping practices
- timely disposal of records
- adequate protection over digital records.

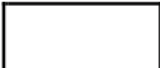
Under section 7.12A of the *Local Government Act 1995*, all sampled LGs are required to prepare an action plan addressing significant matters relevant to their entity for submission to the Minister for Local Government within 3 months of this report being tabled in Parliament and for publication on the entity's website. The action plan for every LG in our sample should address each point above.

Response from audited local government entities

The 4 LGs in our sample have accepted the audit findings and recommendations. They all recognise the importance of continuous improvement in their recordkeeping practices.

Most LGs advised they were planning to address findings in the near future, with some being addressed already.

One LG commented that it is a challenge for smaller sized LGs to find a balance between cost and benefit in relation to records management controls. This LG felt that the findings confirmed they had achieved the right balance.



Audit focus and scope

The audit objective was to determine if Western Australian local government entities (LGs) effectively manage their records to promote accountable and transparent decision making.

The specific lines of inquiry were:

- Do LGs have approved and current recordkeeping plans (RKPs), and supporting policies and procedures?
- Are key business activities and decision making records managed in line with RKPs?
- Do recordkeeping systems appropriately secure physical and electronic records against inappropriate access, alteration or destruction?

We checked to see if 146² LGs had approved RKPs in place as required and reviewed the following 4 LGs in detail:

- City of Canning (Canning)
- Eastern Metropolitan Regional Council (EMRC)
- Shire of Toodyay (Toodyay)
- Town of Mosman Park (Mosman Park).

We visited these LGs and interviewed senior management, records management staff and staff in relevant business areas. We assessed whether their RKPs reflected current practice and if planned actions or improvements were being implemented. We also assessed whether policies and procedures were in place and being followed.

Areas we examined included human resource records, planning approval records and health inspection records. At EMRC our sampled records included complaints and waste management issues.

We liaised with the State Records Office to discuss interpretation and expectations around compliance with recordkeeping standards and principles. We also spoke with the Director General, National Archives of Australia, about emerging issues and good practice.

This was a narrow scope performance audit, conducted under section 18 of the *Auditor General Act 2006* and in accordance with Australian Assurance Standards ASAE 3500 Performance Engagements. We complied with the independence and other relevant ethical requirements related to assurance engagements. Performance audits primarily focus on the effective management of agency and LG programs and activities. The approximate cost of undertaking the audit and reporting is \$198,000.

² This includes WA's 137 local governments and 9 regional councils, but excludes the 2 Indian Ocean Territories.

Findings

Recordkeeping plans are approved but lack supporting policies and procedures

We found all 146 LGs have had their RKP's approved by the State Records Commission as required by the *State Records Act 2000* (the Act). However, we found that the 4 LGs in our sample had RKP's that were not supported by appropriate policies and procedures.

Consequently, the responsibility for good recordkeeping is left to individual staff and is not embedded into business practice. This can lead to inefficiencies and risks such as:

- double handling of records
- poor controls over identification, naming, and location of records affecting retrieval processes
- failure to plan for and test records disaster recovery.

Recordkeeping plans are current and approved

At 30 June 2018, all 146 LGs had approved RKP's as required by the Act. We found that 78% of LGs submitted an amended or reviewed RKP on time, in the 5 years to 30 June 2018. A further 21% had submitted their RKP's within 3 months of the target, with only 1% failing to submit within 6 months. While there is room for LGs to improve the timeliness of RKP approval, most LGs demonstrate a timely commitment to meet good recordkeeping standards. RKP's demonstrate compliance with the State Records Commission's recordkeeping standards and principles.

Recordkeeping plans are not supported by adequate policies and procedures

We found the 4 LGs we sampled had records management policies. However, they were inadequate and often had not been reviewed, updated and approved to reflect current management expectations for recordkeeping.

The State Records Commission requires the recordkeeping policies and procedures of an entity to clearly set out roles and responsibilities for staff, and to cover all aspects of an organisation's business operations. We expected to see policies and procedures that provided guidance and support for individual business area recordkeeping and management of sensitive records. LGs, like many organisations, are using social media to engage with their community, they are also faced with the challenge of transitioning from paper-based to digital records. We therefore expected to see appropriate guidance around both of these areas of operation. Table 1 shows these areas were rarely covered.



	Canning	Mosman Park	Toodyay	EMRC
Business area roles and responsibilities	●	●	●	●
Management of sensitive records	●	●	●	●
Digitisation of records	●	●	●	●
Social media	●	●	●	Does not have social media

Source: OAG using information from LGs reviewed

● Did not meet expectations ● Partially met expectations* ● Met expectations

*Policy developed but not yet approved or implemented.

Table 1: LG coverage of key recordkeeping roles and responsibilities in policy and procedure

Implementation of recordkeeping plans is poor

Across the LGs we sampled, we found weaknesses in:

- regular and thorough records training
- monitoring of staff recordkeeping practice
- timely disposal of records.

This demonstrates that LGs are not using key tools effectively to support the implementation of RKPs.

More regular and thorough records training is needed

All of the LGs we reviewed provided some records management training to their staff. However, only EMRC included it as part of a formal induction process, with the rest providing training within a few months of starting the job. None of them regularly provided refresher training, and 3 of the 4 LGs did not deliver job-specific records training. Job-specific records training is important because different areas of the LG will have different records management requirements. For example, property planning records will be managed differently to human resource records. Table 2 illustrates training provided by the sampled LGs.

	Canning	Mosman Park	Toodyay	EMRC
Records management training for new staff	●	●	●	●
Refresher training	●	●	●	●
Job-specific	●	●	●	●

Source: OAG using information from LGs reviewed

● Not done ● Done

Table 2: LGs records management training

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We noted the 4 LGs had poor records of which staff had completed records management training. Without regular and sufficiently detailed training, staff may not fully understand their record keeping responsibilities or how to meet them. This may lead to records being inadvertently lost, altered or destroyed.

LGs do limited monitoring of staff records management practices

None of the LGs were periodically reviewing their recordkeeping practice. Canning, Mosman Park and Toodyay performed limited monitoring of the records management practices of their staff. EMRC was not doing any monitoring. The State Records Commission requires regular review of the efficiency and effectiveness of the recordkeeping training program to highlight any areas of records management that need attention or improvement. A practical way to review the effectiveness of training is by monitoring recordkeeping practices. When we spoke to LGs they hadn't considered regular review as an important tool to assess good recordkeeping. Regular review could include:

- checking location of physical records
- monitoring that key business records have been captured
- checking for storage of digital records outside approved records management systems
- checking contractor records management practices.

Records are often held too long

The SRO's publication *General Disposal Authority for Local Government Records* sets out the minimum times for retention of various types of records. Each of our sampled LGs had recognised this disposal authority in their RKPs but none were effectively implementing it. None were disposing of digital records and only Toodyay and Mosman Park were disposing of physical records in accordance with the disposal authority.

Canning had placed its disposal program on hold at the time of our audit and advised they were behind in conducting retention and disposal activities. Canning stores the bulk of its physical records in contracted offsite storage facilities. Keeping records for too long creates unnecessary storage costs, especially for physical records but also for digital records.

The SRO found in a recent survey that 66% of state and local government entities do not conduct authorised destruction of their digital records. They warned of an impending "digital landfill"³.

Figure 3: SRO finding from its publication 'Born Digital: Managing Government Information and Data'

If records are held too long, record searches can become inefficient and agencies can potentially expose themselves to incidents of personal data breaches if they store sensitive records beyond prescribed periods. To avoid unnecessary storage costs, LGs should regularly review onsite and offsite physical and digital records in line with the disposal authority.

³ State Records Office, 2018, *Born Digital: Managing Government Information and Data*, p.9.



Important records are not properly managed

EMRC, Mosman Park and Toodyay had records that were missing or not available on request. All 4 LGs reviewed had important records stored outside their approved records management systems.

Some records were missing or difficult to find

We sampled a small number of important records at each LG. Records that were missing or difficult to find at 3 out of the 4 LGs included:

- contract documents
- human resource records such as required police clearances, reference checks, job position descriptions and staff qualifications
- property planning approvals including assessment sheets and copies of certificates of title
- complaint correspondence.

For example, at Toodyay we were unable to find reference checks for 5 of the 6 human resource files we reviewed, including for a senior management position. We have previously recommended state government entities keep sufficient evidence to demonstrate that an employee's identity, professional qualifications, and right to work in Australia were checked before employment⁴. The same would apply to LGs.

We were also unable to find within a reasonable time, 2 out of 5 property planning assessment sheets at Mosman Park and a signed acceptance and agreement document for an important contract at EMRC.

Missing or difficult to find records indicate failings in the way records are managed. Timely access to records supports good decision making and efficient and effective use of limited staff resources.

Importance of good records management – Mosman Park

We noted during the audit that Mosman Park retrieved building and engineering works approval documents as part of an external investigation. It was able to do so quickly and this gave us some confidence in the records management processes for the building services area. It also provided a timely reminder of the importance of records being appropriately created and easily retrievable.

Figure 4: Example of good records management

Records were often stored outside records management systems

We found all 4 LGs stored some finalised records outside of their approved records management systems. Specifically:

- All LGs stored records on network drives that were not captured by or linked to the approved records management system. One of the LGs had a large number of records stored in this way and another had some sensitive human resource records stored without appropriate access security.

⁴ Office of the Auditor General, 2015, [Verifying Employee Identity and Credentials](#), p.11.

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- Canning kept records on business systems that were not identified in its RKP. None of these systems had sufficient records management functionality so they were linked into the record management system. However improper links caused dumping of thousands of records into the records management system without retaining or setting meta-data to allow easy searching, retrieval, retention and disposal.

Business systems can be, and often are, used as records management systems. But they must either have records management functionality or final records must be captured in a records management system to allow records to be efficiently and effectively managed. Records management systems typically allow users to:

- create and capture records
- apply meta-data to allow for easy retrieval such as standardised classification and thesaurus, title, author, creation date and custodian
- apply timeframes and triggers for retention, disposal and archiving
- apply appropriate security and access controls for records.

Storing records outside approved systems increases the risk they will be lost, altered, or destroyed. It can also make records processing for retention, disposal or archiving far more difficult and time consuming.

Protection of records is mixed

We found the 4 sampled LGs were generally managing the preservation and security of physical records well. However, the preservation and security of digital records could be improved.

Physical records were generally well managed

All of the sampled LGs stored physical records on site, with Canning and Mosman Park also using contracted offsite storage facilities to manage records. Security of on-site storage was generally well managed in the following areas:

- access restriction through logged card or key entry
- temperature and humidity controls
- fire alarms and suppression equipment
- disaster recovery kits.

However, EMRC had poor controls over who had access to keys to storage facilities and none of the LGs were meeting their RKP commitments to regularly inspect on-site storage facilities to ensure conditions were appropriate for their records. Mosman Park advised they no longer needed to regularly inspect because they had moved many of the records offsite. We noted they had not documented the decision that this RKP commitment was no longer relevant. When management considers RKP commitments are no longer relevant they should document those decisions and where necessary update the RKP and supporting policies and procedures.

We did not audit contracted offsite records storage facilities but we did visit one of the providers and observed good security and preservation arrangements. It is good practice for LGs to embed sound security, preservation and destruction arrangements into their contracts and satisfy themselves that they are being met.



Taking action to improve preservation of records – Toodyay

In 2013, Toodyay decided to build a dedicated fire retardant records room to improve its records storage facility as part of its commitment to better preserve its records. In 2016, Toodyay repurposed an old depot facility for storage of records. The new storage facility now helps to preserve records in the event of a disaster and also creates a more organised space to allow for the efficient access and disposal of physical records.



Figure 5: Case study showing the shipping container previously used by Toodyay and the current records storage facility

Digital records recovery could be better

The 4 LGs we reviewed were at varying stages of maturity in planning for and implementing disaster recovery processes for their records. We found that 3 of the 4 LGs had a records disaster recovery plan, but 1 did not. None had tested their disaster recovery plans to check they met required timeframes for recovery of digital records. Results of our testing are summarised in Table 3.

	Canning	Mosman Park	Toodyay	EMRC
Records Disaster Recovery Plan (RDRP)	●	●	●	●
Digital records adequately covered in RDRP	●	●	●	●
Regular back-up of digital records	●	●	●	●
Testing of digital back-ups	●	●	●	●

Source: OAG using information from LGs reviewed

● Did not meet expectations ● Met expectations

Table 3: Status of disaster recovery planning for digital records

We have previously reported on the importance of periodically testing disaster recovery plans, including for digital records⁵. Such planning and testing is vital as it provides for the rapid recovery of important records in the event of an unplanned disruption affecting business operations and services. LG management should develop and regularly test disaster recovery plans.

⁵Office of the Auditor General, 2018-19, Report 1 [Information Systems Audit Report](#), p.47.

Appendix 1: Better practice principles

The following table provides a high level summary of the State Records Commission (SRC) Standard 2 for Recordkeeping Plans. The 6 principles represent good practice expectations of the SRC. They were also the basis for our assessment of recordkeeping practice at the LGs we reviewed. Our listed expectations are not exhaustive and do not cover all of the SRC minimum compliance requirements in Standard 2.

Recordkeeping plans		
Principles	SRC expectation	Our expectation
Principle 1 Proper and Adequate Records	<ul style="list-style-type: none"> records are created and kept which properly and adequately record the performance of the organisation's functions records are consistent with any written law to which the organisation is subject when performing its functions 	<ul style="list-style-type: none"> recordkeeping plan approved records of important business decisions or activities can be easily found
Principle 2 Policies and Procedures	<ul style="list-style-type: none"> recordkeeping programs are supported by policy and procedures 	<ul style="list-style-type: none"> policy and procedures are up-to-date policy and procedures are in place for each business area
Principle 3 Language Control	<ul style="list-style-type: none"> appropriate controls are in place to identify and name government records 	<ul style="list-style-type: none"> an appropriate tool is used to systematically and consistently identify and name records
Principle 4 Preservation	<ul style="list-style-type: none"> records are protected and preserved 	<ul style="list-style-type: none"> Records disaster recovery plans are developed and tested storage facilities are assessed in line with SRC Recordkeeping Maturity Model
Principle 5 Retention and Disposal	<ul style="list-style-type: none"> records are retained and disposed of in accordance with an approved disposal authority 	<ul style="list-style-type: none"> an approved disposal authority is adopted and regularly used
Principle 6 Compliance	<ul style="list-style-type: none"> employees comply with the recordkeeping plan 	<ul style="list-style-type: none"> staff receive regular records refresher training staff receive business area specific records training staff record keeping practice is monitored

The SRC Policies and Standards are available on the SRO website: [Recordkeeping Policies and Standards](#).

Auditor General's Reports

Report number	Reports	Date tabled
16	Management of Supplier Master Files	7 March 2019
15	Audit Results Report Annual 2017-18 Financial Audits of Local Government Entities	7 March 2019
14	Opinions on Ministerial Notifications	13 February 2019
13	Opinion on Ministerial Notification	23 January 2019
12	Managing Disruptive Behaviour in Public Housing	20 December 2018
11	Opinions on Ministerial Notifications	20 December 2018
10	Opinions on Ministerial Notifications	18 December 2018
9	Treatment Services for People with Methamphetamine Dependence	18 December 2018
8	Opinions on Ministerial Notifications	10 December 2018
7	Audit Results Report – Annual 2017-18 Financial Audits of State Government Entities	8 November 2018
6	Opinion on Ministerial Notification	31 October 2018
5	Local Government Procurement	11 October 2018
4	Opinions on Ministerial Notifications	30 August 2018
3	Implementation of the GovNext-ICT Program	30 August 2018
2	Young People Leaving Care	22 August 2018
1	Information Systems Audit Report 2018	21 August 2018

Item 13.1 Attachment 1

ASFC 18/07/2019



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Item 13.2

ASFC 18/07/2019

13.2 (2019/MINUTE NO 0014) ANNUAL BAD DEBTS REVIEW AND WRITE-OFF

Author(s) N Mauricio

Attachments

1. Sundry Debt Write-offs 2018-19
(CONFIDENTIAL)
2. Infringements/Legal Costs Write-offs 2018-19
(CONFIDENTIAL)

RECOMMENDATION

That Council write off bad debts totalling \$17,342.57 (inc. GST), as shown in the attachments to the Agenda.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COMMITTEE RECOMMENDATION

MOVED Cr M Separovich SECONDED Susan Smith

That the recommendation be adopted.

CARRIED 5/0

TO BE CARRIED BY ABSOLUTE MAJORITY OF COUNCIL

Background

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

The City's administrative policy AFCS9 Debtors Management states that bad debt write offs should only occur where all avenues for recovery have been exhausted or it is unviable to keep pursuing the debt.

Council has delegated the authority to write off bad debts (other than rates and service charges) up to an individual value of \$300 under delegated authority code AFCS9. Those bad debts over \$300 are required to be brought to Council for write off.

Submission

N/A

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Whilst the City has a good track record in managing and collecting its outstanding debts, it is unavoidable for some to become uncollectible for a variety of reasons.

The City's debtors mix comprises commercial debtors (mainly landfill trade debtors) and community based debtors (hall and reserve hire and provision of community related services). Bad debts are usually attributable to failed businesses or untraceable companies and individuals. Some debts are also not worth pursuing due to the cost of formal debt recovery processes.

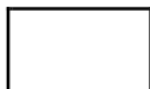
The revenue team conduct an annual review of the 90 days overdue debtors and identify those debts where they have exhausted all administrative and legal avenues to recover these debts, or where further recovery attempts would prove futile and cost ineffective. A list of these is prepared for review by senior management before being recommended for write-off.

Attached to the Agenda are the detailed listings of the bad debts recommended for write off by Council this year. These have been categorised by their debt type and include relevant commentary on their status and the recovery efforts made where applicable. A consolidated summary of the write offs requested is provided below:

Debt category	No. of debts	Amount to be written-off \$ (ex gst)	Amount to be written-off \$ (inc gst)
Community (hall/reserve hire, services)	6	4,760.08	5,236.08
Commercial (tip fees)	1	1,695.49	1,865.04
Naval Base shack lease	1	4,166.60	4,583.26
Regulatory related (licences, Health Act, fire breaks)	3	2,499.99	2,749.99
Sundry Debts Sub-Total	10	13,122.16	14,434.37
Recovery of Court Costs (Health Act)	1	2,908.20	2,908.20
Infringements/Legal Costs Sub-Total		2908.20	2908.20
Total Debt write off Total		16,030.36	17,342.57

It should be noted that the impact on Council's closing financial position will be \$16,030.36, being the GST exclusive value of the debts to be written off.

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Generally, debts proposed for write off this year are due to either being uneconomical to continue pursuing, the debtor is unable to be located or the likelihood of success through legal avenues is remote.

It is worth noting that there is only a minor debt write-off for the Henderson Waste Recovery Park of \$1,865, which has resulted from a negotiated settlement on a long outstanding debt that was significantly larger (\$21,000 in 2013) and since debt managed downwards. This result demonstrates that current debt management and recovery practices are operating effectively in the City's largest commercial risk area.

Debt write-offs under delegation

Council delegation AFCS9 allows for small debts owing to the City to be written off up to a maximum individual value of \$300 (other than for rates levied or prescribed service charges). The following table summarises the debts written off under delegation for 2018-19:

Debt category	No. of debts	Amount to be written-off
Firebreak construction	1	294.99
Miscellaneous items (uneconomical to pursue)	3	162.00
Community (hall/reserve hire, services)	11	999.81
Health Act permits (uncollectible - 4 years old)	9	826.00
Infringements (FER recommended, interstate plates, statute of limitations)	34	4,502.00
Small balance write-offs	95	161.27
Debt write off under delegation Total	153	6,946.07

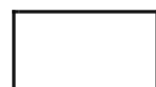
Strategic Plans/Policy Implications

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

Bad debts written off totalling \$16,030.36 (ex GST) will marginally reduce the operating revenue reported for the 2018-19 financial year as



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the City does not maintain a provision for doubtful debts due to the immaterial nature and history of past write-offs.

Legal Implications

Uncollectable sundry debts require Council authorisation in order to be written off under the provisions of the Local Government Act Section 6.12 (1)(c).

Community Consultation

N/A

Risk Management Implications

It is considered good risk and financial management to annually assess overdue debts and determine their collectability. Those that are uncollectible should be written off to increase the accuracy of the debtors value reported in the balance sheet and is expected by audit. Further, this ensures debt collection efforts and resources are focused on collectible debts.

Advice to Proponent(s)/Submitters

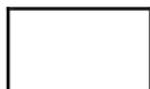
N/A

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

Nil

AT THIS POINT IN THE MEETING, THE TIME BEING 6.53PM, THE PRESIDING MEMBER INVITED MR GREG GODWIN, AUDITOR, MOORE STEPHENS TO BRIEF THE COMMITTEE ON THE FINANCIAL MANAGEMENT REVIEW REPORT.

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Item 13.3

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13.3 (2019/MINUTE NO 0015) FINANCIAL MANAGEMENT REVIEW

Author(s) N Mauricio
Attachments 1. Financial Management Review report [↓](#)
 2. OAG Position Paper - Accounting for Bonds [↓](#)

RECOMMENDATION

That Council:

- (1) receive the Financial Management Review (FMR) report as shown in attachments to the Agenda); and
- (2) require a progress report to be brought to Council via the November Audit & Strategic Finance Committee meeting on the completion of the outstanding actions agreed to by management as a result of the review.

COMMITTEE RECOMMENDATION

MOVED Cr M Separovich SECONDED Cr K Allen

That the recommendation be adopted.

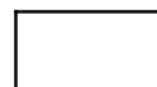
CARRIED 5/01**Background**

At its July 2016 meeting, the Audit and Strategic Finance Committee (AFSC) adopted a three year Strategic Internal Audit Plan. The Internal Audit Plan was developed through the City's Risk Review Group (comprising cross functional Managers), with input from the internal auditor. The audit planning was informed by the City's Operational and Strategic Risk Registers, where assessed risk levels influenced audit priorities.

The internal audit assignments due for completion in the 2018-19 financial year were:

1. Financial Management Review (completed and the subject of this agenda item); and
2. Land Development and Developer Contributions (field work completed and awaiting final delivery of the report by the auditor).

This year marks the completion of the current three year Strategic Internal Audit Plan with a new plan being brought to ASFC via a separate agenda report.



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Submission

N/A

Report

Under Local Government (Financial Management) Regulations 5(2)(c), the CEO is required to undertake an FMR once in every three years.

The main purpose of a Financial Management Review (FMR) is to examine the appropriateness and effectiveness of the financial management systems and procedures of the City on behalf of the CEO.

Previous reviews (required every 4 years before recent legislative amendment to every 3 years) were completed in an ad hoc and indirect manner via a mix of internal audit engagements and internal assessments. Whilst this approach sufficed audit requirements in the past, it became clear that a solely focused and independent review was needed to properly meet the legislative requirement going forward. For this purpose, an FMR review was included in the 2016-2019 Strategic Internal Audit Plan.

The City engaged Moore Stephens to undertake the FMR engagement, given they are considered the pre-eminent accounting firm for local government in WA and a WALGA listed supplier for audit services. Moore Stephens have completed FMR engagements for a significant number of other metropolitan Councils including Melville, Stirling, Perth, Fremantle and Kwinana.

The internal audit scope agreed to had the primary objective to provide the CEO with a report designed to enhance his confidence in the performance of the control environment for the financial management system of the City (as administered by staff), for which the CEO is ultimately responsible in accordance with the Local Government Act and associated Regulations.

Key Audit Results

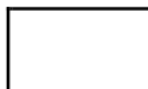
22 areas were examined in total:

- 13 were deemed as having effective controls and procedures appropriate for the City's current scope of operations (there were no issues raised for these areas); and
- 9 areas had 16 specific matters identified and noted.

The 16 matters noted were risk assessed as follows:

- 9 matters were deemed minor;

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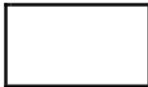
- 5 matters were deemed moderate; and
- 2 matters were deemed significant.

The 2 significant matters pertained to security over the location of data files used for processing AP and payroll payments. These are relatively straight forward to address and the City has seen no evidence of any breaches of the existing controls.

The 13 areas found to have effective and appropriate controls and procedures were:

- Bank Reconciliations;
- Fees and Charges;
- Cost and Administration Allocations;
- Minutes and Meetings;
- Financial Reports;
- Plan for the Future;
- Registers;
- Delegations;
- Audit Committee;
- Insurance;
- Storage of Documents / Record Keeping;
- Investments; and
- General Journals.

This result is extremely reassuring for the City and the CEO, reflecting a high standard of oversight and scrutiny over the financial management activities of the City. The audit manager commented during the exit meeting that the City's FMR report was going to contain one of the lowest numbers of findings of those he had completed to date. However, the real value in this type of review exercise comes from identifying improvement opportunities and tightening any control weaknesses. The following table lists the 16 matters noted and any management actions agreed to address them. Detailed management comments are included in the attached report, which explain and provide context to the agreed actions.

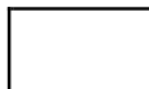
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1. Purchases, Payments and Payables	
Matter raised (1): Purchase orders raised after services rendered	Rating: Minor
Action: The City will use this review finding to further reinforce procurement compliance (ETA: by Sep 2019)	
Matter raised (2): the City's current process of changing supplier banking details whilst adequate, are not formally documented.	Rating: Minor
Action: The City's existing procedures will be documented within an operational quick guide for future reference and training (Completed June 2019) .	
Matter raised (3): The creditor's ABA files are saved on a Drive which is accessible by all staff members of the City.	Rating: Significant
Action: The City will lock down the file location to only authorised staff, thereby eliminating the risk (Completed July 2019) .	
2. Receipts and Receivables	
Matter raised (4): Whilst the City's current process of following up outstanding sundry debtors is adequate, there are no formal documented procedures.	Rating: Minor
Management Comment: Agreed	
Action: The current process will be documented within the City's procedure template and approved. (ETA: by 30 September 2019)	
Matter raised (5): Re-Use Shop at Henderson Waste Recovery Park a) The cash receipting reconciliations should be reviewed by another staff member independent of preparation. b) Installation of security cameras positioned over the POS systems should be considered to help ensure cash collections are adequately safeguarded and secured.	Rating: Moderate

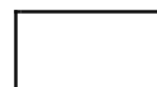
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c) All cancelled receipt transactions should be supported by appropriate documentary evidence.	
<p>a) Action: The end of day reconciliation will now be completed by one staff member and verified by the other with signatures (Completed July 2019)</p> <p>b) Accept the risk – there is a plan to install EFTPOS at the Re-Use Shop in 2019-20, which will significantly reduce cash handling. The EFTPOS will be integrated with the cash receipting system, making reconciliations easier and more visible (ETA: by March 2020).</p> <p>c) Staff at the Reuse Shop were reminded of the requirement to attach documentary evidence to cancelled transactions (Completed June 2019).</p>	
Matter raised (6): No security cameras installed at the Henderson Waste Recovery Park weighbridge	Rating: Minor
Action: Accept the risk - cash transactions are minimal as most now opt for credit or account transaction. No further action required (Completed June 2019)	
3. Payroll	
Matter raised (7): Requested changes to employee details should be verbally confirmed with the employee before the change is processed and the required process should be documented.	Rating: Moderate
Action: Changes are now verbally confirmed and the documented procedure will be put in place (Completed June 2019) .	
Matter raised (8): The payroll ABA files are saved on a Drive which is accessible by all staff members of the City.	Rating: Significant
Action: The City will lock down the file location to only authorised staff, thereby eliminating the risk (Completed July 2019) .	
4. Rates	
Matter raised (9): A review of the City's rate notices noted various (minor) disclosures required by the Local Government (Financial	Rating: Minor



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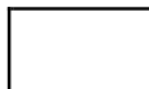
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Management) Regulations were missing.	
Action: The City will amend its rates brochure that accompanies every rates notice to include the necessary details of the objects/reasons for imposing differential rates. (Completed Jul 2019). Whilst the rates notice does state that any arrears must be paid with the first instalment, it will be made clearer that the instalment method will be cancelled if any arrears are not paid. (Completed Jul 2019). City will modify the interim rates notice template to include the rate in the dollar used for the rates levied. (ETA: by Sep 2019).	
5. Trust Funds	
Matter raised (10): All bona fide trust money should be transferred from the municipal bank account into the trust bank account in a timely manner after receipt to ensure compliance with the Local Government Act	Rating: Moderate
Action: The City will however explore options for a more timely transfer of cash between bank accounts e.g. review daily transaction reports for any material Trust receipts or payments (ETA: by August 2019).	
Matter raised (11): Interest earnings on short term bonds or deposits (trust fund moneys) are not retained in trust or provided back to the entitled recipient on return of their moneys. The City keeps these earnings as their own in line with the legal advice they have obtained.	Rating: Moderate
Action: No further action required. The City has confidence in following its legal advice as this was provided to the City's previous auditor and the City implemented changes to its accounting and banking practices in accordance with the advice. The City has since been audited twice (including once under the auspices of the OAG) and has satisfied audit requirements both years receiving unqualified audit opinions (Completed June 2019).	
6. Budgets	
Matter raised (12): The City's 2018/2019 Statutory Budget document did not include the due dates of each rate instalment under each option as required by Local Government	Rating: Minor

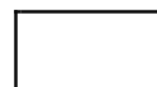
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(Financial Management) Regulations	
Action: This matter will be rectified when preparing future budget documents (Completed June 2019) .	
7. Fixed Assets	
Matter raised (13): Fixed asset reconciliations were not prepared from July to September 2018 and December 2018. Also, a \$2,000 discrepancy between the fixed asset register and general ledger control accounts has existed since 2013.	Rating: Minor
Action: The \$2,000 discrepancy is a known issue where previous efforts to resolve haven't been successful. This discrepancy has now be resolved. (Completed June 2019) .	
Matter raised (14): The City's artwork were grouped together and capitalised on the City's fixed asset register as one item. However as the individual art pieces are worth less than \$5,000 they should be expensed as required by the Local Government (Financial Management) Regulations.	Rating: Moderate
Action: The City will individually capitalise those artworks valued at least \$5,000 and expense the remainder. A separate inventory of the City's artworks will be maintained and reviewed by the Arts & Cultural coordinator in order to satisfy legislative requirements to prevent theft or loss of portable and attractive assets (Completed July 2019) .	
8. Credit Card Procedures	
Matter raised (15): Whilst reviewing the City's credit card policy and credit card guidelines it was noted they are inconsistent regarding the time allowed for submission of monthly credit card reconciliations.	Rating: Minor
Action: The operational guidelines will be reviewed and where necessary, updated to align with current practice. (Completed June 2019) .	
9. IT Controls	
Matter raised (16): The City's documented Information Services Disaster Recovery Plan specifies a review of the plan should be carried	Rating: Minor



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out annually but last occurred in 2017.	
Action: The City is planning a full disaster recovery plan test during 2019-20 and will review the plan beforehand. A full test is a big exercise for the City to coordinate, as it requires shutting down some services and operations. Timing is therefore a critical consideration. An annual review of the plan will be made a priority going forward. (ETA: by Dec 2019).	

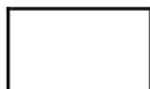
The above table shows 10 of the 16 matters having been actioned and completed, with outstanding actions remaining for the other 6 matters. The progress in completing these will be reported to the November AFSC meeting.

Trust Fund

Since the completion of the FMR review, the City has received correspondence from the Office of the Auditor General (OAG) regarding the treatment of bond moneys (see the attached position paper). This relates to audit area number 5 in the above table and matter number 11 specifically. In summary, the position paper states:

- Since assuming responsibility for the annual financial audits of local government entities, the OAG has noted significant variation in the accounting treatment for bond moneys by local governments.
- The OAG obtained independent legal advice, that, unless agreements between developers/hirers and the entity require bond moneys to be held in the Trust Fund, they should not be held in the Trust Fund.
- There are no provisions in the Act or any other written law that specify that work bonds, building bonds and hire bonds are to be credited to, or held in, the Trust Fund, and these moneys are not held in trust.
- Consequently, section 6.9 of the Act is not applicable to these funds, and they should be held in the Municipal Fund.
- As section 6.9(3)(a) of the Act is only applicable to moneys held in the Trust Fund, any interest earned while the moneys are in the Municipal Fund, can be retained by the entity.
- However, if entities have in the past held bond moneys (or any other moneys) in the Trust Fund, section 6.9(3)(a) of the Act applies.

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- If an entity has held moneys in the Trust Fund, **invested it** and not paid interest to the person entitled to it, the entity should assess:
 - whether it can practically identify past interest earned on the moneys, and who is owed that interest
 - whether it can practically pay those persons entitled to the interest, as required by section 6.9(3)(a) of the Act.

As a result of this guidance and the position paper provided by the OAG, the City will now transfer bond moneys back into its Municipal Fund. In respect to any liability to any person for any interest earned on these bond moneys, as the City did not invest any of these moneys (which it had the discretion to), it is not liable to anyone for any residual interest it may have earned whilst sitting in a transactional bank account. This view remains consistent with the City's legal advice with respect to interest on Trust Funds and nothing contained in the OAG's position paper contradicts this piece of the advice (last dot point above).

Cash in Lieu of Public Open Space moneys will continue to be held in the Trust Fund and be invested in order to receive the interest earned in accordance with legislative requirements.

Strategic Plans/Policy Implications

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

The cost of the internal audit was covered by the City's budget for these services. Hourly fees are set in accordance with the WALGA supply panel contract for audit services.

Legal Implications

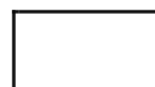
N/A

Community Consultation

N/A

Risk Management Implications

There is an obligation under Section 5(2) (c) of the Local Government (Financial Management) Regulations 1996 for the CEO to undertake a review of the appropriateness and effectiveness of the financial management systems and procedures of the Local Government at least once in every three financial years and report to Council the results of



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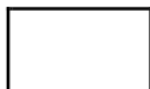
those reviews. The completed review ensures statutory compliance and assists the CEO to mitigate risks associated with the financial management of the City, as identified and reported.

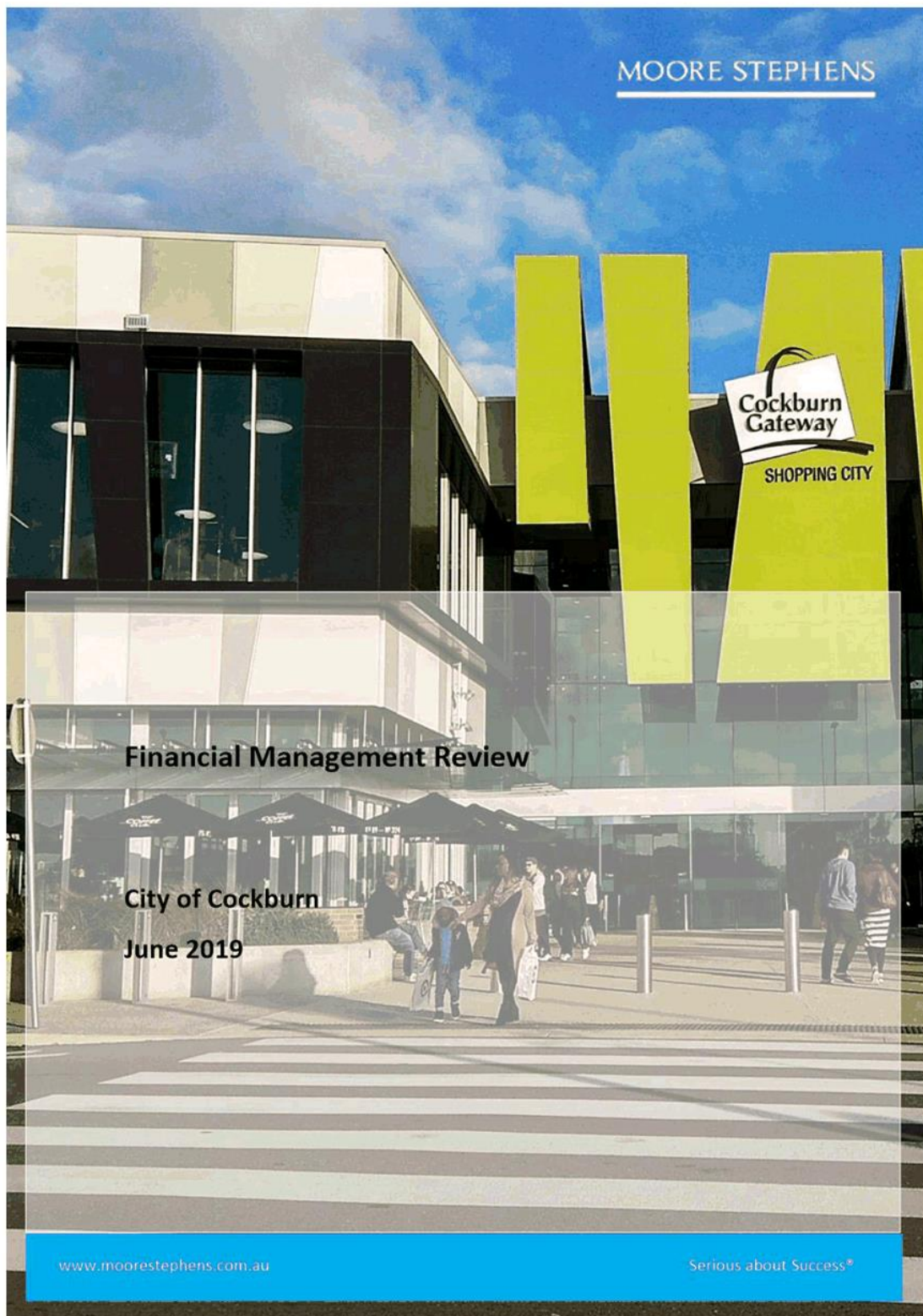
Advice to Proponent(s)/Submitters

N/A

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

Nil

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Appendix A – Review Procedures17

Disclaimer

The objective of this review as outlined in greater detail in Part 1.0 of this report as presented, is to assist the Chief Executive Officer of the City of Cockburn discharge responsibilities in respect to Regulation 5(2)(c) of the Local Government (Financial Management) Regulations 1996 (as amended).

It has been prepared by Moore Stephens (WA) Pty Ltd for this sole purpose.

It is not intended to be used by any other individual or organisation.

Confidential – this document and the information contained in it are confidential and should not be used or disclosed in any way without our prior consent.

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1.0 Executive Summary

The objective of our review as outlined in our engagement letter dated 29 April 2019 is to provide a report, based on our understanding of the City and associated risks, to assist the CEO to report to the local government on the appropriateness and effectiveness of the City's financial management systems and procedures as required by local government(Financial Management) Regulation 5(2)(c).

The review covered the period 1 July 2018 to 31 March 2019.

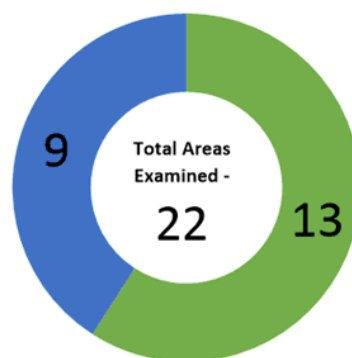
Financial systems and processes examined

Areas where controls and procedures are effective and appropriate for the City's current scope of operations

- Bank Reconciliations
- Fees and Charges
- Cost and Administration Allocations
- Minutes and Meetings
- Financial Reports
- Plan for the Future
- Registers
- Delegations
- Audit Committee
- Insurance
- Storage of Documents / Record Keeping
- Investments
- General Journals

Areas where matters were noted

- Purchases, Payments and Payables
- Receipts and Receivables
- Payroll
- Rates
- Trust Funds
- Budget
- Fixed Assets
- Credit Card Procedures
- IT Controls



Our review included a high-level understanding of the key financial systems that support the financial processes undertaken by the City and the performance of review procedures designed to evaluate the appropriateness and effectiveness of the control environment of the City's financial management system.

The procedures performed for each area in respect of the review have been included in **Appendix A**.

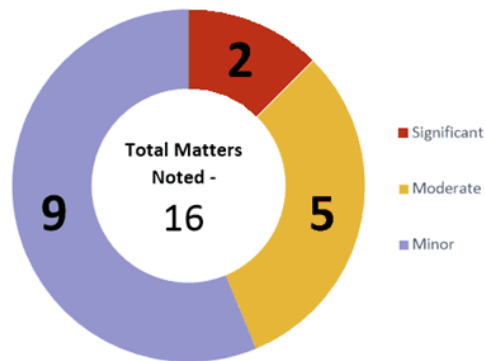
We did not necessarily examine compliance with provisions of the Act or Regulations which were not financial in nature.

The review constitutes an advisory engagement which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standard Board and, consequently no opinions or conclusions are intended to convey assurance, either expressed or implied.

1.0 Executive Summary (continued)

Matters noted summarised by risk rating

Details of the specific areas with matters noted, together with our risk ratings, recommendations and management comments can be found in part 2 commencing on page 6.






Addressing the issues highlighted will help to ensure the controls and procedures established are not compromised in the future and the integrity of the financial management system is maintained.


We trust this report will assist in the ongoing review and improvement of the City's financial management practices and procedures.

2.0 Matters Noted



Please Note: The rating assessment as detailed below is our assessment based on the circumstances surrounding the procedures performed. They are intended to be read in the context of our rating assessment to the organisation as a whole. They are provided solely to assist you understand the nature of the matters raised and to prioritise any remedial action.

Key for Rating Assessment:



Significant Issue represents a weakness which may have an adverse effect on the ability to achieve business objectives. Requires immediate management action.	
Moderate Issue represents a weakness which may become more serious if not addressed. Requires management action within a reasonable time period.	
Minor Issue represents an opportunity for improvement. Management should consider cost benefit analysis within a reasonable time period.	

Area	Rating	Matters Identified / Recommendations / Management Comments
Purchases, Payments and Payables		<p>During our testing of purchases we noted one instance where a purchase order was raised after the supplier invoice and one instance where a purchase order was raised after the service had been rendered.</p> <p>Recommendation:</p> <p>Whilst we note the City has detected and managed the above mentioned instances, to help prevent further occurrences, all authorising officers should be reminded that purchasing delegations are lawful instructions under their contract of employment and therefore the importance of the need to ensure purchase orders are raised and authorised prior to goods being received or the services rendered. This will help to ensure goods/services have been appropriately ordered and authorised and also helps ensure budget responsibility.</p> <p>Management Comments:</p> <p>The City has developed a comprehensive compliance and training framework around procurement activities, which specifically identifies and targets these types of non-compliance occurrences.</p> <p>In the two instances identified by the review, one of the officers no longer works at the City following previous procurement breaches. The other one involves an officer with a high volume of procurement transactions, who has previously been detected by the City's non-compliance reporting process and escalated to senior management for a response and action. As a consequence, additional training and resources have been provided to this officer to assist them with the high workload.</p> <p>Additionally, all of the City's officers' assigned delegated financial authority must first successfully complete a procurement training induction course developed by the City. For more senior, high responsibility roles, this training is provided one on one by the procurement manager.</p>


2.0 Matters Noted (continued)

Area	Rating	Matters Identified / Recommendations / Management Comments
Purchases, Payments and Payables		<p>Management Comments (continued):</p> <p>The City acknowledges that the best monitoring and compliance systems can never totally eliminate this risk, just manage and control it better (speeding on our roads is a case in point). The City believes it has sufficiently strong controls in place for this risk but will use this review finding to further reinforce procurement compliance.</p>
Purchases, Payments and Payables		<p>Whilst we found the City's current process of changing supplier banking details to be adequate, there are no formal documented procedures in place.</p> <p>Recommendation:</p> <p>To assist relief or new officers with verifying changes of supplier details the required process should be documented and provided to officers.</p> <p>Management Comments:</p> <p>The Manager Financial Services previously issued a directive by email to the AP Coordinator, requiring all supplier bank account changes to be followed up with phone calls and other checks. These checks and evidentiary documentation are recorded within the AP system against the supplier record. Additionally, a monthly exception report was put in place showing all supplier bank detail changes and acknowledged (in writing) by the AP Coordinator that all are in compliance with the established verification procedure. This report is provided to the City's delegated officers as part of the process to approve and transmit monthly supplier bank payment files. This procedure will be documented within an operational quick guide for future reference and training (ETA: June 2019).</p>
Purchases, Payments and Payables		<p>The creditor's ABA files are saved on a Drive which is accessible by all staff members of the City.</p> <p>Recommendation:</p> <p>To help ensure the ABA files are not tampered with after their creation, they should be kept in a secure location and access to these files should be limited to authorised personnel.</p> <p>Management Comments:</p> <p>The City acknowledges the ABA files are currently saved in a location accessible by all staff. Mitigating the risk of other staff tampering with or altering payment details, is the timely uploading of ABA files by AP staff into the banking system and verification of the amount being paid. The risk that other staff could access the file and make changes (without being detected) within a limited time window is considered relatively remote. The zero incidences during the 17 year period this payment procedure has been in operation supports this risk assessment. However, the City will lock down the file location to only authorised staff, thereby eliminating the risk (ETA: June 2019).</p>



2.0 Matters Noted (continued)

Area	Rating	Matters Identified / Recommendations / Management Comments
Receipts and Receivables		<p>Whilst we found the City's current process of following up outstanding sundry debtors to be adequate, there are no formal documented procedures in place.</p> <p>Recommendation: To assist relief or new officers with following up outstanding debtors the required process should be documented and provided to officers.</p> <p>Management Comments: The current process will be documented within the City's procedure template and approved. (ETA: by 30 September 2019).</p>
Receipts and Receivables (Henderson Waste Recovery Park)		<p>From our review of the cash handling procedures at the "Re-Use Shop" at the Henderson Waste Recovery Park we noted the following:</p> <ul style="list-style-type: none"> a) No evidence that the end of day cash receipting reconciliation between the physical cash collected and the system receipting reports was verified and reviewed by a staff member independent of preparation; b) No security cameras are installed; and c) Whilst reviewing the end of day receipting report for the "Re-Use Shop" we noted that there was no supporting system receipt or documentation for two cancelled transactions. <p>Recommendations: To help ensure the completeness and accuracy of cash receipts at the "Re-Use Shop" we recommend the following:</p> <ul style="list-style-type: none"> a) The receipting reconciliations should be reviewed by another staff member independent of preparation. This review should be evidenced accordingly; b) Installation of security cameras positioned over the POS systems should be considered to help ensure cash collections are adequately safeguarded and secured. This will also help ensure all receipts are accounted for in the system; and c) To help ensure the integrity of cancelled receipts and hence refunds are bona fide, all cancelled transactions should be supported by appropriate documentary evidence. <p>Alternatively an EFTPOS system could be implemented.</p> <p>Management Comments:</p> <ul style="list-style-type: none"> a) The Reuse Shop "end of day" reconciliation is completed by the two employees working in that area. The end of day reconciliation will be completed by one staff member and verified by the other. The form will be amended to indicate "Prepared by;" and "Checked by;" with corresponding spaces for signatures.



2.0 Matters Noted (continued)

Area	Rating	Matters Identified / Recommendations / Management Comments
		<p>Management Comments (continued):</p> <p>b) The issue of CCTV cameras has been reviewed previously and deemed to be ineffective. The City is willing to accept this risk of unauthorised activity at the cashier counter, as any potential dishonest, illegal or criminal acts would merely be completed away from the POS and the view of the camera. In addition, it would indicate that we do not trust our employees. Only one of the transactions at the time did not have the supporting documentation. It has since been attached and staff at the Reuse Shop has been reminded of the requirement. Cancelled transactions in the shop are extremely rare and are authorised by a Supervisor.</p> <p>c) Only one of the transactions at the time did not have the supporting documentation. It has since been attached and staff at the Reuse Shop has been reminded of the requirement. Cancelled transactions in the shop are extremely rare and are authorised by a Supervisor.</p> <p>A previous attempt to install an EFTPOS machine failed due to the expense and concerns the EFTPOS terminal could not operate effectively within the dusty environment.</p> <p>The City has existing plans to install EFTPOS at the Re-Use Shop in 2019-20 (included in budget), which will significantly reduce cash handling at this site. Additionally, the EFTPOS will be integrated with the City's online Enterprise Cash Receipting System (ECR), making reconciliations easier and more visible. Testing will occur to ensure reliability of operation. (ETA: by March 2020).</p>
Receipts and Receivables (Henderson Waste Recovery Park)		<p>No security cameras are installed at the weighbridge.</p> <p>Recommendation:</p> <p>Installation of security cameras positioned over the POS systems should be considered to help ensure cash collections are adequately safeguarded and secured. This will also help ensure all receipts are accounted for in the system.</p> <p>Management Comments:</p> <p>The City has previously accepted the risk of no CCTV cameras at the Weighbridge and will continue to do so. The City is willing to accept this risk of unauthorised activity at the cashier counter, as any potential dishonest, illegal or criminal acts would merely be completed away from the POS and the view of the camera. In addition, it would indicate that we do not trust our employees. We accept that the weighbridge operator works alone and undertakes the end of day transactions without direction supervision.</p>


2.0 Matters Noted (continued)

Area	Rating	Matters Identified / Recommendations / Management Comments
		<p>Management Comments (continued):</p> <p>The cash transactions are minimal now as most now opt for credit or account transaction. This is supported by the fact that there is now only one armed security collection per week, when previously there were two.</p>
Payroll		<p>We noted instances where changes to employee details were accepted via email without verbal confirmation with the employee before the change was processed, one instance resulted in a fraudulent payment being made. We also noted changes to the payroll Masterfile had not been independently reviewed.</p> <p>Whilst we found the City's revised process of changing employee banking details to be adequate, there was no formal documented procedures in place.</p> <p>Recommendation:</p> <p>Whilst we agree the City has changed its processes in light of the above instances, we emphasise to help ensure that changes to employee details are authentic, any requested changes should be verbally confirmed with the employee before the change is processed.</p> <p>To assist relief or new officers with verifying changes of employee details the required process should be documented and provided to officers.</p> <p>Management Comments:</p> <p>Changes are now verbally confirmed and the documented procedure will be put in place (ETA: by end of June 2019).</p>
Payroll		<p>The payroll ABA files are saved on a Drive which is accessible by all staff members of the City.</p> <p>Recommendation:</p> <p>To help ensure the ABA files are not tampered with after their creation, they should be kept in a secure location and access to these files should be limited to authorised personnel.</p> <p>Management Comments:</p> <p>The City acknowledges the ABA files are currently saved in a location accessible by all staff. Mitigating the risk of other staff tampering with or altering payment details, is the timely uploading of ABA files by payroll staff into the banking system and verification of the total amount being paid. The risk that other staff could access the file and make changes (without being detected) within a limited time window is considered relatively remote. The zero incidences during the 17 year period this payment procedure has been in operation supports this risk assessment. However, the City will lock down the file location to only authorised staff, thereby eliminating the risk (ETA: June 2019).</p>


2.0 Matters Noted (continued)

Area	Rating	Matters Identified / Recommendations / Management Comments
Rates		<p>From review of the City's rate notices we noted the following:</p> <ul style="list-style-type: none"> a) Interim rate notices did not include the rate in the dollar as required by <i>Local Government (Financial Management) Regulation 56(3)(c)</i>; b) A brief statement of the objects/reasons for imposing differential rates was not included on the rate notice or information accompanying as required by <i>Local Government (Financial Management) Regulation 56(4)(a)</i>; and c) A brief statement advising that payment may not be made by instalments if at the date of payment of the first instalment any part of a rate or service charge imposed in a previous financial year remains unpaid was not included on the rate notice or information accompanying as required by <i>Local Government (Financial Management) Regulation 56(4)(i)</i>. <p>Recommendation:</p> <p>To help ensure compliance with statutory provisions, these requirements should be correctly addressed in the future.</p> <p>Management Comments:</p> <ul style="list-style-type: none"> a) Whilst the City always includes a copy of its annual rates brochure with the mail out of the interim notice (that shows the various rate in the dollars for the rating year), the City will modify the interim rates notice template to include the rate in the dollar used for the rates levied. (ETA: by Sep 2019). b) The City will amend its rates brochure that accompanies every rates notice to include the necessary details of the objects/reasons for imposing differential rates. (ETA: by Jul 2019). c) The City's rates notice does state that any arrears must be paid with the first instalment. It will be made clearer that the instalment method will be cancelled if any arrears are not paid. (ETA: by Jul 2019).
Trust Funds		<p>We noted trust transactions are processed through the municipal bank account with journals being processed to transfer the funds to the trust bank account monthly. The <i>Local Government Act Section 6.6(2)</i> requires the municipal fund to be kept separate and distinct from the trust fund. In processing trust transactions through the municipal bank account there is increased risk that the City may be utilising trust moneys as part of the municipal fund or earning interest on funds that the City is not entitled to do so.</p> <p>Recommendation:</p> <p>To help ensure compliance with the <i>Local Government Act</i>, all bona fide trust money should be transferred from the municipal bank account into the trust bank account in a timely manner after receipt.</p>

2.0 Matters Noted (continued)

Area	Rating	Matters Identified / Recommendations / Management Comments
Trust Funds		<p>Management Comments:</p> <p>The CEO's duties as to financial management under FM Reg 5.1 calls for efficient systems and procedures for the proper collection of all money owing, the safe custody and security of all money collected, maintenance and security of financial records and accounting for municipal or trust. Efficiency of systems is a key consideration for the City.</p> <ol style="list-style-type: none"> 1. The City accounts for municipal and trust fund monies separately within its accounting system. 2. The City has separate bank accounts for each fund. 3. Trust funds pass through the municipal bank account on the way to the trust bank account and vice versa. 4. The amount required to be held in Trust is reconciled monthly based on net transactions and funds at bank are adjusted accordingly. 5. Payments received are often a mixture of both trust and municipal funds. <p>Trust deposits account for a very minor proportion of the City's financial transactions and the existing banking arrangements are considered to be very efficient. Given the disparity in the City's municipal and trust cash holdings, there is minimal risk of utilising trust monies for municipal purposes. The City will however explore options for a more timely transfer of cash between bank accounts (e.g. review daily transaction reports for any material Trust receipts or payments) (ETA: by August 2019).</p>
Trust Funds		<p>We noted that interest earnings on short term bonds or deposits (trust fund moneys) are not retained in trust or provided back to the entitled recipient on return of their moneys. Rather the City keeps these earnings as their own in line with the legal advice they have obtained.</p> <p>The <i>Local Government Act Section 6.9(3)</i> specifies that where money is held in the trust fund, the local government is to pay it to the person entitled to it together with, if the money has been invested, any interest earned from that investment. In our opinion, in retaining interest earned on trust fund moneys, the City is keeping and utilising moneys that it is not entitled to under the Act.</p> <p>Recommendation:</p> <p>The City needs to account and manage trust fund moneys in accordance with the Local Government Act.</p> <p>The City should also undertake the necessary steps to identify any obligations it has to return moneys that it has incorrectly retained from the current and previous years.</p>



2.0 Matters Noted (continued)

Area	Rating	Matters Identified / Recommendations / Management Comments
Trust Funds		<p>Management Comments:</p> <p>The City disputes the premise of this finding on a number of fronts.</p> <p>In 2016, the City's previous auditor used their powers under S 7.10(1)(c) of the LG Act to obtain from the City's solicitors a legal opinion on the treatment of various bonds and deposits and any requirements for holding these in trust. The City previously held these as liabilities in the municipal balance sheet. The City engaged Neil Douglas, Partner at McLeods being the City's solicitors.</p> <p>The legal opinion received was that the various bonds and deposits paid to the City must be held in the City's trust fund and unless the bond money is invested, the person entitled to the bond is not entitled to any interest.</p> <p>The City has discretion whether to invest all or part of the money held in trust where that money is not required for any other purpose at the time (S6.14 of LG Act). Indeed, the City chooses to invest POS cash in lieu monies in a term deposit, as these are long term funds not needed for any other purpose at the time.</p> <p>The legal opinion clearly stipulates that no interest is required to be paid on the bond when the funds are simply held in a bank account that is not properly classified as an investment (even though it may be interest bearing). The City's trust funds for short term bonds and deposits are held in a transactional bank account that allows immediate withdrawal when required. That this account earns some nominal interest on the daily balance is irrelevant as per the legal advice.</p> <p>This legal advice was provided to the City's previous auditor and the City implemented changes to its accounting and banking practices in accordance with the advice. The City has since been audited twice (including once under the auspices of the OAG) and has satisfied audit requirements both years with unqualified audit opinions.</p> <p>Given this finding appears to be based on opinion, and in the absence of any contrary legal advice, the City has confidence in continuing to follow its own legal advice. Accordingly, the City doesn't believe it has any obligation to return monies as it has not illegally retained any from the current or previous years.</p>
Budgets		<p>Whilst reviewing the City's 2018/2019 Statutory Budget we noted the document did not include the due dates of each rate instalment under each option as required by <i>Local Government (Financial Management) Regulation 27(c)(i)</i>.</p> <p>Recommendation:</p> <p>To help ensure compliance with statutory provisions, these requirements should be correctly addressed in the future.</p> <p>Management Comments:</p> <p>Council's decision to adopt the 2018-19 annual budget included the instalment dates. However, whilst some information on the instalment option is included in the statutory budget document, this does not show the instalment due dates adopted by Council. This will be rectified when preparing future budget documents (ETA: June 2019).</p>

Item 13.3 Attachment 1

ASFC 18/07/2019


2.0 Matters Noted (continued)

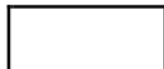
Area	Rating	Matters Identified / Recommendations / Management Comments
Fixed Assets		<p>Fixed asset reconciliations were not prepared from July to September 2018 and December 2018. We also noted that a \$2,000 discrepancy between the fixed asset register and general ledger control accounts has existed since 2013.</p> <p>Recommendation:</p> <p>To help ensure fixed assets are completely and correctly posted in the general ledger, the corresponding general ledger control accounts should be reconciled on a monthly basis to the fixed asset register and reviewed by a senior staff member independent of preparation. Any variances should be investigated and rectified.</p> <p>Management Comments:</p> <p>The period July to September each year is focused on end of financial year processing and audit for the fixed assets register. This includes final asset capitalisations and adjustments for the prior year (once accounting numbers are finalised), completing asset revaluation exercises and attaining audit approval. The City's fixed asset register is a perpetual register, meaning it cannot commence processing new year transactions until the prior year is completed.</p> <p>Once the asset register is rollover into the new financial year, it makes sense to reconcile it to the general ledger in one exercise for the whole period, rather than performing 3 separate exercises (for obvious efficiency reasons).</p> <p>The City's fixed asset reconciliations are indeed reviewed by a senior staff member, with the service unit manager signing these off each time.</p> <p>The \$2,000 discrepancy noted by audit is a known issue in reconciling the parks infrastructure assets between the general ledger and fixed asset register. This relates to a revaluation depreciation transaction that didn't post properly in 2013. Previous efforts to resolve this haven't been successful but it hasn't received any priority from the City or its auditors (given the parks assets have a gross value of \$71.5m, accumulated depreciation of \$29.0m and annual depreciation expense of \$3.77m). This discrepancy will now be resolved. (ETA: Jun 2019).</p>
Fixed Assets		<p>We noted the City's artwork had been grouped together and capitalised on the City's fixed asset register. The City does not currently have an asset policy encompassing group capitalisation of assets. If treated as individual assets, these artwork assets are worth less than \$5,000 and therefore should be expensed rather than capitalised as required by <i>Local Government (Financial Management) Regulation 17A(5)</i>.</p> <p>Recommendation:</p> <p>The City should develop a policy regarding capitalisation of assets, including how grouped assets should be accounted for. To help ensure compliance with statutory provisions, any assets capitalised under the \$5,000 threshold should be expensed.</p>

2.0 Matters Noted (continued)

Area	Rating	Matters Identified / Recommendations / Management Comments
Fixed Assets		<p>Management Comments:</p> <p>Council adopts Significant Accounting Policies within its annual budget and annual financial report. These include guidance on capitalisation thresholds and set a minimum of at least \$5,000 for all asset classes in accordance with FM Reg 17A(5). The City has applied a \$5,000 capitalisation threshold to its assets for a number of years now (well ahead of the regulatory requirement gazetted in June 2018), deeming this to be best practice.</p> <p>The City does not usually group assets for capitalisation purposes and this is not part of the accounting policy. However, as the City's artworks were previously not recognised in the asset register, with agreement from its auditors, these were brought in as a grouped asset due to the high number of individual items (296 pieces with total value of \$204k). It is worth noting that this strategy was developed before the FM regulations were amended and that end of year audit did not raise an issue with it.</p> <p>The City will now individually capitalise those artworks valued at least \$5,000 and expense the remainder. A separate inventory of the City's artworks will be maintained and reviewed by the Arts & Cultural coordinator in order to satisfy the requirements of FM Reg 17B, being to prevent theft or loss of portable and attractive assets. (ETA: June 2019).</p>
Credit Card Procedures		<p>Whilst reviewing the City's credit card policy and credit card guidelines we noted they are inconsistent regarding the time allowed for submission of monthly credit card reconciliations.</p> <p>Recommendation:</p> <p>To help ensure the City's policy and procedures relating to credit cards are adhered to, the documents should be reviewed and any inconsistencies should be rectified.</p> <p>Management Comments:</p> <p>The City reported to its audit committee in March a review of the Office of Auditor General's audit on "Controls over Corporate Credit Cards" against the City's policies and practices. This found the City's credit card practices to be at a highly compliant and effective level, with monthly non-compliance reporting in place and measures dealing with non-compliance. An outcome of the review was to streamline and update the Council policy on credit cards, resulting in a new administrative policy being proposed and subsequently adopted by Council (June 2019). The new administrative policy requires the acquittal of credit card transactions within a reasonable time, being no longer than one month after statement issue. The City's existing operational guideline (which continues to be used with the new policy) asks cardholders to ensure their acquittals are processed within 5 working days of statement upload. This aims to allow them enough time to follow up any missing receipts and for line managers to complete their approvals within the one month policy limit.</p> <p>The operational guidelines will be reviewed and where necessary, updated to align with current practice. (ETA: June 2019).</p>

2.0 Matters Noted (continued)

Area	Rating	Matters Identified / Recommendations / Management Comments
IT Controls		<p>The City's documented Information Services Disaster Recovery Plan specifies a review of the plan should be carried out annually. We noted this review last occurred in 2017.</p> <hr/> <p>Recommendation:</p> <p>To help ensure the City's disaster recovery plan remains relevant to current circumstances, it should be reviewed on an annual basis.</p> <hr/> <p>Management Comments:</p> <p>The City is planning a full disaster recovery plan test during 2019-20 and will review the plan beforehand. A full test is a big exercise for the City to coordinate, as it requires shutting down some services and operations. Timing is therefore a critical consideration. An annual review of the plan will be made a priority going forward. (ETA: by Dec 2019).</p>



Appendix A – Review Procedures

The following procedures were undertaken in our evaluation of the financial management system controls:

System	Description of Procedures Performed
Purchases, payments and payables (including purchase orders)	A sample of payment transactions was selected and tested to determine whether purchases were authorised/budgeted, and payments were supported, certified/authorised and correctly allocated. The City's purchases, payments and payables system was also examined to determine if adequate controls were in place in ensuring liabilities are properly recorded and payments are properly controlled.
Receipts and Receivables	The City's end of day banking procedures were examined to determine if they are adequate in ensuring cash collections are being recorded and allocated properly to the general ledger. Detailed testing of a sample of receipts was performed. This included tracing to individual receipt detail, bank deposits, general ledger and bank statements to ensure banking was correctly performed.
Payroll	<p>Detailed testing of a sample of individual employees was selected from different pay runs and for each employee's pay the following tests were performed to help ensure:</p> <ul style="list-style-type: none"> - the employee existed; - the correct rate of pay was used; - non-statutory deduction authorities are on hand; - time sheets were properly completed and authorised; - hours worked were properly authorised; and - allocations were reasonable and correctly posted. <p>We also tested the first pay of a sample of new employees and the last pay of a sample of terminated employee. The City's payroll system was also reviewed to determine if adequate controls were in place to help ensure wages and salaries are properly processed and payments are properly controlled.</p>
Rates	<p>The City's rating procedures were examined to determine if they are adequate in ensuring rates are being imposed or raised correctly. This also included inspection of the rate record, rate notices, instalment notices, valuation reconciliations and general ledger.</p> <p>We selected a sample of rate notices, instalment rate notices and interim rate notices for the period under review. This included:</p> <ul style="list-style-type: none"> - re-performing the calculations on the rate notices; - ascertaining whether the valuations applied agree to Landgate's valuation roll/report and rate in the dollar imposed are as per adopted budget; - ensuring the rate system is properly updated; and - checking proper posting to the general ledger.
Bank Reconciliations	An examination of bank reconciliations and procedures was performed for the period under review to ensure they are up to date as well as being prepared regularly and promptly for all bank accounts. We also checked the bank reconciliations were reviewed by a senior staff member independent of preparation.

Appendix A –Review Procedures (continued)

System	Description of Procedures Performed
Trust Funds	Trust funds held by the City were examined through testing a sample of receipts and refunds to determine proper accountability in the City's financial management system and compliance with regulatory requirements.
Fees and Charges	<p>Fees and Charges imposed at the time of budget adoption were found to be in accordance with legislative requirements.</p> <p>Detailed testing of a sample of fees and charges was performed. This included tracing to receipts, the adopted fees and charges schedule and the general ledger to ensure they were correctly charged, and their allocation/posting was correctly performed.</p>
Cost and Administration Allocations	The City's cost and administration allocations system was examined to determine if indirect costs have been properly allocated to various jobs/programs. This included review of the allocation basis and rates used to ensure they are appropriate and regularly reviewed.
Minutes and Meetings	Council and Committee meeting minutes were reviewed to ensure compliance with procedures and protocols.
Financial Reports	<p>A review of the City's systems and procedures over the annual financial report and monthly financial reports was performed to determine if:</p> <ul style="list-style-type: none"> - Structured reporting processes are in place and being properly managed; - Reports are properly constructed based balanced trial balances; - Reports include all relevant and necessary details as required for proper financial/management reporting purposes; - Monthly reports with variance analysis are presented to Council for adoption in a timely manner; and - The annual financial report has been prepared in accordance with the Local Government Act 1995. <p>We also checked to ensure the annual financial report has been adopted by Council and lodged with the Department of Local Government, Sport and Cultural Industries within the statutory timeframes.</p>
Budget	<p>The City's budgetary system and procedures was examined to determine if:</p> <ul style="list-style-type: none"> - A structured process is in place and being managed properly; - The Budget includes all relevant and necessary details and was properly adopted; and - The Budget is subject to proper half yearly review and variances are properly dealt with. <p>We also checked to ensure the annual budget and the budget review documents have been lodged with the Department of Local Government, Sport and Cultural Industries within the statutory timeframe.</p>

Appendix A –Review Procedures (continued)

System	Description of Procedures Performed
Plan for the Future	Reviewed the Strategic Community Plan and Corporate Business Plan, which together comprise the Plan for the Future, to ensure they up to date and complied with legislative requirements.
Fixed assets (including depreciation, acquisition, and disposal of property)	<p>The fixed assets system including controls over acquisition and disposal of assets, updating of the fixed assets register, depreciation of fixed assets and reconciliation of the fixed assets register to the general ledger was examined.</p> <p>A sample of asset additions and disposals was selected and testing performed to ensure:</p> <ul style="list-style-type: none"> - tax invoices existed; - correct posting to the general ledger; - fixed assets register was promptly updated; and - classification of assets was correct. <p>In addition, a sample of assets was selected and testing performed to ensure the depreciation rates used are in line with the City's accounting policy.</p> <p>The City's asset register was also reviewed for assets acquired for less than \$5,000 due to the addition of Regulation 17A(5) to the Local Government (Financial Management) Regulations as of 1 July 2018.</p>
Registers	<p><u>Financial Interest Register</u></p> <p>The register was examined to ensure compliance with regulatory requirements.</p> <p><u>Tender Register</u></p> <p>The City's tender register was examined to ensure compliance with regulatory requirements.</p> <p>We also reviewed the City's tender process to determine if adequate controls were in place to ensure the tendering of goods and services is being managed properly. This included walking through a sample of tenders selected for review from inception through to award of tender against the tender register, minutes and relevant supporting documentation.</p>
Delegations	The register was examined to ensure compliance with regulatory requirements, including whether the register has been reviewed on an annual basis as required.
Audit Committee	The City's establishment of its audit committee and the constituted membership was examined by us and considered satisfactory.
Insurance	Discussions with staff and review of policy documents to ensure cover is current and is reviewed annually.
Storage of Documents / Record keeping and IT Controls	The City's record keeping / storage system and IT general control environment surrounding its information systems (such as access to the computer system, regular changes to passwords and data backup) were examined to determine if adequate controls and safeguards are in place.

Appendix A –Review Procedures (continued)

System	Description of Procedures Performed
Credit Card Procedures	<p>A review of the City's credit card procedures was performed to determine if adequate controls are in place.</p> <p>We selected a sample of credit card transactions from 1 July 2018 to 31 March 2019 across all credit cards to determine whether they are legitimate and usual in the context of the City's operations. This included:</p> <ul style="list-style-type: none"> - Sighting tax invoices; - Ascertaining whether the transactions are for bona fide City business, and - Determining whether transactions are in line with the credit card policy.
Investments	<p>A review of the City's controls and procedures over investments was performed to determine if investments were properly recorded and managed in line with Local Government (Financial Management) Regulations.</p>
General Journals	<p>The City's journal procedures were examined to determine if they were sufficiently reviewed / approved at each relevant staff level before and after processing.</p>

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Accounting for work bonds, building bonds and hire bonds

Western Australia local government position paper 1
1 July 2019



The purpose of this OAG position paper is to inform local government entities that moneys held as bonds, such as work bonds, building bonds and hire bonds should not, for accounting purposes, be regarded as Trust Fund moneys in terms of the *Local Government Act 1995* (Act). Consequently, these moneys should be held in the Municipal Fund, recognised on the statement of financial position in the annual financial report and interest, if any, earned on those moneys would therefore not need to be paid to the person entitled to the moneys in accordance with section 6.9(3)(a) of the Act.

Summary of the issue

Since assuming responsibility for the annual financial audits of local government entities in accordance with the Local Government Amendment (Auditing) Act 2017, we have noted significant variation in the accounting treatment for bond moneys. These include:

- Some entities hold bond moneys in the Municipal Fund and therefore retain any interest income on those moneys.
- A small number of entities hold bond moneys in the Trust Fund and, in accordance with section 6.9(3)(a) of the Act, repay interest together with the principal amount to the developer/hirer.
- Some entities hold bond moneys in the Trust Fund but retain any interest earnings as revenue of the entity.
- Some entities hold bond moneys in the Trust Fund, and in a non-interest bearing account.

Section 6.9(1) of the Act states:

A local government is to hold in the trust fund all money or the value of assets —

- (a) that are required by this Act or any other written law to be credited to that fund; and
- (b) held by the local government in trust.

Section 6.9(3)(a) states:

Where money or other property is held in the trust fund, the local government is to —

- (a) in the case of money, pay it to the person entitled to it together with, if the money has been invested, any interest earned from that investment.

OAG position

We have obtained independent legal advice that, unless agreements between developers/hirers and the entity require bond moneys to be held in the Trust Fund, they should not be held in the Trust Fund.

There are no provisions in the Act or any other written law that specify that work bonds, building bonds and hire bonds are to be credited to, or held in, the Trust Fund, and these moneys are not held in trust. Consequently, section 6.9 of the Act is not applicable to these funds, and they should be held in the Municipal Fund.

We recommend however that separate accounting records should be maintained for these moneys, as one of the control measures to ensure they are used for the correct purpose.

As section 6.9(3)(a) of the Act is only applicable to moneys held in the Trust Fund, any interest earned while the moneys are in the Municipal Fund, can be retained by the entity.



Office of the Auditor General Western Australia



However, if entities have in the past held bond moneys (or any other moneys) in the Trust Fund, section 6.9(3)(a) of the Act applies. Therefore, if an entity has held moneys in the Trust Fund, invested it and not paid interest to the person entitled to it, the entity should assess:

1. whether it can practically identify past interest earned on the moneys, and who is owed that interest
2. whether it can practically pay those persons entitled to the interest, as required by section 6.9(3)(a) of the Act.

Cash in Lieu of Public Open Space

By contrast to bonds, we have noted for example that section 154 of the *Planning and Development Act 2005* requires Cash in Lieu of Public Open Space to be held in the Trust Fund. Consequently, section 6.9 of the Act is applicable to any such moneys held by a local government. As a result, any interest earned on those moneys should be paid to the person entitled to it, in accordance with section 6.9(3)(a) of the Act.

Recognition in the annual financial report

Because moneys held as bonds, such as work bonds, building bonds and hire bonds should be held in the Municipal Fund, they should be recognised as an asset (Cash and Cash Equivalents) in the Statement of Financial Position, with a corresponding liability to recognise that the moneys are owed to developers/hirers.

Interest earned on the work bonds, building bonds and hire bonds while the moneys are in the Municipal Fund, should be recognised as revenue in the Statement of Comprehensive Income.



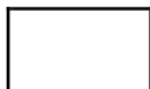
ASFC 18/07/2019

AT THIS POINT OF THE MEETING, THE TIME BEING 6.53PM, GREG GODWIN OF MOORE STEPHENS PRESENTED TO THE AUDIT COMMITTEE.

14. ENGINEERING & WORKS DIVISION ISSUES

Nil

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15. COMMUNITY SERVICES DIVISION ISSUES**15.1 (2019/MINUTE NO 0016) INTERNAL COMMUNICATIONS AUDIT**

- Author(s)** S Seymour-Eyles and N Mauricio
- Attachments**
1. Internal Communications Discovery Report (Catalyse) [↓](#)
 2. Internal Communication Plan 2018-2023 [↓](#)

RECOMMENDATION

That Council receives the findings of the Internal Communications report and the resultant Internal Communications Plan.

COMMITTEE RECOMMENDATION

MOVED Cr M Separovich SECONDED Susan Smith

That the recommendation be adopted.

CARRIED 5/0

Background

At its July 2016 meeting, the Audit and Strategic Finance Committee (ASFC) adopted a three year Strategic Internal Audit Plan. The Internal Audit Plan was developed through the City's Risk Review Group (comprising cross functional Managers), with input from the internal auditor. The audit planning was informed by the City's operational and strategic risk registers, where assessed risk levels influenced audit priorities.

Internal communications was included in the 2016-2019 Strategic Internal Audit Plan as it has often been raised as an issue across the organisation. This has been highlighted in previous organisational reviews and various employee surveys, also in that the City was lacking any internal communication plan or policy. It was assigned a Moderate risk rating within the City's strategic risk register with associated negative consequences such as:

- Reputation damage;
- Inconsistent leadership;
- Ineffective decision making;
- Silos and poor inter-team communication; and

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- Low staff morale and higher staff turnover.

Given the unique nature of the topic for this audit area, a consultancy firm skilled in research, employee engagement, organisational development and communications was sought (rather than traditional internal audit providers). The City commissioned Catalyse to undertake the research and assist develop an internal communications plan to mitigate the identified risks. Catalyse has a good understanding of the City and has assisted previously with community consultation and strategic planning activities.

The reporting of this information to ASFC at this time provides feedback to Council on the completion of this audit objective, as listed in the adopted strategic internal audit plan and what measures have or will be taken to address the identified risks to the City.

Submission

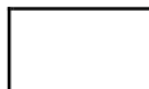
N/A

ReportAudit scope

The brief provided to Catalyse included the following review areas:

- Review of the top down communication from the Executive to their direct reports and heads of departments, and the cascade of information by Strategic Managers to their direct reports and then on to all staff across their departments.
- Lateral communication across departments.
- The interface for staff who wish to communicate internally or seek advice on internal communication.
- Communication around change programs and new initiatives.
- The appropriate use of email and the storing of information electronically.
- Information sharing across the whole organisation inclusive of Elected Members.
- The communication skills and practices of managers and key communicators.
- The effectiveness of the current main communication channels.

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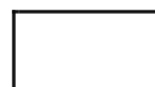


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The engagement was undertaken via the following phases in order to develop the Internal Communication Plan 2018-2023 (as attached):

Phase	Engagement Approach
Scoping Meeting	Held with the City's Project Team to map the audience, critical messages and information channels.
Literature Review	Reviewed academic papers, published journals, blogs written by opinion leaders, etc to provide an overview on the future of internal communications.
Benchmarking	Identified leading councils and reviewed their internal communications strategies.
IC Internal Audit	Reviewed current IC practices and performance KPIs at the City of Cockburn, including the CULTYR® Employee Scorecard, Employee Exit Surveys and Internal Customer Service Pulse.
Employee Interviews	Facilitated a series of 10 in depth interviews with a cross section of employees across the organisation to explore internal communication gaps and suggested improvements.
Employee Survey	190 employees completed a survey to share their views and opinions about internal communication. The survey attracted participation from a cross section of employees from across the organisation, vertically and horizontally.
Employee Workshop	A 2.5 hour workshop was facilitated with 23 employees, mainly members of the Employee Engagement Working Group. Participants represented a cross section of the organisation, vertically and horizontally. The purpose of this workshop was to review internal communication insights and develop suggested strategies for the Executive's consideration.
Articulation of the Internal Communications Plan	A draft Internal Communication Plan was developed and circulated to the City's Project Team for review.
Executive Strategic Planning Workshop	The CEO and Directors were presented with a draft Internal Communication Plan for review, consideration and adoption.



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The developed internal communications plan aims to address six key objectives with the following outcomes and provides detailed actions to achieve these:

Objective	Desired Outcomes
Strengthen City of Cockburn Ideology	The City has developed and communicated a clear vision that is regarded as relevant, believable and inspiring, employees connect with a meaningful purpose, and there is strong alignment between the City's values and employees' attitudes, decisions and behaviour. This contributes to higher levels of employee engagement and improved business efficiencies.
2. Embrace Internal Communication Resources	Employees are aware of and comply with key internal communication resources, including the City of Cockburn's Strategic Community Plan, Project Management Framework, Community Engagement Framework, Internal Customer Service Charter and Brand Style Guide.
3. Improve Vertical Communication	The City has open and positive channels of vertical communication. Information cascades freely down the organisation. Employees feel well informed with access to clear, timely and relevant information from the CEO, Directors, Managers and Supervisors.
4. Improve Horizontal Communication	Silos are extinct. Employees communicate effectively and openly with colleagues across the organisation to address shared objectives. Technology innovations are embraced to support improved information flow between divisions, teams and individuals.
5. Strengthen Employee Voices	Employees feel heard, valued and respected with opportunities to express their opinions, concerns and suggestions freely, either directly to the CEO, Directors, Managers, Supervisors and colleagues, or anonymously through feedback channels.
6. Encourage Informal Communication	The City recognises the value and importance building personal relationships to strengthen the social fabric. Stronger relationships and understanding between peers drives higher levels of trust, compassion, positive communication and employee engagement.

Resourcing the plan

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Ideally, there would be one FTE position dedicated to coordinating the requirements of the plan; however, there were higher budgeting priorities under the City's workforce plan. The funding strategy has been to re-allocate monies from existing marketing and media budgets to fund a part time casual position for two years. The delivery of actions in the plan will be concentrated in the first two years, enabling this position to develop materials, processes and procedures with a view to putting enough in place for HR and Corporate Communications to potentially manage future actions within existing resource provisions.

Measurement will be against KPIs, results of which can be extracted from the CULTYR® Employee scorecard, the Internal Communications Survey and the Internal Customer Service Pulse which are undertaken as per below.

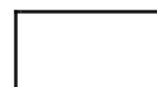
Source	Leader	Budget	Timing	2018/19	2019/20	2020/21	2021/22	2022/23
CULTYR® Employee Scorecard	HR Team	Existing	2 yearly	✓		✓		✓
Internal Customer Service Pulse	Comms Team	Existing	2 yearly		✓		✓	
Internal Communication (IC) Survey	Comms Team	Existing	5 yearly					✓

The recognised benefits of improving internal communications for the City will be:

- Strengthened employee engagement;
- Improved employee commitment including greater discretionary effort;
- Business efficiencies; and
- Lower staff turnover.

The City's strategic risk registers have been reviewed and updated as presented in a separate report to this ASFC meeting. Internal communications is no longer recognised as a strategic risk under the new framework and will be managed via the operational risk framework going forward.

Strategic Plans/Policy Implications



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Leading & Listening

Attract, engage, develop and retain our employees in accordance with the Workforce and Long Term Financial Plan.

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

\$120,000 from existing marketing and media budget over two years to engage a part time casual officer for two years to establish the materials, processes and procedures with a view to enabling HR and Corporate Communications to manage the plan within existing resources in the future. \$10k of the \$120k will be used to develop materials.

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Not properly implementing the plan could lead to increased risks to the City from working in silos and poor inter-team communication, which in turn result in reduced efficiencies, less effective decision making, lower staff morale and higher staff turnover.

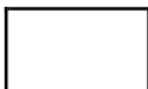
Advice to Proponent(s)/Submitters

N/A

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

Nil

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Internal Communications Discovery Report

Prepared for: City of Cockburn

Prepared by: Catalyse Pty Ltd

6 November 2017

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1 Executive Summary

Effective internal communication (IC) is essential for success in local government. This is the key message coming from opinion leaders, academics and practitioners across local government. This report provides an overview of key IC insights from desk research, interviews with employees and observations of the activities of leading councils.

1.1 IC Objectives

IC involves informing employees and facilitating the sharing of ideas and feedback, horizontally and vertically, to achieve an organisation's objectives. Suggested objectives are provided below:

IC Objectives

- strengthen culture: fostering trust, belonging, pride and deeper employee engagement
- build awareness, knowledge and shared understanding
- embrace a strong and common sense of purpose
- agree on objectives
- work together to effectively deliver outcomes and achieve the City's vision
- embrace organisational change

1.2 Audience

Identifying and considering the unique needs of the target audience is beneficial for effective communication. When delivering a message, consider influencing factors such as age, gender, ethnicity, education, work environment, access to technology, and personal preferences.

The City will benefit from greater use of segmentation, targeted messaging, and enabling receivers to customise how they receive information to meet personal needs and preferences.



1.3 Key Messages

A dedicated *IC Strategy* helps to effectively communicate key messages that matter most to your key stakeholders and will help to drive attainment of the vision. The City's vision seeks to communicate that the City has **solid historical foundations** and that it is the **most attractive place** to live, work, visit and invest in.

To be believable and persuasive when conveying key messages to employees, the City must first establish credibility. Credibility is established by demonstrating expertise and building relationships. The City can enhance delivery of key messages by including supporting 'evidence':

Key Messages

- We have solid historical foundations, **such as**
- The City of Cockburn is the most attractive place to live, work, visit and invest in, **evidenced by....**

Key messages may be classified as proactive (i.e. reputation building, change management or nurturing culture) or reactive (i.e. recent events or crisis communications). Messages may be downward (i.e. vision, values, strategies, policies, news, events and achievements), upward (i.e. feedback and inviting employee engagement) or horizontal (i.e. project management and cross-team communication).

*"The importance of developing key messages is to ensure both **consistency** (the same message through different mediums) and **clarity** (a clear and succinct message)."*¹

There is little evidence that the City has adopted a strategic approach to message selection. However, an organic approach appears to be the norm in local government. A stronger strategic focus is recommended.

¹ Burnie City Council Communications Strategy

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1.4 Channel

"How well a message is communicated is as important as the message itself."²

Using multiple channels is vital because different people have different ways of learning and absorbing information and because employing diverse channels increases the number of people likely to receive the message. In addition, repetition increases the chance of the information being absorbed.³

In general, **written channels** are acceptable for simple messages that are easy to convey, messages that require extensive dissemination quickly, formal policy or authoritative directives, and presenting technical detail. **Oral channels** are preferred for persuasive messages, messages that are complex or difficult to convey, situations when immediate feedback is valuable, and situations when a supportive, even inspirational, emotional climate needs to be established.

Councils are beginning to experiment with innovative electronic channels such as **Yammer** and **Online News**.



Yammer is a social networking service used for internal communication. Brent Council in the UK successfully implemented Yammer to free the IC Officer to dedicate more time to strategic projects, speed up communications and facilitate more opportunities for praise and recognition.⁴

Hampshire Fire and Rescue Service (HFRS) is jointly governed by three local councils. In need of a quick and effective way to send messages to their dispersed and largely on call workforce, they decided to combine news and video technology to create FireFlash, a monthly TV style news bulletin.



1.5 Measuring Success

IC can be evaluated against various KPIs, including overall employee engagement, awareness and understanding of key messages, shifts in attitudes and behaviours, and usage and satisfaction with communication channels.

Unfortunately, there tends to be an over-emphasis on evaluating process (i.e. channel) at the expense of evaluating outcomes (i.e. awareness of key messages and shifts in attitudes and behaviour).

1.6 The future of IC | key lessons from thought leaders

It is important to recognise that IC is the building block of an organisation's culture⁵ and that, as evidenced by many studies, IC improvements drive deeper employee engagement.

IC encompasses all interactions within an organisation that convey meaning from overt communication such as meetings and newsletters to more casual communication including pleasantries and body language. To improve engagement, opinion leaders recommend a number of communication methods, including:^{6 7 8}

- Lead by example - share ideas, be receptive to feedback, and demonstrate an ability to change.
- Transparency - powerful for building trust and avoiding miscommunication. This involves conveying clear strategic intent, and consistent and regular reinforcement of what the organisation stands for.
- Embrace an open-door policy with active listening, constructive feedback and positive reinforcement.
- Understand and embrace sub-culture differences based on gender, age, ethnicity, race, profession and other factors.
- Use multiple and appropriate communication channels to respond to individual preferences.
- Encourage social occasions and informal interactions to strengthen personal relationships and likeability.

² <https://blog.enplug.com/internal-communications-best-practices-2017>

³ "Improving Internal Communication", MassTransitmag.com, February 2016

⁴ <https://products.office.com/en-US/yammer>

⁵ EC Constantin, 'Employee Voice – Key Factor in Internal Communication', *Procedia – Social and Behavioral Sciences*, vol. 191, 2015, 976-977.

⁶ "Improving Internal Communication", MassTransitmag.com, February 2016

⁷ Schermerhorn, et al., 2014, *Management Foundations and Applications*, 2nd Asia-Pacific Edition

⁸ McShane, S.L., 2013, *Organisational Behaviour: Emerging Knowledge*. Global Insights.



Leading organisations are adopting an integrated approach to IC. Some employ a dedicated IC role who sits across the Communications and HR teams. Others have extended the Communications and HR roles to have joint responsibility for IC. A key message is to avoid a 'silo mentality' by having IC sit separately in either the Communications Team or HR Team.

The CEO and Executive Management Team are considered to be essential to the process. While some managers are reluctant to share information with employees because information is power and they are unwilling to relinquish it⁹, at the same time, employees desire more open and closer relationships with top management. The 2014 Edelman Trust Barometer first coined the term "Chief Engagement Officer", highlighting the need for CEOs to step out of their offices, communicate with internal communities and build personal relationships.¹⁰

"Employee engagement is unlikely to improve until managers start to believe in the importance of internal communications."¹¹

Electronic, web-based and social media communication channels can play a valuable role in IC. Studies have found that satisfaction, productivity and sharing of information are improved among employees whose leaders utilise social media.¹²

However, over-engagement can be potentially damaging to interpersonal interactions and can add to workplace stress.¹¹ Before introducing a social media plan, it is worth asking, can the CEO manage this direct flow of information and if so, what processes will be put in place to manage it? It is also important to consider that a side effect of the growing use of email and other communication technologies is that non-verbal signals that may add important meaning to the communication event are lost¹³. Investing in communication training can help.

1.7 Best Practice in Local Government | key lessons from practitioners

IC appears to be growing in importance across local councils. Increasingly, councils are incorporating IC within their Marketing and Communications Strategy. Industry leaders are taking this one step further by developing a dedicated IC Strategy. One example is the City of Yarra who received an award for internal communication and engagement from Government Communications Australia.

The City of Yarra's reasons for developing an IC Strategy included setting an overall direction for IC at Yarra, improving practices, systems and processes that support good IC, enabling consistent messaging and information sharing, improving collaboration, co-operation and dialogue with one another, and building staff confidence and capability, strengthening decision making and fostering positive relationships.

The City of Yarra does not describe its target audience or outline the key messages it intends to communicate, however, it does highlight four outcomes relating to awareness, understanding, acceptance (changing attitudes) and ownership (changing behaviour).

Communication is delivered by a range of preferred channels, including a CEO Monday Musings email for all employees, Intranet News Rotator (online news channel), Intranet Kelvinator (a digital notice board for non-work information), Yammer, Lync webcams and various cross-organisational groups.

Performance is evaluated against a set of KPIs, including channel access and usage, content, opportunities for employees to have their say, understanding and belief in strategy and values, and degree of change.

Case studies have also been provided for the City of Wanneroo, City of Melville and various other organisations in the main body of this report.

⁹ EC Constantin, 'Employee Voice – Key Factor in Internal Communication', *Procedia – Social and Behavioral Sciences*, vol. 191, 2015, 977

¹⁰ Men, L.R., *Public Relations Review* (2015), <http://dx.doi.org/10.1016/j.pubrev.2015.06.021>

¹¹ Tkalcic, A., *Public Relations Review* (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.04.005>

¹² Lee, C.E., 'The use of social media in leadership communication: benefits, challenges and leaders' perspectives', *International Journal of Arts & Sciences*, vol. 8, 2015, 515

¹³ Schermerhorn, et al., 2014, *Management Foundations and Applications*, 2nd Asia-Pacific Edition

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1.8 The City of Cockburn's Current Performance

A number of internal studies, plans and frameworks were reviewed to identify the City of Cockburn's IC strengths and challenges.

Evidence of strong investment in evaluating and improving IC

The City has conducted numerous studies that address elements of IC. These include Annual Exit Interviews, 2017 Project Management Internal Audit, 2017 Internal Customer Pulse, 2016 Employee Engagement Working Group, 2016 Staff Splash! Survey, 2015 CULTYR® Employee Scorecard, 2015 Internal Customer Service Survey and 2012 Internal Communications Survey. A review of these studies reveals that many insights are repeated, providing a sound basis for identifying the City's strengths and weaknesses.

The City has also developed various plans and frameworks to improve IC, including the Internal Customer Service Charter, Internal Communications Plan 2016-2017, Stakeholder Engagement Framework and Project Governance Framework. These documents appear to be sound and well written. As the analysis below indicates, the issue does not appear to be with the content of these plans or frameworks; concerns are more related to compliance and being held accountable for non-compliance.

From a review of these reports and in-depth interviews with employees, the following key strengths and challenges have been reported or are emerging.

Please note: as some reports were dated from 2012, findings may not reflect the current situation. An IC Survey is planned in 2017 to quantify current performance.

Strengths

- Clearly communicated vision - CULTYR® industry leader
- Inspirational leadership - CULTYR® industry leader
- CEO seen to focus on key strategic issues and IC
- Values - high employee awareness
- Role and goal clarity
- Internal customer service is improving
- Key people - Communications Team, Community Engagement Officer and Wellness Committee
- Employee confidence that they will not be penalised for raising risk or compliance concerns
- Engineering Updates
- Splash! - high readership

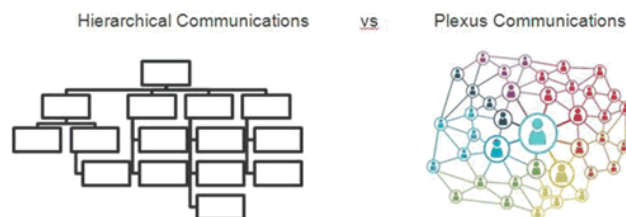
Challenges

- Communication of the vision post amalgamation threat
- Lack of dedicated IC role or IC champion
- Compliance - holding people accountable if they do not follow the Internal Customer Service Charter or conduct Stakeholder Analysis as part of Project Management Framework or Stakeholder Engagement Framework
- Top-down communication - us vs them divide
- Inter-unit communication - concerns with silo mentality, 'it's mine' culture and inconsistent messages
- Communication barriers - especially distance (i.e. Engineering and Communications, though it is understood that Communications is re-locating back to the Administration building)
- Awareness of key messages - valuable information is missed; lack of targeted or segmented messages
- Workplace design - insufficient meeting rooms, quiet spaces and places to gather informally
- Communicating with shift and remote workers (Depot, ARC, etc)
- Lack of social club activities at the Depot - club activities are seen to be targeted for office staff

1.9 Suggested Actions

The following actions have been suggested in various reports and by employees during in-depth interviews:

- Create a dedicated IC role or delegate responsibility to a project team that sits across Communications and Human Resources.
- Relocate Communications Team back into the main administration building.
- Appoint an IC Champion in each team.
- Ask each team to develop an annual Internal Communication Plan to consider internal customer needs.
- Develop a digital news channel to inform employees about the City's vision and progress (may be extended to communicate with external stakeholders).
- CEO and Directors to produce regular blogs and walk the floor to improve vertical communication between executives and employees. CEO Blog to include new appointments, promotions and vacancies.
- Teams to have a better digital presence on the Intranet linked to team profiles (name, role, contact details, etc) and team blog with personal stories and updates on current projects and achievements.
- Evaluate the option to introduce Yammer.
- Review communication with remote and casual employees (allocation of City email addresses, remote access to the Intranet, use of Facebook groups, Yammer, etc).
- Facilitate IC workshops to increase awareness and understanding of IC tools, such as the Internal Customer Service Charter, Stakeholder Engagement Framework and Project Governance Framework.
- Since "what gets measured gets managed", develop an IC Scorecard to track and report on KPIs.
- Give positive reinforcement for compliance with IC standards / tools through news stories, awards, etc.
- Hold Directors and employees accountable for non-compliance with IC standards / tools.
- Develop an iCRM, an internal customer relationship management system, to support internal customer segmentation, targeted messaging and customisation of preferences.
- Clarify when to use 'all staff emails', Intranet notifications, CEO Updates, Splash! etc to communicate different types of organisation-wide messages.
- Create an organisation-wide internal customer request/action system.
- Break down silos – address organisation culture barriers to encourage and empower staff to engage directly with staff in other teams and divisions. Consider how to transition from a Hierarchical Communication Model to a Plexus Communication Model.



- Encourage Project Managers to facilitate regular Cross-Team Project Meetings to keep key stakeholders informed and up-to-date on the progress of projects and to consider and respond to the needs of others.
- Rotate Administrative Assistants through different teams (i.e. Engineering, Customer Service, Planning and Building, etc) to gain a broad understanding of the needs of different teams.
- Increase frequency of toolbox meetings to once per month and include an agenda item for 'upcoming events' to give teams advance notice about festivals, sporting fixtures, etc so they can plan accordingly.
- Provide permanent WiFi for outdoor workers for live reporting, reminders and communication.
- Provide IC training in the art of effective workplace conversations (in person, email and social media)
- Create a virtual tour of the City of Cockburn to introduce each business team, including its role, areas of responsibility and who they can contact for further information.
- Review workplace design to provide more meeting rooms for private conversations and quiet rooms for uninterrupted, head-down concentration.
- Identify or create spaces and initiatives to enhance informal communication.
- Encourage adoption of personal actions such as wearing name badges, being civil (saying good morning to others and starting the day with a smile) and updating personal profiles on the intranet.
- Provide a coordinated approach for employee engagement to reduce survey fatigue and confusion.

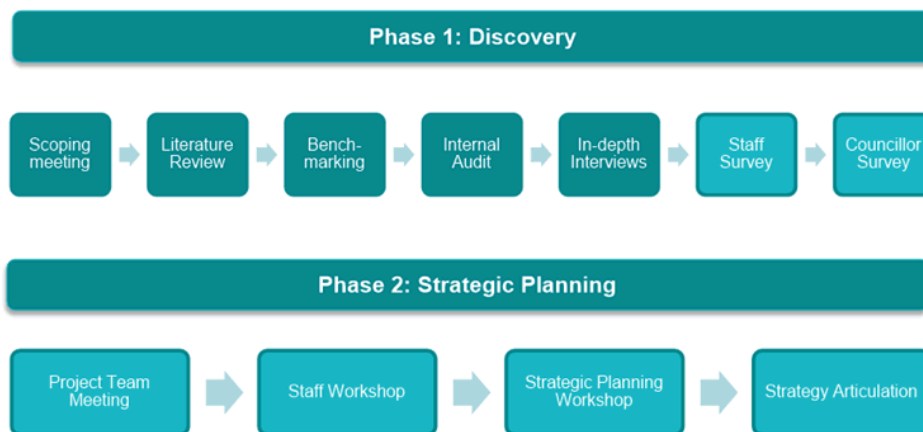
2 The Study

The City of Cockburn would like to improve the planning and delivery of communications across the organisation.

The purpose of this study was to:

- Assess the effectiveness of current internal communication practices, identifying current strengths and weaknesses
- Develop baseline performance measures that can be used to measure the effectiveness of the proposed Internal Communications Strategy
- Benchmark performance against other middle sized local governments
- Develop a strategy to improve the effectiveness of internal communication

The study is being conducted in two phases. Phase 1 is a process of discovery. Phase 2 involves strategy planning and articulation of the strategy. Stages that have been completed to date are shaded.



This report provides a summary of key insights from the Literature Review, Benchmarking, Internal Audit and In-depth Interviews. In-depth interviews were conducted with a cross section of ten employees. Names and roles of participants have not been included in this report to ensure all comments provided during the interviews remain anonymous.

3 Internal Communications

What is IC?

*"Internal Communication is the term used to describe an organisation's managed communication system, where employees are regarded as an internal public or stakeholder group."*¹⁴

Internal communication is linked to the need for organisations to effectively communicate information about important changes. During organisational change, internal stakeholders should be among the first to know in order for them to see their role in the 'bigger picture'.

Internal communications is about informing stakeholders and facilitating two-way communication. This changing form of employee engagement has been motivated by factors such as a lack of trust in management, changing labour practices and the transformation of communication technologies.¹⁵

Model of Internal Communication



Communication is something we do reflexively – like breathing. However, communicating **effectively** takes quite a bit of finesse. Choosing the right words, listening with our minds instead of just our ears, and getting our message across are skills that we all need to work on. The consequences for miscommunication in the workplace can be poor productivity, unmotivated employees and lawsuits.¹⁶

Conversely, improving communications assists to define the collective role of a group of people working together in an organisation. The process of successful workplace communication helps organisations (and the individuals operating within them) to find a common purpose, agree on objectives and work together.

*"The tone or culture of an organisation is expressed through communication."*¹⁵

What are the drivers for having effective communication?

¹⁴ Vercic et al. cited in L. Yeomans & L. FitzPatrick, "Internal Communication" Chapter 15 of *Exploring Public Relations*, 4th Edition, April 2017

¹⁵ L. Yeomans & L. FitzPatrick, "Internal Communication" Chapter 15 of *Exploring Public Relations*, 4th Edition, April 2017

¹⁶ <http://money.howstuffworks.com/business/starting-a-job/10-tips-for-effective-workplace-communication3.htm>

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Employees across the City of Cockburn were asked to discuss "why is internal communication important at the City of Cockburn?" The following table summarises key drivers for having good internal communications at the City of Cockburn.

Drivers for good internal communications at the City of Cockburn	
Develops a strong sense of purpose	<ul style="list-style-type: none"> Communicates a common and shared purpose; a reason for being. Shares our history. Builds a reputation. Develops a strong brand. Good internal communication equals good external communication.
Ensures effective delivery of outcomes	<ul style="list-style-type: none"> Essential ingredient to deliver good outcomes for ratepayers. Important to know what the right and left hands are doing. Builds consistency. Clear instructions. Avoids doubling up or double handling. Improve efficiency with less time wasted. Things won't get missed
Builds knowledge and understanding	<ul style="list-style-type: none"> Keeps us up to date. Knowledge and understanding of what is going on. Knowledge of the timescale and how you can manage or adjust your timing to fit in and meet others' needs. The more you know, the more you enjoy your job.
Improves the quality of customer service	<ul style="list-style-type: none"> Understanding and assisting each other. Enables customer facing staff to be well informed and to provide a solution at first point of contact.
Strengthens culture <i>"Connected. Oneness. Commitment. Sense of belonging. Encompassed. Involved."</i> <i>"We need to get this right."</i>	<ul style="list-style-type: none"> Builds a stronger sense of pride, ownership and connection. Feels like family. Fosters trust. Breaks down silos. Helps to make the change management process smoother. Feels like I'm being heard and my ideas are valued. Makes work and the workplace enjoyable; I want to be here. Adds to job satisfaction. Guides and empowers employees; enables employees to think for themselves; to make their own decisions. Supports employees through the 'journey of change'.

Why does the City of Cockburn need an IC Strategy?

An internal communications strategy is an effective way to streamline the process of improving communication, bringing the entire organisation along with the change and having an easily accessible reference outlining key strategies, tasks and objectives.

According to the UK's Local Government Council, a dedicated internal communications strategy is a helpful way of ensuring that your activities remain focused on the issues that matter most to your staff and your organisation as a whole. It is also a valuable tool for prioritising work, balancing competing demands and ensuring that your teams do not get too distracted by day-to-day demands.

In order to be effective it is essential that an internal communications strategy is clearly linked to the organisation's objectives and corporate plan and outlines how internal communications and employee engagement will help achieve these objectives. Objectives should be compatible with desired, measurable outcomes from across the whole organisation.¹⁷

¹⁷ <https://www.local.gov.uk/our-support/guidance-and-resources/communications-support/internal-communications/developing-your>

4 The future of IC | key lessons from thought leaders

"From bespoke applications to mobile technology and social media platforms, internal communications in 2016 and beyond is about embracing the shift in workforce behaviour and putting the power to communicate in everyone's hands. As consumers, people are so used to information at their fingertips, so when it comes to the work environment, the demand is for the latest news and to feel connected wherever they are".¹⁸

IC strengthens employee engagement

Engagement is a multifaceted construct but can be defined simply as "passion for work".¹⁹

Employee engagement is seen to be influenced by positive internal communication. This is supported by a study that found that organisations that communicate effectively with their employees are four times more likely to have high levels of employee engagement.¹⁹

Engagement can also be described as "motivating the discretionary effort exhibited by employees" or to go beyond the minimal efforts to keep their jobs. Therefore, if engagement is improved by positive communication, then poor communication can be detrimental to productivity. The cost associated with poor employee relations is estimated at US\$450-550 billion a year due to absenteeism, labour issues, production interruptions, repair and warranty expenses and employees who are unengaged and underperforming.²⁰

Conversely, positive internal communications has the potential to effectively transfer values of the organisation onto all employees and involve them in organisational goals.¹⁹ It has been argued that if employees have experienced positive long-term relationships with an organisation they are likely to view the problems of the organisation as their own, making them more active in solving problems and sharing information.²¹

Internal communications is not simply keeping employees informed but allowing the sharing of ideas and feedback horizontally and vertically. Studies have shown that companies that provide the opportunity for their workforce to have their say and to voice their dissatisfaction have lower staff turnover.

Allowing people the opportunity to feed their views and opinions upwards is the single most important driver of engagement.²²

Positive IC is multifaceted

It is important to recognise that internal communications is the building block of an organisation's culture and it goes beyond newsletters, notice boards and staff meetings because it encompasses all interactions within an organisation that convey meaning from overt communication such as meetings and memos to more casual communication including pleasantries and body language. Sending information is not the same as communicating.²²

There are a number of informal communication methods recommended by opinion leaders as to how to improve engagement on a day-to-day basis.²³

- Leading by example is vital
 - Regularly sharing ideas and dialogue, being receptive to feedback.
 - Listening is the most vital component to communication.
 - Demonstrating the ability to change as a result of listening to others.
- Transparency
 - Maintaining transparency is immensely powerful to foster strong communication and unity. It builds trust and positive relationships while avoiding possible miscommunication.

¹⁸ <http://www.information-age.com/how-digital-technology-transforming-internal-communication-123461500/>

¹⁹ Tkalic Vercic, A., Public Relations Review (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.04.005>

²⁰ Neill, M.S., Public Relations Review (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.06.009>

²¹ Men, L.R., Public Relations Review (2015), <http://dx.doi.org/10.1016/j.pubrev.2015.06.021>

²² EC Constantin, 'Employee Voice – Key Factor in Internal Communication', *Procedia – Social and Behavioral Sciences*, vol. 191, 2015, 976-977.

²³ "Improving Internal Communication", *MassTransitmag.com*, February 2016

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- Conveying a clear vision for the organisation with defined goals, expectations and roles puts all members on a level playing field. These objectives should be laid out for new employees and reiterated for existing ones.
- Ensure all team members are aware of each other's' roles and current tasks. This is vital within departments and horizontally across divisions.
- Consistent and regular reinforcement of what the organisation stands for, what people can expect, service guarantees and accountabilities helps to set expectations and sets the internal brand identity.
- Open-door policy
 - Promotes positive communication habits among employees, especially on a multi-level basis.
- Positive reinforcement
 - Employees want to feel appreciated. Taking time to remind employees that their contributions and ideas are valued will rarely go unnoticed. This empowers them not only to work harder, but to feel more comfortable communicating with managers and executives.
 - Utilising suggestion boxes and surveys provides a discreet outlet for idea sharing. This is especially helpful for timid employees who are more likely to respond to these methods.
- Social occasions
 - Getting employees together in a social environment allows them to bond on a more personal level in a more casual setting, developing a deeper level of comfort.

Organisations are adopting an integrated approach to IC

A silo mentality has an adverse impact on effective internal communication. Ideally, the IC role should be incorporated across divisions including marketing, public relations, communications and human resources. Key functions of proper collaboration should be exchanging information, sharing ideas and resources, being responsive to each other and maintaining open discussions. However, barriers to these goals include miscommunication, distrust and possessive grasp of each division's own domain, budget and ideas, leading to operational silos without positive engagement.²⁴

Different organisations employ different methods to carry out internal communication. Some have dedicated IC departments that report to the communications executive, while others have divisions such as marketing, human resources and public relations manage the IC space.²⁴

There is a push, however, towards more integrated approaches to communication entirely, where dual oversight of internal and external communication is incorporated into the one division with a senior communication officer. One challenge with this method is that external communication can be viewed as a higher priority than internal and therefore, employees become an afterthought. If this becomes the ethos of the relevant division, there is the risk that employees hear about major announcements through external media and not through internal channels, leading to disengagement.²⁴

The CEO and executive are essential to the process

*"Employee engagement is unlikely to improve until managers start to believe in the importance of internal communications."*²⁵

Some managers are reluctant to share information with employees because information is power and they are unwilling to relinquish it.²⁶ However, employees desire more open and closer relationships with top management. Usually, an employee's overall perception of the organisation as a place to work is closely linked with their perceptions of the top management.²⁷

The 2014 Edelman Trust Barometer first coined the term "Chief Engagement Officer", highlighting the need for CEOs to step out of their offices, communicate with their internal and external communities and build personal relationships.²⁷ Internal communication elements critical to building engagement are satisfaction with feedback, informal communication and communication during meetings. Therefore, open channels of

²⁴ Neill, M.S., Public Relations Review (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.06.009>

²⁵ Tkalic Vercic, A., Public Relations Review (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.04.005>

²⁶ EC Constantin, 'Employee Voice – Key Factor in Internal Communication', *Procedia – Social and Behavioral Sciences*, vol. 191, 2015, 977

²⁷ Men, L.R., Public Relations Review (2015), <http://dx.doi.org/10.1016/j.pubrev.2015.06.021>

communication, vertical communication between staff and managers and sharing information are vital to generate positive engagement.²⁸

Managers are required to lead by example and it is recommended that the CEO actively participates in this approach to improve engagement. In order to enact the role of "Chief Engagement Officer" to cultivate positive employee-organisation relationships, the CEO must demonstrate responsive communication by being empathetic, warm, compassionate, understanding, sincere and interested. However, it is acknowledged that demonstrating forceful and assertive communication is also sometimes necessary.²⁹

Use social media to build positive engagement

The shift in perceptions regarding the CEO appears to have been influenced by the development of social media. The interactive, personal and empowering features of social media have blurred hierarchical structures and the distance between top management and operational staff has been reduced. The empowering nature of social media encourages employees to articulate opinions, concerns and feedback, which can be heard by the CEO. This leads to dialogue between staff and the CEO, facilitates upward communication and promotes two-way information flow, improving connection with top management and engagement with the organisation.²⁹

In support of this, studies have found that levels of satisfaction, productivity and sharing of information are improved among employees whose leaders utilise social media as a communication channel.³⁰

Definitions of social media vary across scholars, papers and articles. However, one scholar defines social media as "new electronic and web-based communication channels such as blogs, podcasts, wikis, chat rooms, discussion forums, websites, social networks and other dialogue-creating media."³⁰

The benefits of using social media as part of internal communication efforts are³⁰:

- many people already use social media platforms and therefore know how to use them
- there is little or no cost
- the information is always up-to-date
- any individual can create an online forum to receive feedback without having to arrange a meeting

The blurring of hierarchical communication and the involvement of all employees in the process of generating content and information contrasts with content generated centrally by a small team to communicate with the rest of the organisation. In theory, social media should support both forms of communication within an organisation, yet the introduction of social media for internal communications can pose challenges. The first is that both forms require different organisational support and involvement and second, central information is usually generated from the managerial level and filtered downwards, thus being a source of power. Therefore, introducing social media to allow more communication directly from employees to managers and the CEO and vice versa can be a daunting transition for management.³¹

In addition, extreme engagement (over-engagement) can be potentially damaging to interpersonal interactions and can add to workplace stress.²⁸ Therefore, before introducing a social media plan, it is potentially worth asking, can a CEO manage this direct flow of information and if so, what processes will be put in place to manage it?

It is also important to consider the impacts of 'mixed messages'. A mixed message occurs when a person's words communicate one message but their actions, body language, appearance or use of interpersonal space communicates something else. One researcher indicates that gestures alone may make up as much as 70 per cent of communication. A side effect of the growing use of email, computer networking and other communication technologies is that gestures and other non-verbal signals that may add important meaning to the communication event are lost.³²

²⁸ Tkalec Vercic, A., Public Relations Review (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.04.005>

²⁹ Men, L.R., Public Relations Review (2015), <http://dx.doi.org/10.1016/j.pubrev.2015.06.021>

³⁰ Lee, C.E., 'The use of social media in leadership communication: benefits, challenges and leaders' perspectives', *International Journal of Arts & Sciences*, vol. 8, 2015, 515

³¹ Huang, J. et al., "Communication ambidexterity as a new capability to manage social media communication within organizations", *Journal of Strategic Information Systems*, vol. 24, 2015, 49-64

³² Schermerhorn, et al., 2014, Management Foundations and Applications, 2nd Asia-Pacific Edition

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Overall, however, the positives appear to outweigh the negatives when considering introducing social media into internal communications because it shifts the mindset to *"everyone is both a user and a publisher"*, enabling individuals to take responsibility and develop a new sense of self-ownership, service, self-orientation and self-regulation. These attributes nurture a participative, open and interactive communication culture. However, it is vital that careful adoption will be required to ensure social media can *"support multiple voices without drowning out a unified corporate message"*.³³

Overcoming barriers to effective communications

Some of the main barriers for effective communication³⁴ include:

- Poor choice of channels
- Poor written or verbal expression
- Failure to recognise non-verbal signals
- Physical distractions, such as telephone disruptions, drop-in visitors and lack of privacy
- Status effects, such as filtering when information is intentionally distorted to make it appear favourable to the recipient.

Suggestions for overcoming barriers such as these include^{34 35}:

- Transparency and openness – being open and sharing accurate and complete information
- Active listening – there are five rules for being an active listener:
 - 1 Listen for message content. Try to hear exactly what content is being conveyed in the message.
 - 2 Listen for feelings. Try to identify how the source feels about the content in the message.
 - 3 Respond to feelings. Let the source know that the feelings are being recognised.
 - 4 Note all cues. Be sensitive to non-verbal and verbal messages
 - 5 Paraphrase and restate. State back to the source what you think you are hearing
- Invest in communication training - the Australian Tax Office recently spent \$250,000 on training to improve the writing skills of its employees after found that the three million tax instalment letters it mailed each year resulted in 190,000 phone calls from taxpayers confused by the meaning of these letters.
- Work to ensure your body language reinforces your message and remains consistent with that message
- Provide constructive feedback
 - 1 Give feedback directly and with real feeling, based on trust between you and the receiver
 - 2 Make sure that feedback is specific rather than general – use good, clear and preferably recent examples to make your points
 - 3 Give feedback at a time when the receiver seems most willing or able to accept it
 - 4 Make sure the feedback is valid and limit to things the receiver can be expected to do something about
 - 5 Give feedback in small doses – never give more than the receiver can handle at a particular time
- Use multiple and appropriate communication channels – people differ in how they like to receive information.
- Use timing effectively – find a time to communicate when the receiver is less likely to be distracted
- Improve *multi-tasking skills* to respond to a world of constant interruptions and demands for our attention from technology.
- Build cross-cultural communication skills - reach out to understand sub-culture differences based on gender, age, ethnicity, race and other factors, and embrace differences.
- Address *attribution errors* – where internal factors (such as a lack of skills or poor attitude) are overestimated and external factors (such as time pressures or substandard technology) are underestimated as influences in someone's behaviour.
- Address *self-serving bias* – where personal success is attributed to internal causes and failures are attributed to external causes.
- Consider the impacts of perceptual tendencies and distortions, such as stereotypes, halo effects (where one attribute is used to develop an overall impression of a person), selective perceptions (where people tend to see things from their own point of view and tend not to recognise other points of view), and projection (the assignment of personal attributes to other individuals).

³³ Huang, J. et al., "Communicational ambidexterity as a new capability to manage social media communication within organizations", *Journal of Strategic Information Systems*, vol.24, 2015, 49-64

³⁴ Schermerhorn, et al., 2014, Management Foundations and Applications, 2nd Asia-Pacific Edition

³⁵ McShane, S.L., 2013, Organisational Behaviour: Emerging Knowledge. Global Insights.

More tips for effective internal communications

The table below summarises key tips to achieve effective internal communications.³⁶

Tips	Action
Envision, strategise and plan first	Create an internal communications strategy in order to clarify the purpose and intent of internal communication for the organisation.
Use the right tools	Employ simple systems and software programs that do not bother or disrupt staff but make information sharing easy.
Be visual	Visuals convey information in an easy-to-digest manner and provide a more lasting impression, especially as it is thought that 65% of the population are visual learners. Digital signage enables a series of rotating visual messages to be conveyed to the entire team.
Make it entertaining	Work can be fun and productive and so can internal communications.
Include metrics whenever possible	Being able to see how the company is performing can assist a team's work ethic. Metrics should inform staff of the company's current and past performance trends, goals to reach and progress made towards those goals.
Don't lose sight of the big picture	Make sure to communicate and circulate the overarching goals, missions and culture so that the team is reminded of them.
Provide channels for feedback and ideas	Provide channels for staff to provide feedback and share ideas on anything relevant to the organisation. A company forum, designated channel within the company chat software, an office whiteboard or cloud-based service are some channels that can be considered. Without these, staff may feel that there is no opportunity to give ideas and provide constructive criticism.
Encourage cross-departmental communication and collaboration	Hold a Q&A session or a special meeting between different departments to get them communicating, collaborating and sharing insight. These encourage staff to ask questions of other teams, learn from each other and to feel less isolated from one another.
Avoid communication overload	Keep things simple, brief and to the point. Consider sending out your internal newsletter less frequently or showing fewer metrics. Focus on sending the right information to the right people at the right time.
Don't just inform – inspire action	Internal communications should involve, motivate and inspire the team to go above and beyond.
Open the lines of communication	Having an "open door policy" is not limited to the physical space. It should be easy for anyone to contact anyone in the company, including upper management, through your internal communications system. By opening the lines of communication in this way, team members will feel welcome to talk with each other rather than feel intimidated.
Maintain transparency	Not all information can be made available to everyone, but maintaining at least some transparency can have tremendous effects on the harmony and rapport within an organisation.
Encourage company-related use of social media	Encouraging team members to share what they are doing at work can improve employee engagement, increase exposure and put a face to who the organisation is and what it does.
Share industry news, trends and insights	All team members should stay up-to-date on the latest industry information and be encouraged to share news, trends, opinion pieces etc. This assists them to feel a part of the 'bigger picture'.
Use internal communication to recognise and praise success	Recognising individuals or teams is beneficial to building staff morale and thus improving productivity and growth.
Create a customer-centric team with personas	Use IC to align staff with clients and customers. Create profiles for typical customers and share their personas so that customers become vivid, tangible, relatable and top of mind.
Promote employee resources and training	Internal communications should consistently relay which benefits and resources are available to staff. Encouraging employees to invest in their personal or professional development through the organisation is beneficial to everyone in the long run.

³⁶ <https://blog.enplug.com/internal-communications-best-practices-2017>

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5 Best Practice in Local Government | key lessons from practitioners

A benchmarking exercise was undertaken to identify councils that are considered to be leading in internal communications with a best practice Internal Communications Strategy. To identify leading councils we consulted industry experts, considered results from the CULTYR® Employee Scorecard benchmarking study, and searched online for industry awards and case studies.

WALGA recommended we look at some of the larger councils with more resources, such as the cities of Wanneroo and Melville. When contacted, the cities of Wanneroo and Melville indicated that, while they do have a focus on improving internal communication, they do not have a formally documented *Internal Communications Strategy*. The cities of Wanneroo and Melville were willing to share their key strategies verbally. Key insights are summarised below.

The CULTYR® Employee Scorecard (conducted by councils ranging from large metropolitan councils, such as the City of Perth, to smaller regional councils) suggests that it is a smaller council, the Shire of Irwin, that is excelling in vertical, horizontal and in-team communication and that the City of Cockburn is excelling in providing inspirational leadership and communicating a clear vision for the future.

Overall, few councils appear to have a dedicated Internal Communications Strategy. One award winning council with an *Internal Communications Strategy* is the City of Yarra. In 2015, the City of Yarra was recognised by Government Communications Australia (who promote themselves as Australia's peak body for public sector communications and marketing) with an award for internal communications and engagement. A summary of the contents of their IC Strategy is provided below. We also discovered an example of an Internal Communications Strategy that was considered to be best practice by IC Space in the UK.

We observed that councils tend to have a stronger focus on external communications. Many have a *Marketing and Communications Strategy* (or similarly named document). Within these documents, some include a section on internal communications. We provide some case studies below.

From our discussions, it seems that a growing number of councils are recognising a need for an internal communications strategy and, similar to the City of Cockburn, are in the process of developing such a strategy. The City of Boroondara, recognised by peers as a leader in internal communication, is currently developing their Internal Communication Strategy.

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City of Yarra

The City of Yarra's *Internal Community Strategy 2015-2018* is a 16 page document covering the following areas:

- Introduction from the Executive Group
- Purpose and development of the Internal Communications Strategy and Action Plan
- Vision and strategic intent
- Working at Yarra (a description of the current situation)
- Current internal communication methods
- Internal Communications Framework at Yarra
- Monitoring, reporting and evaluation
- Internal Communications Action Plan
- Conclusion



The objectives of this strategy are:

- Set an overall direction for internal communications at Yarra (aligned with other key workforce plans including People and Culture, Gender Equity, Service Planning, Innovation, Information Services, Customer Responsiveness Strategy and Consultation and Engagement Policy review).
- Better understand and respond to issues relating to internal communications.
- Develop and implement actions to improve practices, systems and processes that support good internal communications.
- Enable consistent messaging and information sharing across the organisation.
- Improve collaboration, co-operation and dialogue with one another.
- Build staff confidence and capability, strengthen decision making and foster positive relationships.

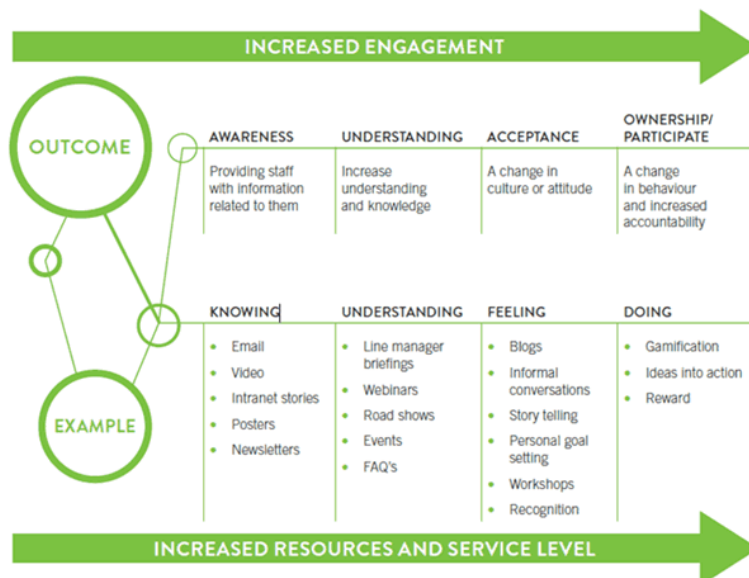
Key consultation findings at the City of Yarra

Strengths	Opportunities
<ul style="list-style-type: none"> • Staff meetings, corporate inductions, CEO briefings, the Intranet, Staff Matters newsletter and Monday Musings are highly valued. • Direct contact with the CEO through the CEO Briefings are important. • Face to face contact with Executive Group is sought after and highly valued. • Individual communication skills training and professional development are sought after. • There is a need to introduce a more forward focussed agenda, with greater scope for strategic discussion and informed decision making and formal tracking of actions for internal meetings. • Informal networking, team building and socialisation are highly valued. 	<ul style="list-style-type: none"> • Strengthening communication within and across teams. • Modernising communication channels. • Introducing consistent policies and practices. • Supporting integration of information systems. • Enabling transparent decision making. • Encouraging consultation, collaboration and innovative thinking.

The City of Yarra's current internal communication methods are tabled below:

CURRENT INTERNAL COMMUNICATION METHODS		
CHANNEL	COMMENT	FORMAT
Staff Matters	Distributed monthly by Human Resources. Good avenue for mix of corporate and social staff news.	Email
CEO Monday Musings	Distributed every Monday and widely respected as a key internal communication method.	Email
Intranet news rotator	New channel introduced in 2013 to provide organisation wide updates and promote internal events and activities.	Online
Intranet Kelvinator	Ongoing opportunity for all people to share non-work related information in a digital noticeboard format.	Online
CEO briefings	Held quarterly. Good opportunity to discuss major projects, discussion, questions and meet the CEO.	In person
Executive meetings	Held weekly with CEO, Directors and Executive Managers. Opportunities for officers to present reports and issues to Executive.	By appointment
SMT	Senior Management Team Meetings held monthly.	In person
SMT+	Senior Management Team, Coordinators and Team Leaders network meetings held every three months to share important information for leaders.	In person
Divisional meetings	Forum for Directors to provide department specific updates and advice on organisational priorities.	In person
Manager/Leadership meetings	Forum for Directors/Executive Managers to provide specific updates and advice to people leaders on organisational priorities.	In person
Branch meetings	Forum for Managers to provide specific updates and advice to team members.	In person
Team meetings	Forum for Coordinators/Team Leaders to provide specific updates and advice to team members.	In person
Email	Currently used as a primary communication channel.	Online
eBulletin	Although designed for Councillors it is also provided to Executive and some senior staff. It also contains information that is then included in the CEO's Monday Musings.	Online
Yammer	Yammer was introduced organically at Yarra and is slowly attracting users/members. Recently the Senior Leadership Team (Exec, Managers, TL and Co-ordinators) has initiated a secure Yammer group.	Online
Lync	Webcams partially rolled out across desktop locations. Presence indicators enabled on intranet (staff directory) and Outlook. Webcams installed in selected meeting rooms.	Online
Cross Organisational Groups	CORE Groups, Green Team, Social Club, Christmas Program Event Group and Staff Consultative Committee are all good examples of collaboration and team work.	In person

The City of Yarra has developed the following framework for internal communication:



The City is working towards achievement of 11 key objectives to meet its IC vision:

1. Develop and implement a consistent approach to internal communications at Yarra.
2. Highlight and embed internal communications as a central Yarra principle into policies, procedures, practice and projects.
3. Support, promote and resource digital internal communications platforms.
4. Improve connectivity to the Intranet to support internal communications and access to information.
5. Support the celebration of our people, culture and events.
6. Support the development of an organisational position on the use of email.
7. Improve the pathways for CEO and Executive communications and updates to organisation linked to organisational priorities and projects of interest.
8. Review the eBulletin to improve communication between Officers and Councillors.
9. Develop Internal Meeting Guidelines and templates to support a more consistent, collaborative and productive workplace.
10. Enhance understanding of Council meeting outcomes and business to strengthen corporate knowledge.
11. Develop, resource and implement internal noticeboards mapping and programming.

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The City is evaluating its IC performance against the following indicators:

WHAT TO MONITOR	EVALUATION POINTS	OTHER EVALUATION OPPORTUNITIES
Internal communications channels – Are they working? Are they effective? Is the channel appropriate to the content?	Access, usefulness, frequency, volume, preference.	Content analysis. Ease of reading. Interviews.
Content – Are employees getting the information they want and need? How well and how often is information provided? What are employees interested in?	Timeliness, relevance, accuracy, consistency.	Message recall. Content analysis. Interviews.
Conversations – Are people communicating effectively? How well do our leaders and people managers communicate, both formally and informally?	Frequency that people communicate at the level expected.	Content analysis. Interviews. Network analysis.
Voice – Are there opportunities for staff to have their say? Are responses provided? Can staff get involved and contribute to decision making?	Frequency of opportunities. Frequency and quality of responses made.	Content analysis. Interviews. Focus groups.
Sentiment – What do employees think and feel about the organisation? Is communication contributing to positive engagement?	Understanding and belief in strategy, values and plans.	Interviews. Focus groups.
Behaviour – Has employee behaviour been influenced by communication?	Change, influence.	Pilot or control groups. Network analysis.
Return on investment (ROI) – Have benefits been identified and what was the return?	Realised benefits.	Cost and direct return analysis.

At the Shire of Yarra, internal communications is the responsibility of the *Digital and Internal Communications Advisor*. This role is within the CEO's Directorate. The CEO's Directorate covers governance, engagement and human resources. The *Digital and Internal Communications Advisor* reported that they work closely with colleagues who manage external communications and human resources.

To improve internal communication moving forward, the City of Yarra recommends that councils give greater consideration to the 'objectives'. People need to answer the question "why are we communicating?" first and foremost, then to formulate the supporting messages for the target audience. This should be done before considering the channel. The City of Yarra's internal communication strategy has a strong focus on channel, however, it does not address message or audience. This is regarded as a weakness and opportunity to improve.



City of Wanneroo

The City of Wanneroo places a strong emphasis on internal communications; however, the strategies are not captured in one document.

Some key insights from discussions with the Coordinator Capability & Culture include:

- The City is currently 'teasing out' how it will address the function of internal communications.
- An *Internal Communications Advisor* is employed three days per week and reports directly to the CEO.
- The City is aiming to encourage more face to face communication over email.
- The staff newsletter is moving away from social news towards stories that are aligned with the City's corporate messages, but still with human interest elements to keep the newsletter fun, interesting and relevant.
- The CEO produces WannaKnow, a regular newsletter that is circulated electronically, ideally once a fortnight. Supervisors are asked to print the newsletter and put it up on noticeboards.
- The CEO conducts road shows to meet with operational staff twice a year.
- Conduct a two-yearly Employee Forum split over two days so all staff can attend.
- Use scrolling messages on computers / laptops.
- Use TV monitors in meeting rooms to communicate key messages.
- The Executive Meeting Report Template includes the following reference to internal communication:

Dissemination of Agreed Key Messages from Regular ELM Meetings:

- ☐ **Not for Communication** at this time- Business in Confidence
- ☐ **Low Communication Impact – Building awareness** –One way information sharing, requiring limited explanation. Communication Channel e.g CEO Newsletter via completion of the Story Starter Template and posting to the Internal Communications Mailbox within 10 working days. Key Messages recommended by report owners below for ELM agreement.
- ☐ **Medium Communication Impact – Building understanding & action** – Two way communication to discuss the context, process or service implications. Communication Channel e.g. Presentation, Leader discussions, Pre-start meetings, within 20 working days. Key Messages recommended by report owners below for ELM agreement. Internal Communications Advisor will distribute to Managers.
- ☐ **High Communication Impact- Building alignment & commitment** - Interactive multi-channel knowledge building, collaboration & action. Typically requiring a specific communications and potential change management action planning due to major impacts to process, service or people. Plan developed in by or consultation with report writer and agreed by Director/Executive for sharing with Senior Leadership Team prior to deployment.

Key Messages

- 1.
- 2.
- 3.

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City of Melville

The City of Melville does not currently have an Internal Communications Strategy or a role dedicated to internal communications. Responsibility for internal communication is shared between communications and human resources. Five years ago, the Marketing & Communications Coordinator worked with Human Resources to review internal communications. This involved a series of focus groups with staff. While a list of actions resulted, a formal strategy was not developed or adopted.

Some key insights from discussions with the Marketing & Communications Coordinator include:

- The Mayor is very approachable and happy to chat with staff on an informal basis.
- To improve relations between teams and overcome a silo mindset, the City uses cross-organisation project groups. Representatives from across the organisation sit on the Process Improvement Team and Continuous Improvement Team.
- A staff newsletter is circulated electronically via the Intranet and email. Supervisors are asked to print the newsletter for staff.
- The staff newsletter has two key focus areas:
 - Crucial, corporate information
 - Fun, general news about new employees, social club activities, etc.
- In the past, the City has held Town Hall meetings with all staff. Town Hall meetings are held on an ad hoc basis, as required. A Town Hall meeting may be called by the CEO when information is time critical.
- Organisation-wide Team Meetings are held on a quarterly basis. These meetings are pre-planned to cover three topics:
 - Topic 1: decided by the staff using feedback boxes
 - Topic 2: decided by the Executive Management Group
 - Topic 3: service area update (rotated through the organisation)
- Facilitation of Organisation-wide Team Meetings is delegated to officers to provide staff with professional development opportunities. The location of these meetings alternates between the Civic Centre and the Op Centre. Two sessions are held on each occasion to enable all staff to participate.
- There is interest in using video for weekly updates from the CEO and Directors (though only 'dabbling' in the use of video at this point in time). The City needs to redesign the Intranet site to house video messages.
- The City dabbled in the use of social media for internal communication during reform.
- Yammer is being explored to support internal communication.
- There is concern that work-related messages will increasingly intrude into private time with greater use of mobile communication channels at work.
- Face to face communication is being encouraged to build and strengthen relationships. However, social media and other digital channels are favoured for delivering messages in a timely and efficient way. The selection of channel must be fit for purpose.
- The City has successfully used 'speed dating' style workshops on two occasions to facilitate and improve cross-team communications across the organisation.
- Team road shows are recommended to 'sell' key messages into other teams. This may involve a 5-minute update at the end of a team's usual Team Meeting.

Other Councils

A review of communication strategies across a number of organisations suggests common coverage of the following components:

- Overview
- Supporting documents
- Current performance
- Key drivers for having an Communications Strategy
- Guiding principles
- Aims
- Objectives
- Target audiences
- Key messages
- Channels
- Communication process
- Measuring success (KPIs)

The following table describes the contents in a selection of communication strategies.

Key components	Case Study A IC Strategy (IC Space)	Case Study B IC Plan (DMU)	Case Study C Communications Strategy (Leichardt)	Case Study D Communications Strategy (Bundaberg)	Case Study E Communications Strategy (Bedford Borough)
Overview	Introduces the need for improved internal communications to manage upcoming organisational change.	Introduces the need for consistent, regular and robust communications to stakeholders in order to enhance satisfaction and engagement.	Lists reasons why Council requires a strategy to coordinate communications.	Provides a brief introduction and background of current communications and their need to improve.	Introduces the need to better engage the community and adapt to the changing communication landscape.
Supporting documents	Corporate Plan Communications Strategy People Strategy	Corporate Communication Policy	Community Engagement Framework	Visual Identity Guidelines	Corporate Identity Guidelines
Current performance	Discusses areas to improve based on findings from an internal communications survey. These key areas are raised as: <ul style="list-style-type: none"> • Leadership • Manager performance • Employee engagement • Internal communications channels • Intranet • Team briefing This section also outlines actions currently being taken	-	An explanation of the City's current communication landscape in the introduction plus reference to a previous Community Perception Survey.	Brief explanation of the City's current approach to communications being described as ad hoc and fragmented.	-
Key drivers for having an IC / Comms Strategy	<ul style="list-style-type: none"> • Our visions and values • Corporate plan and annual business plan • Leadership • Employee engagement • People strategy • Corporate communications strategy 	-	<ul style="list-style-type: none"> • Our vision and values. 	Fragmented approach to communications exposes the Council to risks and issues and recognises that communication "is an important, central element in the delivery of local government services."	Refers to the internal communications section of the strategy, the goal is to ensure that staff are informed, involved and engaged in achieving the Council's objectives.

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Key components	Case Study A IC Strategy (IC Space)	Case Study B IC Plan (DMU)	Case Study C Communications Strategy (Leichardt)	Case Study D Communications Strategy (Bundaberg)	Case Study E Communications Strategy (Bedford Borough)
Guiding principles	<ul style="list-style-type: none"> Provide targeted and timely communications to our employees - ensuring they hear about big news items from us and not the grapevine or the media Provide important messages face-to-face via line managers or via senior leaders at all-staff meetings Always communicate in plain English Always look for opportunities to create dialogue and engagement with employees and managers. 	<ul style="list-style-type: none"> Be open about important messages and changes that need communicating to main our stakeholders Offer stakeholders the chance to feedback through a variety of methods and the opportunity to get involved in the development of internal initiatives Be proactive in our approach and tell people information before we are asked for it 	-	-	<ul style="list-style-type: none"> Honest, open and accurate Accessible to all members of the community Clear, simple and user-friendly Timely and current Up to date and relevant Legitimate - in accordance with relevant legislation, national Codes of Practice and with the council's own protocols and guidelines Cost-effective
Aims	<ul style="list-style-type: none"> Make sure employees know what's going on and are engaged in the organisation and where it's heading 	-	<ul style="list-style-type: none"> Lead communications improvements across the organisation 	<ul style="list-style-type: none"> Promote services and activities in a professional and consistent manner through strategic, wide-reaching communications initiatives Deliver better, coordinated media and marketing outcomes Enhance Council's reputation as an open, transparent and effective communicator Better inform the community by utilising technological advances and the corporate website 	<ul style="list-style-type: none"> Inform residents, businesses and visitors about the work of the council, the services it provides and how they can get involved in shaping decisions Maintain a strong and recognisable council identity Promote and uphold Council's reputation Ensure that our workforce is involved and engaged in the work of the council through good internal communications, so that they can represent and champion the council in the community

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Key components	Case Study A IC Strategy (IC Space)	Case Study B IC Plan (DMU)	Case Study C Communications Strategy (Leichardt)	Case Study D Communications Strategy (Bundaberg)	Case Study E Communications Strategy (Bedford Borough)
Objectives	<ul style="list-style-type: none"> Help employees see the connection between their job and the organisation's new aims and vision Contribute to employees feeling better informed by helping them understand why changes are happening, including the merger Improve employee engagement by creating a climate of listening and feedback, up, down and across the organisation Improve levels of trust between leaders, managers and staff Help managers communicate better with their teams, stakeholders and customers 	-	<ul style="list-style-type: none"> Improve the coordination of communication across the organisation Improve internal communication channels for staff and management Review communications procedures to assist in the provision of proactive, planned, coordinated communications Consolidate and build upon the Council's corporate identity Raise awareness of the role of the Communications Unit across the organisation Improve Communication Skills of Employees Improved teamwork and further breakdown of 'silos' 	<ul style="list-style-type: none"> Ensure clear, consistent communication Encourage greater two-way communication and interaction Drive community engagement and participation Enhance quality of media and marketing outcomes and bolster output Improve internal communication and stakeholder engagement 	<ul style="list-style-type: none"> Communication to be seen as a strategic part of the planning and management processes. The communications team to be involved at an early stage when communications are planned, to ensure an effective and consistent approach. All service areas to think about the messages they need to communicate and the opportunities to showcase success and good practice. All employees to see that they have a role to play in communication – effective communication is not the preserve of the communications team alone. Methods and channels of communication to be reviewed regularly to ensure that communications reach their target audiences and that communications channels are cost effective so that an appropriate approach and focus can be taken. The website and intranet should play a fundamental role and appropriate alternative or new methods should always be considered – particularly developments in the area of electronic technology. Messages to be consistent across the whole of the authority.

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Key components	Case Study A IC Strategy (IC Space)	Case Study B IC Plan (DMU)	Case Study C Communications Strategy (Leichardt)	Case Study D Communications Strategy (Bundaberg)	Case Study E Communications Strategy (Bedford Borough)
Target audiences	Management and employees.	Provides an audience/stakeholder map including names of the Executive Board, Governing Body and Partners.	Lists internal and external target markets	Outlines 7 target audience groups	Outlines 9 key audience groups
Key messages	-	<ul style="list-style-type: none"> The organisation's mission, visions and values The organisation is the best place to engage with The organisation welcomes and listens to stakeholder feedback 	<p>Issues currently relevant to Council and within its scope of influence:</p> <ul style="list-style-type: none"> Constitutional recognition Waste and recycling Popular density Planning system reform Harbour foreshore development Heritage protection Sustainability Environmental protection and control Public transport Raising the image of Local Government 	<p>This Local Council:</p> <ul style="list-style-type: none"> Is a community-minded, inclusive organisation, delivering a range of services and programs for all members of the community Is a great place to live, work, play and invest Collaborates with a wide range of partners and supports initiatives which help deliver a positive, healthy lifestyle and a cohesive community Listens and engages with issues identified by the wider community Is committed to openness, transparency and two-way communication with the community Practices two-way communication between all members of the community, council employees and elected representatives Collaborates with all levels of government, creating partnerships to ensure the best outcomes for the region 	<ul style="list-style-type: none"> Corporate communications about issues that affect council staff as a whole Information about the wider work of the Council, including the reasons behind strategy and policy decisions, and progress on our key objectives Service specific communications designed to ensure that staff working in a particular service area have the information they need to do their jobs effectively

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Key components	Case Study A IC Strategy (IC Space)	Case Study B IC Plan (DMU)	Case Study C Communications Strategy (Leichardt)	Case Study D Communications Strategy (Bundaberg)	Case Study E Communications Strategy (Bedford Borough)
Channels	Stresses the importance of effective channels to deliver information in the way staff want to receive it. Highlights that, while current communications channels work well, there is evidence that refreshing or changing them would improve employee communication. This section refers to a separate report outlining how the intranet will be upgraded.	The strategy includes a Communications methods and timeline table, which outlines: <ul style="list-style-type: none"> Channel and explanation Which stakeholder group it targets The cost and actions required to implement channel The date by which it must be implemented <p>The strategy also includes a table outlining channels already in existence but that require closer attention to improve their effectiveness</p>	A table of communications functions/tools for both external and internal stakeholders as well as the currency of those mediums.	Identifies 12 channels, tools and tactics to communicate key messages and provides a brief explanation on each one. These channels include: <ul style="list-style-type: none"> News media Corporate social media sites Corporate website and intranet Community engagement Newsletters/E-newsletters Databases Sponsorship Council smartphone apps Campaigns Signage and marketing collateral Advertising CBD pole banners 	Outlines channels for both external and internal communication. Internal channels include: <ul style="list-style-type: none"> Weekly staff bulletin Monthly newsletter Poster campaigns Monthly directorate newsletters Intranet Staff briefings and roadshows
Comms process	-	A table outlining communication guidelines based on the nature of the message. The table includes: <ul style="list-style-type: none"> What are we communicating? How will we communicate? How will we use the channels? 	An action plan detailing the means of achieving each objective set out in the strategy. Each item is given a priority rating out of 5, a timeline, the team responsible, the budget and the current status.	Outlines 9 key actions to achieve strategic communication objectives	A description of key targets over the two-year life of the strategy against each strategic aim set out in the document
Measuring success (KPIs)	Follow up of internal communications survey	Evaluation is to be observed through: <ul style="list-style-type: none"> Up-take of two-way communications via designated feedback channels Results from internal stakeholder surveys Response to calls for action – increased take up of information 	Measures and evaluation items are detailed including an Internal Communications Survey	-	-

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6 Key Components of an IC Plan

Communication Principles and Objectives

Formulating and articulating communication principles assists organisations to effectively implement an IC Strategy. These principles are essential in order to guide all communications within an organisation and are sometimes coupled with aims or objectives that provide clear guidance for upholding these principles throughout the organisation's communications.

When setting these objectives, one useful question to consider is:

What steps do we want people to take as a result of our communication?

For internal communication, these might include:

- remaining loyal to the organisation
- following specific instruction
- being ambassadors
- embracing organisational change

Setting out objectives can begin with answering three planning questions that reflect the organisation's interest in messages that: *"elicit conative (doing), affective (emotional) and cognitive (thinking/known) responses. The approach suggests that we do things because we feel that they are a good idea because of what we know."*³⁷

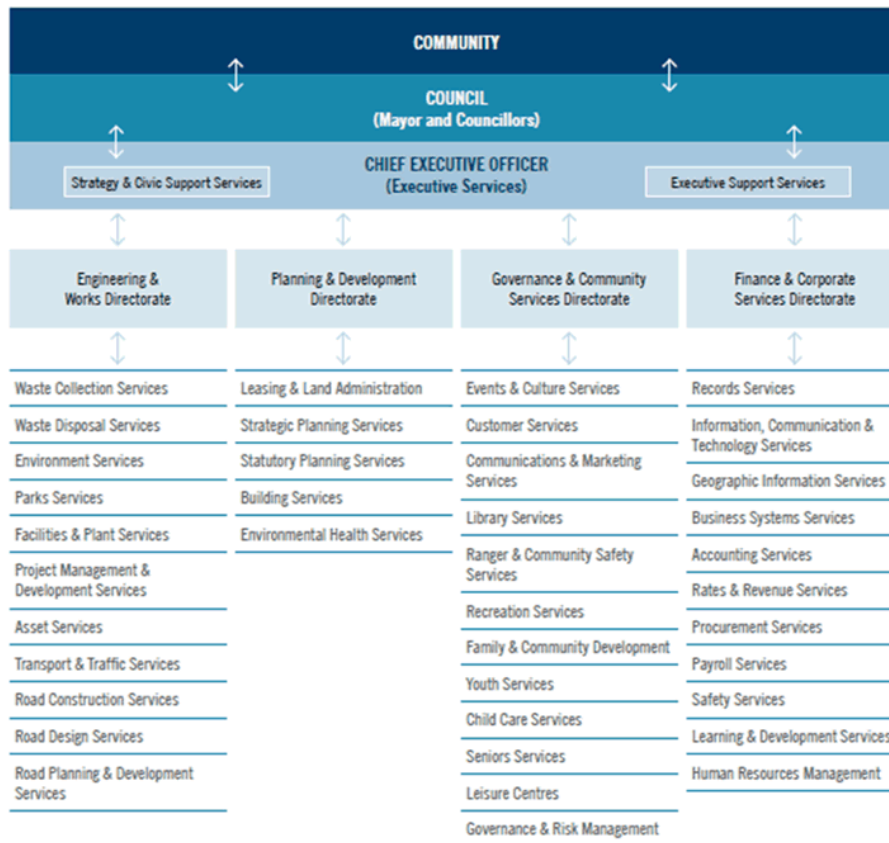
CONATIVE	AFFECTIVE	COGNITIVE
What should people DO as a result of our communication?	What should people FEEL or believe as a result of our communication?	What should people KNOW as a result of our communication?
Are there specific behaviours we need to promote? e.g. good customer service	What do people need to believe in order to prompt desired behaviours? e.g. good customer service matters	What information do people need in order to shape their beliefs? e.g. customer satisfaction data

³⁷ L. Yeomans & L. FitzPatrick, "Internal Communication" Chapter 15 of *Exploring Public Relations*, 4th Edition, April 2017

Audience

Identifying and considering the unique needs of the target audience is essential for effective communication. This enables the communicator to establish the required message and the most appropriate channel of delivery.

The City of Cockburn's target audience groups are defined below:



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Key messages

"The importance of developing key messages is to ensure both **consistency** (the same message through different mediums) and **clarity** (a clear and succinct message)."³⁸

Communication is not simply a matter of sharing information or being 'heard' but includes the intent of one party to influence, motivate or persuade the other in a certain way. Effective communication requires credibility to earn trust, respect and integrity.³⁹ Therefore, it stands to reason that the message is of upmost importance in the communication process.

The purpose of the communication dictates the style of message communicated.

There are various ways of classifying messages, as follows:

Persuasive	Credible
<ul style="list-style-type: none"> Convincing peers, teammates, co-workers and bosses to do something. 	<ul style="list-style-type: none"> Build credibility with expertise, a good track record and strong relationships (be likable). Credibility must be established for persuasive messages to be successful.
Proactive	Reactive
<ul style="list-style-type: none"> Change communication Business issues or priorities Nurturing culture 	<ul style="list-style-type: none"> Crisis communication
Downward	Upward
<ul style="list-style-type: none"> Council / CEO / Executive messages News information Achievements Events Missions, visions and values Wellbeing 	<ul style="list-style-type: none"> Feedback Engagement

³⁸ Burnie City Council Communications Strategy

³⁹ Schermerhorn et al. *Management Foundations and Applications*, p.368

Channels

*"How well a message is communicated is as important as the message itself. When it comes to internal communications, this certainly holds true. Company culture can give your organization a major strategic advantage in these changing times. What your culture consists of – goals, values, and practices – must be effectively transmitted for employees to understand and act upon it. Therefore, it's essential to focus not just on what you're communicating but also how you're communicating it."*⁴⁰

The number of communication channels available to organisations continues to expand with a plethora of electronic, print and face-to-face options. See Appendix 1 for an extensive list of examples.

Using multiple channels is vital because different people have different ways of learning and absorbing information and because employing diverse channels increases the number of people likely to receive the message. In addition, repetition increases the chance of the information being absorbed.⁴¹

In general, **written channels** are acceptable for:

- simple messages that are easy to convey
- messages that require extensive dissemination quickly
- formal policy or authoritative directives
- presenting technical detail

Oral channels are preferred for:

- persuasive messages
- messages that are complex or difficult to convey
- situations when immediate feedback is valuable (as the content and emotional tone can be adjusted to be more effective)
- situations when a supportive, even inspirational, emotional climate needs to be established

There are a number of variables to consider when choosing communication channels and tools.⁴²

Consideration	Question	Example
Audience	How do staff prefer to receive information?	Younger employees may consume messages differently to older employees.
Credibility and accessibility	Can staff easily access/see the message?	Are they able to play audio / video files (or will that be too intrusive)? Will staff be receiving your message on a desktop, mobile or printed poster?
Fit for purpose	Does the communication tool align with the purpose?	Is the intent to inform, allay fears, influence attitudes, change behaviour, incite immediate action etc.?
Urgent or non-urgent	Are there times when you need to get an urgent message out e.g. emergency or other crises?	Do you have multiple non-urgent messages that could be combined into one e.g. newsletter?
Practical and within budget	Considering schedule and resources, what can you afford?	Does the desired channel pose unnecessary cost whether in terms of time and/or money?

Richness is another dimension for considering which communication channel to use⁴³.



⁴⁰ <https://blog.enplug.com/internal-communications-best-practices-2017>

⁴¹ "Improving Internal Communication", MassTransitmag.com, February 2016

⁴² <https://media.snapcomms.com/hubs/Downloadable-Resources/Strategy%20Template%20Bundle/Internal%20Communication%20Strategy%20Template%20Guide.pdf?t=1502261936540>

⁴³ Schermerhorn, et al., 2014, Management Foundations and Applications, 2nd Asia-Pacific Edition

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Case Studies

Considering the audience and setting is vital to choosing the most appropriate channel. Below are three case studies discussing how certain local councils have considered these factors and found creative and unique ways to engage more effectively with a range of internal stakeholders.

Case Study: Brent Council UK⁴⁴

On implementing Yammer to free the internal communication officer to dedicate more time to strategic projects, to improve channels, speed up communications across the organisation and facilitate more opportunities for praise and recognition within the organisation. Yammer is a social networking service used for communication within organisations. This tool facilitates connection and collaboration across a company and is owned by Microsoft Corporation thus integrating a social layer across Office tools.⁴⁵



Strategy:

- All employees were targeted but particularly senior staff to assist with getting it started.
- The decision was made at Executive level and adequate research was undertaken, including seeking assistance from other organisations that previously had implemented Yammer.
- The implementation encompassed the entire organisation at once and formed part of Internal Communications Strategy.
- The other strategy was to have fun and engage people through the process.

Tools:

- A number of channels were used to get started and encourage use including digital screens in offices, YammerLabs, online support, support groups, Yammer champions called Yambassadors and fun launch events.

Outcomes:

- The process was inexpensive
- 97% of employees are active on Yammer and the amount of news stories on the intranet newsfeed dropped from 28 to 2 in five months, leaving the intranet newsfeed for the biggest corporate stories.
- Employees can post externally about what they are doing, raise issues to cause change, discuss concerns and have more connection to senior staff including the CEO.
- There is more opportunity for the communications team to find out about and inform the organisation of achievements.
- Relationships improve as people post and share useful updates and knowledge and colleagues are generally quicker to provide requested information than previously.
- This process made it apparent that a) employees want to have some fun; b) even a small 'like' from leadership can have a positive impact; and c) giving employees a voice does not necessarily lead to complaints and criticisms.

⁴⁴ <https://www.local.gov.uk/brent-council-its-yammertime>

⁴⁵ <https://products.office.com/en-US/yammer>

Case Study: Hampshire Fire and Rescue Service (HFRS) UK⁴⁶

HFRS required a quick and effective way to send messages to their dispersed and largely 'on call' workforce who could not be reached face-to-face and had little access to corporate IT or email facilities.

They decided to combine news and video technology to create FireFlash, a monthly TV style news bulletin to communicate to internal audiences. These short, fast-paced episodes allow people to easily consume key pieces of information from the month on any device and at any time via the corporate IT channels and YouTube.

**Outcomes**

- Viewing figures have grown by approximately 50% per year and every episode has shown audience retention of at least 50%.
- There has also been an increase in the number of people coming forward with their own stories to include in FireFlash, showing positive levels of engagement.
- The success of FireFlash has led to the organisation producing a public-orientated HFRS News.

Reasons for its Success

- The information is informative and quick and allows access by remote workers.
- It provides an employee voice and allows staff to talk directly about their news, stories and updates.
- It has made use of the digital and creative skills already in the communications team, helping people to stay motivated in their work.
- Its format is adaptable for internal and external communications.
- Constantly reviewing FireFlash means it remains fit for purpose and working closely with the IT teams means that the infrastructure is user-friendly and not a barrier to employees accessing the content.

<https://www.youtube.com/user/HampshireFireService>

⁴⁶ <https://www.local.gov.uk/hampshire-fire-and-rescue-service-communicating-remote-employees>

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Case Study: West Sussex County Council UK⁴⁷

A new CEO spurred on a refocus of internal communications activities that encouraged a more communicative, open and honest culture, which enabled the organisation to become more effective. The strategy focused on the idea of 'one voice' across the organisation.

The key objectives were to improve staff engagement, ensure internal alignment with organisational goals and external messages, help drive high performance and cultural change, strive for continuous improvement and constantly evaluate all activities to sure communications continued to have a positive impact across the organisation. In order to achieve effective change, it was essential that the CEO and internal communications teams worked closely.

**Strategy**

- Data collected from staff surveys and feedback sessions was used to inform planning.
- The separate staff and manager newsletters were replaced with one weekly newsletter called One Voice which brought together updates from the leadership team, case studies from across the organisation, examples of how certain employees lived core values and special focus on key issues, such as the budget, to improve understanding. Language used was consistently 'our', 'us' and 'together'.
- In order to encourage access by employees to senior managers, the organisation created Our Big Conversation, a program of face-to-face engagement sessions.
- An online forum for people to share thoughts and ideas about things that could make a difference to peoples' lives was also implemented. This facility was promoted via internal channels including One Voice. The organisation was committed to ensuring staff were informed of how their suggestions were being taken forward and provided explanations as to why certain suggestions could not be implemented.

Outcomes

- The One Voice publication has over 5000 subscribers and 70% open and read rate.
- Big Conversation sessions are well received with events being 80-100% full.
- The online forum has had more than 900 posts in five months.

⁴⁷ <https://www.local.gov.uk/west-sussex-county-council-communicating-one-voice>



Case Study: responding to the setting⁴⁸**EXAMPLE SETTING 1: CALL CENTER STAFF**

A CSR is likely to spend 95% of their working day on the telephone. They typically work exclusively within one application.

They're unlikely to have the opportunity to read a lengthy email while talking to customers. But a discreet message that scrolls across the footer of their screen simultaneously could be ideal. Staff can skim read the information without exiting their current program.

EXAMPLE SETTING 2: REMOTE WORKER

Mobile workers (such as sales people, healthcare and service workers) spend much of their day meeting with clients and travelling between appointments.

They typically check messages from their car, using a smartphone or tablet.

Reading large documents or PDFs can be difficult on small-screen devices. But an SMS message sent straight to the employee's phone that links to a mobile-responsive web page is a better way to go.

Measuring Success

Evidence matters when planning and evaluating internal communications. Facts and figures assist to secure budgets, identify best approaches and understand what is and is not working. Below is list of approaches that can be used in conjunction with existing methods to gather information and feedback about internal communications:⁴⁹

Purpose	Common approaches
Understanding internal demographics	<ul style="list-style-type: none"> Review HR data about employee numbers, grades and locations Track HR information such as sickness rates or resignations
Understanding employee attitudes and processes	<ul style="list-style-type: none"> Get out and about Work shadowing 'Temperature checks' (mini surveys run at specific points in the year) Focus groups Monitoring internal forums for comments Annual staff surveys and attitude surveys Reviewing feedback from line managers Deep statistical analysis of other surveys
Communication processes	<ul style="list-style-type: none"> Communications audits Monitor channel usage (e.g. webstats, email opening rates, attendance at staff meetings) Survey users of individual channels User focus groups Qualitative content analysis of upward feedback

⁴⁸ <https://media.snapcomms.com/hubfs/Downloadable-Resources/Strategy%20Template%20Bundle/Internal%20Communication%20Strategy%20Template%20Guide.pdf?t=1502261936540>

⁴⁹ L. Yeomans & L. FitzPatrick, "Internal Communication" Chapter 15 of *Exploring Public Relations*, 4th Edition, April 2017

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7 City of Cockburn's Current Performance

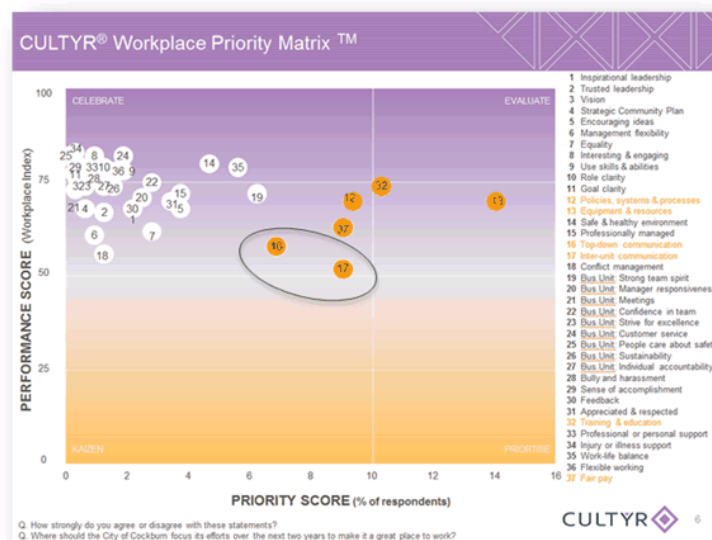
The City of Cockburn has dedicated significant time and effort to reviewing internal communications, both directly and indirectly, and also to developing plans, strategies and frameworks that improve performance. Some examples are provided below:

Recent Studies	Plans and Frameworks
Annual Exit Interview Reports 2017 Project Management Internal Audit 2017 Internal Customer Pulse 2016 Employee Engagement Working Group 2016 Staff Splash! Survey 2015 CULTYR® Employee Scorecard 2015 Internal Customer Service Survey 2012 Internal Communications Survey	Internal Customer Service Charter Internal Communications Plan 2016-2017 Stakeholder Engagement Framework Project Governance Framework

A review of recent studies has been undertaken to identify internal communication strengths, challenges and suggested actions.

Overall Performance

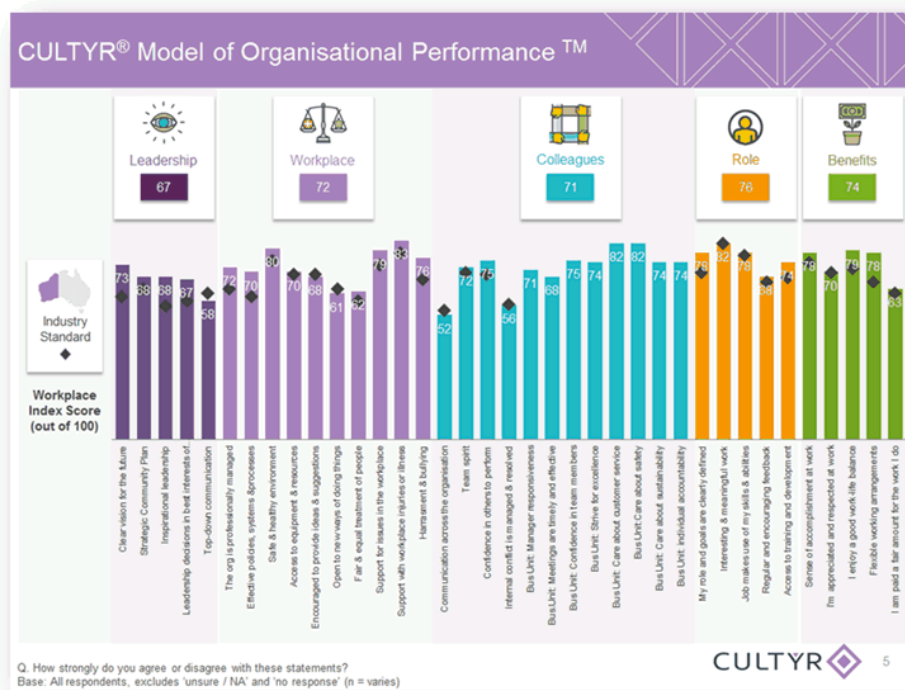
Based on the 2015 CULTYR® Employee Scorecard, inter-unit communication and top-down communication (circled below) were among the three lowest scoring areas and were among the top six priorities to make the City of Cockburn a great place to work.



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In the CULTYR® Model of Organisational Performance, the lowest scoring area was horizontal inter-team communication with a performance index score of 52 points out of 100. This was followed by internal conflict management (56 points) and top-down communication (58 points).



Comparison against other councils suggests the City of Cockburn is a leader across 9 CULTYR® dimensions.

CULTYR® Industry Standards (Index Scores out of 100)	Average Score	High Score	Industry Leader
The City has developed and communicated a clear vision for the future	60	73	Cockburn
I support the direction the City is taking	65	73	Cockburn
Inspirational leadership	56	68	Cockburn
Support is available for employees who experience personal or professional issues in the workplace	73	79	Cockburn
Support is available for employees who experience workplace injuries or illness	78	83	Cockburn
I have confidence in others to perform their roles well	69	75	Cockburn
My role and goals are clearly defined	70	78	Cockburn
I enjoy a good work-life balance	72	79	Cockburn
I would feel comfortable asking for flexible working arrangements	66	78	Cockburn

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Strengths

The table below provides a summary of the City of Cockburn's internal communication strengths collated from various studies over recent years.

STRENGTHS		SOURCE
Vision	Developing and communicating a clear vision internally (index score = 73); the industry leader for WA and 13 index points above industry average.	2015 CULTYR Employee Scorecard
Values	The City recently reset its organisational values. There is perceived value in communicating and reinforcing these values across the organisation to improve internal communication. 96% of exiting employees were aware of the City's values when prompted (Excellence, Customer Service, Accountability, Sustainability and Safety)	2017 Indepth Interviews 2016 Annual Exit Interview Report
Organisation size	The City is regarded to be a good organisational size. It has a welcoming culture; a human scale and size. It is not a sprawling mass. You recognise faces. People are not just a number. People can still connect and talk on a face to face basis.	2017 Indepth Interviews
Leadership	Some describe leadership and culture at the City of Cockburn as 'friggin' fantastic' compared to the private sector. <i>"It's not a tight council. A good idea will be supported; not suppressed."</i>	2017 Indepth Interviews
CEO	The CEO is perceived to be a good leader, spending most of his time on important strategic issues. He is seen to be rightfully driving the agenda for internal communications. The CEO is regarded to have done an excellent job with internal communication during the amalgamation process. During this time, there was clear purpose and intent that was well communicated. However, there is less awareness about what's on the CEO's agenda now – what key messages would Stephen like to communicate with staff? What direction is he taking the organisation now? Another positive is that the CEO 'walks the floor', taking the time to have conversations with staff. While this initiative is supported and valued, line managers can sometimes feel disenfranchised when brought to task about the fine detail of issues. <i>[Please refer to Appendix 2 for Three Steps for Cultivating Effective Dialogue with front line managers.]</i>	2017 Indepth Interviews
Team Managers	<i>"Our (team) manager is awesome. He knows everyone by name. He acknowledges us; realises I'm a human."</i>	2017 Indepth Interviews
Comms Team	Sam is thought to be trying her best to support internal communications; even though it is not her role. If Sam had resources it was said that she could be brilliant in this area.	2017 Indepth Interviews
Wellness Committee	Helping staff to manage work stress, manage their time, and work together more effectively.	2017 Indepth Interviews
Customer Service	The City has an Internal Customer Service Charter. Overall perceptions of customer service have been increasing. For 21 of 22 teams, over 80% of internal customers were satisfied with internal customer service; team members are perceived to care about customer service (index score = 82); and 89% of exiting employees agreed that the City demonstrates a commitment to customers at all times. The best performing attribute for most service teams was customers being treated in a polite and professional manner	2017 Indepth Interviews; 2015 CULTYR Employee Scorecard; 2015 Internal Customer Service Survey; 2016 Annual Exit Interview Report
Role Clarity	Role clarity (index score = 78) and 90% of respondents in the Project Management Audit indicated they clearly understood where their job responsibilities start and end.	2015 CULTYR Employee Scorecard; PM Internal Audit 2017

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STRENGTHS		SOURCE
Quality of information	For 20 of 22 teams, over 80% of internal customers were satisfied with the quality of information they received.	2015 Internal Customer Service Survey
Depot Office	New office at the depot. Nice to see other bosses (Lou / Anton).	2017 Indepth Interviews
Tool box meetings	Manager is switched on. Good at delivering key messages about future capital works, which projects are in the budget, accidents, etc.	2017 Indepth Interviews
Project management meetings	Managers are invited to a number of meetings to share information and keep colleagues up to date.	2017 Indepth Interviews
External Stakeholder Engagement	Deanie has helped the organisation to improve over the past 12 months with public consultation, Comment on Cockburn, and the move to the new op centre. Deanie's role is seen to be a very important in the organisation. <i>"how did we manage without this role (Public Consultation Officer) before?"</i>	2017 Indepth Interviews
In-team communication	Good communication reported within teams.	2017 Indepth Interviews
Feedback	Staff are open to receiving constructive criticism from customers.	2017 Indepth Interviews
Risk/compliance reporting	84% felt positive that they are confident they will not be penalised for raising risk or compliance concerns.	PM Internal Audit 2017
Empathy	Staff demonstrate care and understanding of employees. They show an awareness of what is going on in people's personal lives. They understand external pressures and put behaviour in context.	2017 Indepth Interviews
Conflict management process	Staff feel well supported. Clear rules, boundaries and processes for dealing with conflict. Know they can trust and rely on their supervisor to hear them out and support them. It's a good process for clearing the air, and keeping the supervisor in the loop about what is happening.	2017 Indepth Interviews
Engineering Updates	Engineering Bi-monthly Update is well liked and well-suited for Council (may need to be adapted to inform staff). Administrative Assistants are appreciated for keeping internal customers informed about what's happening.	2017 Indepth Interviews
Employee Support	Strong support for employees experiencing illness and injuries and issues in the workplace (index score = 83 and 79, respectively); and in the Project Management Audit, 90% of respondents felt positive that when they don't have the skills to manage an issue, they know where to find help.	2015 CULTYR Employee Scorecard; PM Internal Audit 2017
Intranet	The new intranet site is seen to be an improvement. Strengths include the daily updates and calendar of projects. Read by 73% of staff, 84% said it was very easy to access and 68% felt it was a very useful channel for finding information.	2017 Indepth Interviews 2012 IC Survey
Tablets	Tablets are improving communication.	2017 Indepth Interviews
Splash Magazine	Has been 'ramped up'. Considered to be good reading with a 'staff focus' rather than a 'council focus'.	2017 Indepth Interviews
Intranet	Perceived to be an effective tool to inform staff of the release of Splash! 45% knew when Splash! came out by Intranet notification and 35% by an Intranet news item.	Staff Splash! Survey Report – June 2016
Broadcast email	Read and viewed as very easy to use by over 92% of staff and 82% felt this channel was a very useful way of finding out what was happening within the organisation.	2012 IC Survey
Comment on Cockburn	Has 20,000 members. Provides opportunity for internal and external stakeholders, including Councillors, to provide feedback on City projects. <i>"You feel like you're part of the conversation."</i>	2017 Indepth Interviews
Splash	<ul style="list-style-type: none"> 85% of respondents read Splash. Over 50% of respondents felt that Splash! is interesting. 	Staff Splash! Survey Report –

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STRENGTHS	SOURCE
<ul style="list-style-type: none"> 63% of respondents said their favourite section was '5 Minutes With...' this was supported by reader comments that they enjoyed reading about other staff members, about who they are and what they enjoy doing. Splash! enables employees to get to know more people on a social level. 85% of respondents agreed that Splash! is a good way for staff to learn about what's going on in the City 60% liked the redesign of the newsletter 	June 2016

Challenges

The table below provides a summary of challenges collated from various studies over recent years.

CHALLENGES	SOURCE
Vision Some feel that the City's vision and its progress in achieving it, gets lost the lower down the organisation you are. While top-down communication was excellent during the amalgamation discussions, it is seen to be less effective lately. In addition, employees may know and be comfortable with how their directorate is performing, but they have little vision over how other directorates are performing. Executives aren't always conducive in passing on updates and success stories within their departments.	2017 In-depth Interviews
Culture Council and some staff members are seen to be stuck in their ways, displaying attitudes of <i>"this is the way we've always done things"</i> . Unwilling to change or try new things. Stuck with old Government mindset; <i>"only doing my job"</i> When employees are not customer facing, they don't hear complaints first hand. Some don't see or acknowledge that there is a problem, or they don't care about finding a solution.	2017 In-depth Interviews
Key messages Overall, it was found that information was not effectively spread throughout the City; only 43% had heard of the City's Strategic Plan and 37% were aware of the City's vision for the region. 1 in 10 staff had not heard about any of the City's major communications.	2012 IC Survey
Effective policies, systems and processes Performance index score was 70 points (one of the lower scoring areas); 47% of respondents in the Project Management Audit felt there are often instances where working around a policy or procedure is necessary to meet commercial goals or strategic priorities.	2015 CULTYR Employee Scorecard & 2017 PM Audit
IC role clarity and accountability Similar to safety, all are aware that everyone is responsible for internal communications. However, unlike both safety (which is championed by Cliff) and external customer engagement (which is championed by Deanie), internal communications is missing a 'champion' who promotes it across the organisation. Nor is there recognition for positive communication and accountability for negative communication. For example, Directors are not seen to be holding staff accountable if they do not conduct Stakeholder Analysis as part of Project Management Framework or Stakeholder Engagement Framework. <i>"There is a lack of acceptance that they did anything wrong."</i> People don't know who to contact if they want support or assistance with improving the effectiveness of workplace communication. One participant said they'd consulted Margot in	2017 In-depth Interviews

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CHALLENGES		SOURCE
	the past about how to streamline meetings. Another said that they recognise Sam is doing her best to provide leadership in this area. Deanie is also seen to be supporting internal communications, although they recognise that her role is supposed to be focused on external engagement.	
Top-down communication	Performance index score = 58, 3 index points below the industry average. Only 39% of exiting employees were happy with communication from senior management. Issues with vertical communication include a lack of trust in the decision making process and direct involvement by Elected Members. For some, there is a perceived 'us vs them' divide between upper levels of management (executives) and floor staff. Employees wanted to be more involved in decision making processes and privy to the reasons for those decisions.	2015 CULTYR Employee Scorecard, 2016 Annual Exit Interview Report; 2016 EEWG; 2017 In-depth Interviews
Targeted communication	The City is perceived to over communicate with generic, all employee / customer messages. People receive too much correspondence that doesn't apply to them.	2017 In-depth Interviews
Informal communication	Poor opportunities for informal communication at the Depot and main office. At the Depot, employees currently hang around the carpark before work and after work. If you don't smoke, it's felt that there are inadequate gathering places.	2017 In-depth Interviews
Change management	When introducing changes, people don't always stop and think about how changes may impact others across the organisation. Only 49% of respondents were aware of the process to raise continuous improvement ideas.	2015 CULTYR Employee Scorecard; 2017 In-depth Interviews
Silos	Some feel it's hard to understand the different directorates and teams and what they do. There's a 'it's mine' culture to overcome. Lack of communication between office and depot. ARC is seen to be a business within a business. Within ARC, there is a perceived divide between ARC customer service team and other ARC employees. Sometimes customers receive conflicting information. Distance creates an 'us vs them' culture <i>"Most communication happens in the office – if you get to visit – which is only during first 5 minutes or last 5 minutes of the day when you sign in / log out."</i> Some staff feel they need to, or they prefer to, report problems vertically to their supervisor / manager rather than communicating directly and horizontally with colleagues in other teams.	2017 In-depth Interviews
Project management & cross-team communication	Performance index score = 52. Issues with horizontal communication included limited high level project leadership, limited awareness of common goals across teams, lack of cross team problem solving, non-standard and dissimilar processes between teams, lack of sharing of project information and cross unit project consultation and duplication of duties. Some feel that the new Project Management Framework is still not meeting the mark. While some Project Managers are proactively holding cross-team project meetings to engage internal stakeholders, others are not. <ul style="list-style-type: none"> <i>"We still have some mavericks who have issues with asking or consulting others."</i> <i>"Project managers are the worst communicators."</i> 	2015 CULTYR Employee Scorecard; 2016 EEWG; 2017 In-depth Interviews

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CHALLENGES		SOURCE
	<ul style="list-style-type: none"> "Some people think they can do whatever they want" with the CEO's permission to work on a project. Others question "why do they need to know?" <p>There is also a challenge in getting people to attend these cross team meetings. "You can't force people to turn up."</p> <p>Contracts are executed contrary to policy and procedures. Suppliers are engaged who shouldn't be. The City has an entrepreneurial spirit. This means that some people think they can ignore or bend the rules and regulations to overcome challenges or take advantage of a situation. "People may respect process, but they are irreverent to rules that affect their effectiveness." Some feel that there are some communication gaps across the SBMG. This is attributed to personality issues along with a lack of respect, ownership and accountability.</p> <p>Seen to be difficult to understand what each area is doing. "People don't understand why we work the way we do." "Where can we find this information [about other areas and what they are doing]?" One respondent talked about hearing about a City of Cockburn mailout from the customer, rather than from the team that issued the mailout.</p>	
Limited resources	In areas that receive a large number of customer requests and have large project requirements, they feel the need to prioritise their time and resources to meet higher level objectives; that is, delivering project outcomes in a timely way. Phones may not be picked up, and emails may not be responded to, immediately but they will respond within 5 days for emails and by end of the next business day for calls (as per the Charter). Project work is prioritised over customer service to get the job done.	2017 In-depth Interviews
Ownership / Accountability	Tasks and requests are handballed. In doing so, people hand ownership of the 'problem' to the next person and do not follow up to check that a solution has been found.	2017 In-depth Interviews
Distance	<p>It's difficult to have 'off the cuff' conversations and informal chats when staff are located in different locations.</p> <p>Communications Team need to have their 'ear to the ground' to stay informed about what's happening. Informal coffee and 'water cooler' conversations help them to stay in touch with City news. They are too isolated in the house.</p> <p>Now that the Engineering Team is located off site, they are seen to have more opportunity to "hide down at Depot" and "not answer their phones". There are concerns that communication is going to become more fractured between Engineering and the teams they work with.</p> <p>"Now that Engineering has moved to the Ops Centre, we'll need to double our efforts to have conversations."</p>	2017 In-depth Interviews
Meeting rooms / quiet spaces	<p>There is a lack of meeting rooms and quiet areas.</p> <p>There is a hierarchical approach to who gets an office, however, employees occasionally have need for private space to have a confidential discussion, to discipline an employee, to console a distressed colleague, or to write a report.</p>	2017 In-depth Interviews

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CHALLENGES		SOURCE
Communication barriers	<p>Many default to or prefer sending email over a personal conversation over the phone or in person. Hard to convey the 'tone' of a message with email. The message or meaning of the message can be misinterpreted.</p> <p>Barriers for having a conversation (face to face or by phone) include distance, time, language barriers, cultural differences, background and expertise.</p> <p>Conversation is regarded to be a "lost art".</p> <p>Time is regarded to be an excuse, not a reason.</p> <p>People can be seen as 'unwilling' to share information; and regarded to have something to hide.</p> <p>Others are oblivious to the needs of others, or the impact or consequences their actions have.</p>	2017 In-depth Interviews
Toolbox meetings	Frequency of tool box meetings. Only happen once every 2 months. A lot can happen in 4 weeks. Need to be more frequent.	2017 In-depth Interviews
ARC Staff Briefings	Staff find face to face briefings are most effective for communicating with casual employees who work shifts, however, due to the hours staff are working it is difficult to get everyone together for a 'team meeting' and it is time consuming to deliver briefings and updates on a 1:1 basis. In addition, some employees (such as lifeguards) have little time built into their day for formal briefings or handovers. Briefings and handovers are taking place while they are 'on duty' poolside.	2017 In-depth Interviews
Email	<p>Email is considered to be a good tool to use for quick, short messages with no waffle, however, they can come across as being a bit blunt.</p> <p>Customer service requests are sometimes sent to the wrong person. Hard to keep track in other teams and with high turnover.</p> <p>95% of 'hands on employees' don't see intramail as they have limited access to computers or don't like to use computers.</p> <p>Difficulty reaching casual employees via email (i.e. ARC). Some staff don't have a City email address and there is dislike for receiving work emails on their personal email account.</p> <p>The pendulum may have swung too far in reducing the number of all staff emails. Some important and valuable information is being missed.</p>	2017 In-depth Interviews
Intranet	<p>Some commented that they don't expect staff read notifications on the intranet. Others said they have a large number of unread notifications. Notifications are perceived to be general in nature and of low importance and relevance. Important information and priority issues are perceived to be communicated in email updates.</p> <p><i>"It doesn't relate to me. The messages are too general."</i></p> <p><i>"Out of sight; out of mind."</i></p> <p><i>"There are too many memos. I feel swamped."</i></p> <p>Not perceived to be easy to navigate.</p> <p><i>"I don't know where to look. It's not intuitive"</i></p> <p><i>"I only use the intranet when I'm searching for information".</i></p> <p>Staff are not being notified about job listings or new appointment and promotions. While the information may be available on the intranet, they have to search or retrieve this information. They would like more prompts. <i>"I often hear staff say 'I didn't see that position advertised'"</i>.</p> <p>The intranet system is considered to be too slow.</p> <p><i>"It takes 10 minutes to review the notifications. There are four steps to do the same as one email reply."</i></p>	2017 In-depth Interviews
Social media	Some employees don't like or feel comfortable using social media platforms, such as Facebook or Comment on Cockburn. They find them to be confusing.	2017 In-depth Interviews

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CHALLENGES		SOURCE
Facebook	The ARC trialled the use of a closed, supervised Facebook group among employees. The trial was unsuccessful and closed down. While there was high usage, there was concern among employees that rules were not being followed. The Communications Team were not aware of this trial.	2017 In-depth Interviews
Splash!	Mainly see the magazine when visiting the office. Only 1 or 2 copies in 'crib room'. Some participants said they have not seen Splash! yet. Only comes out every 3-4 months which means there is a long lag time when communicating internal news. 40% only think information in Splash! is okay. Most comments supporting this score highlighted that respondents tend to only read information that is relevant or interesting to them; they only skim read the newsletter.	2017 In-depth Interviews; 2016 Splash! Survey Report
Tablets	Tablets not being fully utilised. Capable of doing a lot more. Limited access to WiFi at hubs (Cockburn Depot, Council offices, Youth Centre, Coogee Beach) Currently download list of jobs and daily check sheets. Get the occasional job request.	2017 In-depth Interviews
Recruitment and retention	Need to select and keep people who will be engaged, people who want to be at the City of Cockburn and who value the opportunity. Need to manage people who are close to retirement who are disengaged.	2017 In-depth Interviews
Induction	Could be improved by covering whole-of-organisation, site and team specific needs. ARC employees don't receive a lot of information about what happens at the Main Office.	2017 In-depth Interviews
Effective employee engagement	It is thought that there are too many internal surveys and that they are sent with a 'scatter gun' approach.	2017 In-depth Interviews
Diversity	Culture and language can be barriers for effective communication.	2017 In-depth Interviews
Feeling valued / appreciated	Not feeling understood or appreciated or responding defensively when asked questions about what you've been doing. This may involve improvement of communication skills (how the message is delivered) or culture (encouraging an open mind to receive constructive criticism).	2017 In-depth Interviews
Civility	Need to show respect, courtesy and friendliness to all staff members. It was observed that some office staff don't smile or say 'hi' as they pass workers in the gardens. <i>"I've been working here for 30 years and you don't know who I am"</i>	2017 In-depth Interviews
Team names	Is 'Engineering' the correct name for this team when they are mostly responsible for road design? This is perceived to cause some issues.	2017 In-depth Interviews
Social club	Appears to target office staff for example, the Christmas Party is held at the office. Nothing is held at the Depot. Depot staff do not feel comfortable attending these events. They pay their fees but don't go along as they don't know anyone. Us vs them culture created by distance. People tend to feel more comfortable around their own colleagues.	2017 In-depth Interviews
Feel appreciated and respected	Performance index score was 70 points (one of the lower scoring areas); just 54% of exiting employees felt recognised for doing a good job.	2015 CULTYR Employee Scorecard & 2016 Exit Interview Report
Continuous improvement	46% of employees from Finance and Corporate Services felt people openly share lessons learnt from past mistakes or incidents, compared to 68% of all respondents	2017 Project Management Audit

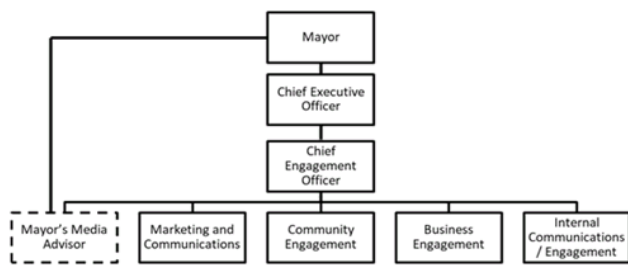
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CHALLENGES		SOURCE
Non-compliance	Only 41% of respondents felt positive that consequences for non-compliance are consistently applied. This is supported by verbatim comments saying both that there is little enforcement of consequences and a lack of consistency and information regarding consequences of non-compliance.	2017 Project Management Audit

Suggested Actions

The table below provides a summary of suggested actions collated from various studies over recent years.

CHALLENGES	ACTIONS
Vision	<p>Find fun and innovative ways to share information and updates about the City's vision and progress to date.</p> <p>Employees would like to know more about the current state of the organisation. Where is the City going? What is working, what is not? What wins have other directorates been enjoying? What challenges have they been facing, and how have they overcome these challenges? What can we learn from each other?</p> <p>Some councils have introduced their own news channels on YouTube with short, punchy segments to communicate news internally.</p> <p>How would staff like to receive updates? And, how frequently?</p> <p>Would they prefer to be engaged in written format or verbally?</p> <p>Would they like a regular update from the CEO / Directors / other?</p>
IC role clarity & accountability	<p>Consider creating an <i>Internal Communications</i> role. This may involve creating a new specialist role, or it could involve delegating formal responsibility to one or more existing roles.</p> <p>It was felt that Sam could have overall responsibility for stakeholder engagement and communications, and that an Internal Communications role would report to Sam and work within a team of engagement and communication specialists who collectively look after internal and external stakeholders. The team could include Deanie (Community Engagement), and depending on workloads, it was felt that Deanie may be able to take on joint responsibility for Community Engagement / Internal Communications. Another consideration was for the Mayor's Media Advisor to sit within the Engagement Team. This would assist with top-down communication, providing team members with the 'heads up' on key stories, leads and current issues.</p> <p>The following model was discussed (noting that job titles require further consideration).</p>  <pre> graph TD Mayor[Mayor] --- CEO[Chief Executive Officer] CEO --- CEOEng[Chief Engagement Officer] CEOEng --- MMed[Mayor's Media Advisor] CEOEng --- MCom[Marketing and Communications] CEOEng --- CE[Community Engagement] CEOEng --- BE[Business Engagement] CEOEng --- ICE[Internal Communications / Engagement] Mayor --- MMed </pre> <p>Appoint the responsibility for 'internal communications' within each team. An <i>Internal Communication Champion</i> would be responsible for keeping internal customers up to date with clear and timely communications.</p> <p>Play to the natural strengths of team members by recognising someone who has strong communication skills, and counter-balance weaknesses in other team members.</p> <p>Provide communication training workshops.</p>

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CHALLENGES	ACTIONS
	<p>It was also suggested that the City could strengthen internal communication by holding staff accountable for their actions, and developing and consistently enforcing consequences for non-compliance with internal communications.</p> <p><i>"We need to treat non-compliance with stakeholder analysis more seriously".</i></p>
Explanation of procedures	<p>Update the current Project Governance Framework to more effectively outline the City's expectations regarding projects. This would provide consistent methodology and guidance as to all phases of a project, ensure roles and responsibilities are clearly defined and help to improve project outcomes. In addition, these updates would assist to identify both benefits and risks and ensure they are communicated appropriately.</p> <p>Updates include:</p> <ul style="list-style-type: none"> • Project management capability and planning (correct expertise) • Categorisation of projects on the basis of size, complexity, urgency and/or level of funding required (e.g. High, medium, low) • Governance groups (e.g. role of the Executive and any relevant project steering committee, including composition, frequency of meeting, nominated chairperson) • Use of gateways, including entry and exit criteria • Escalation of risks and issues (change control process) • Reporting requirements and meeting of governance groups • Key definitions (e.g. project owner, project sponsor, project director).
Top down communication	<p>Greater communication and consultation about the City's strategic direction and structural changes, with the CEO and Directors' rationale for decisions. This facilitates a stronger connection, better understanding and positive collaboration between employees and senior staff.</p> <p><i>"More input from lower level staff into the strategic direction of the City and more explanation on the reasoning for decisions from the top down is important."</i></p> <p>Need to find a happy balance between 'direction and control' vs 'freedom and trust'. Move from 'stilted direction from the 'five wise men'; a 'sermon on the mount' to a 'relaxed, engaging and participatory' style of communication.</p> <p>Long term vertical communication solutions:</p> <ul style="list-style-type: none"> • A review of information tools and systems to streamline and improve the flow of information, including consideration of audience, message and channels. • The identification of information needs (who needs what), for example: <ol style="list-style-type: none"> a. What is the context that drives the information need b. What are project based needs c. What are operational needs • The creation of an organisation-wide customer request/action system (IT based) <ol style="list-style-type: none"> a. All incoming communication is logged when received and flagged to required parties for action and confirmation of response. • Increase the opportunity for executives to interact with the staff. <ol style="list-style-type: none"> a. Formal introductions (who we are) b. Continuous work on raising profile (recent achievements and current activities) c. Opportunities for interaction (face time) • An internal policy review to ensure that the results of any changes are represented in policy documentation and are understood by all relevant parties. <p>Short term vertical communication solutions:</p> <ul style="list-style-type: none"> • A monthly CEO Blog to reach out to staff members. • An executive road show out to an offsite location or just down the hall. • Champion the education of all staff on current communication policies, systems and tools. • Empower staff with decision making responsibility to make the necessary decisions and provide guidance on how the decision was achieved. <ol style="list-style-type: none"> a. Minimise decision escalation and lost time due to stalled or inefficient processes. b. This is necessary for both internal and external communications.

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CHALLENGES	ACTIONS
Targeted communication	Segment employees based on their information needs and target communications accordingly. <ul style="list-style-type: none"> • Who are our employees? • What are their information needs? • What are their channel preferences?
Informal communication	Crib Room to become more of a 'social thing'. A better venue for informal social gatherings. A haven for a chat. Doesn't need to be posh. Needs hot water, tea and coffee. Nice to have includes a vending machine, pool table and wine barrels where people can gather for a light beer after work (similar to City of Mandurah). Employees want more opportunities to get together for a laugh and a joke. <p>At the Depot, it is best to provide social opportunities in the afternoon. The BBQs are good for this. Breakfasts are okay, but most want to get their work done early morning in Summer before it gets too hot or busy with people using parks.</p> <p>At the Main Office, employees would also like a place to meet informally after work for a drink. They mentioned that Melville has a bar area for Councillors and an area in the basement for staff to meet after work on Fridays to have drinks and run a raffle. This is an important opportunity to connect with others, put a face to a name, and build personal relations.</p>
Culture	Need to introduce more 'private sector thinking'. Consider emailing external customers (and CC'ing internal customers) rather than printing hard copies and posting to customers. Encourage all employees to move from written memos (that they print and deliver in person) to electronic communication.
Awareness	Need further promotion about what other teams are doing, including important dates and milestones. <p>"You've got to let us know what's happening" through push notifications like email. Provide timely notifications of mailouts so that colleagues who may be affected by the mailout are informed and ready to receive customer queries. This may involve having the necessary information to hand, a common and shared understanding of the current situation, and sufficient resources to handle increased customer activity. Provide a "Communications Checklist" for staff to follow. Provide Stakeholder Engagement Framework training and refresher courses.</p>
Silos	Recruit people with good communication skills. Encourage 'cross pollination' with employees working in different roles or attending joint meetings. Foster a culture of 'problem solving' and a strong customer focus; bringing solutions to managers, rather than problems. <p>Review internal communication reporting lines. Clarify if it is appropriate to communicate horizontally with employees in other teams, with or without permission from line managers (moving from hierarchical communications towards plexus communications).</p> <p>If supportive of a 'plexus communication' model, assist employees with the transition by giving permission to communicate horizontally, building their confidence and courage to approach employees in other teams directly, and offering other forms of organisational support. While senior managers are seen to have the freedom, permission, role clarity, and confidence to talk to anyone across the organisation, it was suggested that other staff need encouragement to open up lines of communication with people in other teams and departments.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>Hierarchical Communications</p>  </div> <div>vs</div> <div style="text-align: center;"> <p>Plexus Communications</p>  </div> </div>

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CHALLENGES	ACTIONS
	Consider getting Administrative Assistants to rotate through different teams (such as Engineering, Planning and Building), to gain a broad understanding of the needs of different teams.
Project management	<p>Review the Project Management Framework.</p> <ul style="list-style-type: none"> • Ensure common / shared use of language and processes across all teams • Ensure more time is built in for communication • Include a KPI relating to communication to ensure project managers and team members value communication (what is measured is valued). <p>Enforce internal stakeholder analysis with project planning.</p> <p>Endorse a regular <i>Project Management Communication Meeting</i> (a cross-team / project team meeting) to keep key stakeholders informed and up-to-date on the progress of projects, and to continue to consider and respond to the needs of others.</p> <ul style="list-style-type: none"> • What's new for us? • What's new for you? • How can we help each other? <p>Provide training in how to run effective meetings and hold effective workplace conversations.</p> <p>In project teams that find internal communication challenging, consider having meetings facilitated by the City's internal communications specialist.</p> <p>Create a <i>Team Communication / Engagement Plan</i> annually (similar to how budgets are developed and agreed annually).</p> <ul style="list-style-type: none"> • Who might we impact? And, how? • What information do we need to share / obtain? • Prioritise information needs as critical or nice to know <p>Appoint a <i>Communications Champion</i> in each team, or recruit a person to fill this role if needed. Tiffany, in Engineering, is considered to be an excellent role model and example of how this role can assist with more effective workplace communication between teams.</p> <p>Clarify the meaning of a law, regulation, rule, policy or guideline. Ensure everyone understands what MUST be obeyed (to the letter), what is open for interpretation, and how to challenge or seek agreement on a change to a rule, policy, etc. Ensure sound risk management across the organisation to protect the CEO and Council.</p>
Cross-team communication	<p>Improving communication and collaboration between teams would increase productivity, efficiency, understanding and job satisfaction.</p> <p><i>"The City needs to foster better relations between business units so we work together as one team for the benefit of the community."</i></p> <p><i>"Communication between departments before works commence so everyone is on the same page and we can avoid extra costs and stress due to damage and extra work that could and should be avoided."</i></p> <p>Long term horizontal communication solutions:</p> <ul style="list-style-type: none"> • The creation of a centralised "Project Office" to lead governance for projects that impact the organisation. This Office would not necessarily lead the projects themselves but would set, review and own the guidelines which all projects undertaken within the City of Cockburn follow. The scope of this Office is greater than communication, but communication is an integral and significant focus. • Project management training and guidance to staff who are tasked with leading projects. This will include the governance guidelines and policies held by the Project Office. • A cross-training program that provides the opportunity for staff to gain exposure and understanding of other business units where there is a symbiotic relationship. • Creation of an internal mentoring program. • Customer service training to incorporate prioritisation of incoming requests

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CHALLENGES	ACTIONS
	<p>(understanding of the value, time, expectations and due dates). This training is also important for internal parties who are making requests as it aids in the preparation of requirements or requests (either verbal or through the use of documentation).</p> <p>Short term horizontal communication solutions:</p> <ul style="list-style-type: none"> Personal items that every employee can achieve to improve communication. <ul style="list-style-type: none"> Wear name badges – let people know who you are Say good morning to others and start the day with a smile! Update personal profile on the intranet. Team/business unit based initiatives. <ul style="list-style-type: none"> Invite relevant executive leaders to team meetings Create a team blog – e.g. 'what's happening in engineering' Organise inter-team visits to build relationships and discuss relevant and topical issues. Organisation-wide initiatives. <ul style="list-style-type: none"> Create team posters introducing members and their roles Review induction process to include an overview of the whole organisation, including the roles and responsibilities of each business team Create email groups for use on cross team issues, e.g. compliance Run bus tours to enable staff to visit colleagues who work away from the main administration building to learn more about their roles and responsibilities.
Limited resources	Use resources for the highest and best purpose to increase overall utility. For example, it was suggested that professional staff (who cost \$\$\$ per hour) receive support from administrators (who cost \$ per hour) to manage internal and external customer service calls.
Ownership / Accountability	<i>"People need to walk over to someone and have a chat. They need to get off their bums. Don't just flick an email."</i> Create a log of internal customer requests, similar to the log of external customer requests.
Distance	Move the Communications Team back into the main office. Consider ways to improve formal and informal communication between internal stakeholders who are located in different places, such as a regular face to face meetings.
Meeting rooms / quiet spaces	Consider some quiet, confidential spaces as discussing difficult issues in the open can be uncomfortable and they can expose staff, leaving them in a vulnerable position.
Communication barriers	Encourage a culture where people take pride in having frank conversations; where they are not afraid to be questioned, to drill down on the 'why' questions and find how to improve. What's causing this? Why is it taking so long? How can we do it better? Develop the culture so that people feel more comfortable with 'why' questions; where 'why' questions are not misconstrued as bullying, felt to be disempowering or to generate discord between individuals or teams. Encourage more face to face or phone conversations. Avoid 'email badgering'. Provide training in the "art of having effective workplace conversations".
Toolbox meetings	Increase frequency of tool box meetings to once per month. Extend content to cover: <ul style="list-style-type: none"> Summer festivals / events Sporting events / competitions / weekend fixtures
ARC Staff Briefings	Review approaches for communicating with casual and remote employees. Options include: <ul style="list-style-type: none"> Appoint a Communications Champion who moves around the floor providing verbal 1:1 updates (such as a Senior Lifeguard) Weekly team meetings (if it's viable to get everyone together face to face) Online conference (where employees can dial in to take part in a monthly or weekly update session) Briefing Update – hard copy or video that employees are required to read / view (and sign to say they have done so) before commencing work.
Email	Consider using all staff emails more often to communicate about a greater range of important, relevant, timely, high value information. For example, there was some interest in receiving email notifications with job vacancies, new appointments and promotions, with a photo and short profile to introduce new people.

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CHALLENGES	ACTIONS
	<p>Use consistent email headers to assist receivers to prioritise what they read. For example, CEO driven, urgent communication must come with a 'red flag' and recognisable subject title to signify its high importance for all to read.</p> <p>Consider ways to reach remote and casual employees. Is it feasible to provide a City of Cockburn email address for all employees? Is it fair to communicate via email or SMS to privately owned mobile / smart phones? Can remote workers have access to the City's intranet site to access notifications? Is social media feasible to reach this audience (Facebook, Yammer, etc)? Can the City use video conferencing for meetings with remote / casual workers?</p> <p>Remind staff to say 'hi' at the beginning and 'cheers' at the end of internal emails. There is a need to remain friendly, polite and personable with email communications.</p> <p>Email is considered, by some, to be the most effective way to communicate, especially if their job requires them to be away from their desk. Need to manage expectations around response times.</p> <p>Provide and promote staff profiles (with clear role descriptions) so people know who to contact about different issues.</p>
Intranet	<p>Speed up the Intranet.</p> <p>Review ways to 'push' key messages to employees to increase awareness and readership.</p> <p>Increase and improve training in the use of the intranet.</p>
Facebook	Educate all employees about the correct use of social media at the City of Cockburn.
Splash!	<p>Provide more work-related content including information on divisions and semi-regular updates from Directors about their teams, what they are doing and what their projects are. Include explanations of the City's plans, projects and achievements by both staff and the organisation as a whole.</p> <p>Distribute one magazine per truck / vehicle / staff member.</p> <p>Share ezines via tablets.</p>
Tablets	<p>Provide permanent WiFi</p> <p>Integrated project management – calendar notifications / reminders</p> <p>Live reporting / updates / reminders</p>
Communication skills	Identify training needs and deliver suitable communications training.
Recruitment	Improve recruitment process. Find the right candidates. Find people who are engaged and 'want to be here'. Help them to understand their purpose, intent, value and why what they do matters.
Induction	Would like a greater understanding about how their role fits into the big picture. Who is doing what around the organisation? As it may not be viable or cost effective to have all remote staff visit the Main Office for a tour, and for Main Office staff to visit remote locations for a tour, would a video or virtual reality tour be viable and effective?
Diversity	Create an environment that's understanding of, and sensitive to, the needs of all employees, no matter what their culture or religion.
Feeling valued / appreciated	Develop a briefing and de-briefing pattern – a consistent pattern for communicating what is expected (goal clarity), reflection (what has been achieved) and gratitude (to give recognition and thanks).
Civility	<p>Consider ways to increase familiarity and connections among all employees.</p> <p>Clearly branded uniforms assist with recognition and belonging. Name badges help with introductions and a timely reminder of someone's name.</p> <p>Promote staff profiles, for new and existing staff, to help people get to know each other.</p> <p>Staff inductions – take the time to introduce people to each other in person</p> <p>Lead by example from the top down – smile and be friendly to all.</p>
Surveys	Provide a more coordinated and considered approach to internal engagement, managing the number, purpose and timing of surveys.

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Team Level Analysis

The City of Cockburn recently completed the 2017 Internal Customer "Pulse" Survey. Overall, performance has remained steady or improved.

The top two performing teams were:

- Waste Services (99% satisfaction with internal customer service)
- Environmental Health Services (99% satisfaction)

The business teams of greatest concern were:

- Engineering Services (79% satisfaction with internal customer service; however it must be noted that Engineering Services' score improved by ▲ 18% points)
- Business Systems (80% satisfaction; ▼ 6% points)
- Procurement Services (81% satisfaction)
- IT Services (83% satisfaction)

The table below provides customer service satisfaction scores and trend analysis by service team. Areas where overall satisfaction is below 85% are highlighted in orange boxes.

Directorate	Business Team	Customer Service Satisfaction (6+)		
		2015	2017	Trend
Finance and Corporate Services	IT Services	84%	83%	=
	Business Systems	86%	80%	▼
	GIS	94%	92%	=
	Records	89%	96%	▲
	Accounting Services	88%	95%	▲
	Procurement Services	84%	81%	=
	Human Resources	86%	94%	▲
	Rates & Revenue	98%	93%	▼
Engineering and Works	Engineering Services	61%	79%	▲
	Waste Services	92%	99%	▲
	Facilities Services	88%	96%	▲
	Plant / Workshop Services	88%	88%	=
	Asset Services	88%	95%	▲
	Parks Services	87%	92%	▲
	Environment Services	90%	96%	▲
Governance and Community Services	Recreation Services	90%	95%	▲
	Ranger & Community Safety Services	85%	90%	▲
	Communications	90%	91%	=
	Customer Service	82%	93%	▲
Planning and Development	Strategic Planning Services	86%	95%	▲
	Statutory Planning Services	88%	96%	▲
	Building Services	91%	94%	=
	Environmental Health Services	92%	99%	▲

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Where total satisfaction scores were below 85% in the 2017 Internal Customer Satisfaction Survey, an analysis of verbatim comments has been provided outlining key themes contributing to dissatisfaction for that service area.

Business Team	Communication related challenges in lower performing teams
Engineering Services	<p>Communication - Inconsistent and conflicting information that causes confusion for internal and external customers. Limited understanding of, or lax approach to, expectations and needs of other departments. Lack of communication both externally and within the team. Poor public engagement and limited consideration of stakeholders during design phase.</p> <p>Customer service and timeliness - Slow and unresponsive. Sometimes appear unwilling to assist. Difficult to get a response, do not respond to emails or meeting requests in timely manner nor answer their phones regularly. Often fail to provide comments or attend meetings when requested, affecting both internal and external customers. Agreed timeframe for comments should be provided in planning process.</p> <p>Processes - Inspections at inconvenient times so that there is no staff available to deal with urgent matters that arise. Projects take too long to be completed. Do not prioritise pressing matters, miss key issues when providing advice. Limitations on their ability to gain compliance, putting pressure on other departments. Should be greater responsibility by senior staff on difficult projects.</p>
Business Systems	<p>Resources - Understaffed for heavy workload, limited resources, too many projects for small team making it difficult for them to maintain or improve existing systems. Team under much pressure due to heavy reliance upon them, require additional resources.</p> <p>Timeliness - Slow to respond and remedy issues. Appear unwilling to assist. Must approach them in-person not by email.</p> <p>IT Systems - Too much time spent on new systems rather than improving existing ones.</p>
Procurement Services	<p>Communication - Poor communication including policy changes. Inconsistencies between officers. Difficult to know who is doing what and who to approach with problems. Poor inter-team communication. Not notified when PPOs are due to expire, causing time delays. Lack of role clarity between procurement and accounts payable. Do not provide good level of service. Unwillingness to help.</p> <p>Processes - Convoluted, confusing and unclear process. Too many boxes to tick; must 'jump through hoops.' Unrealistic expectations and procurement methods, 'roadblocks' that make it difficult to complete tasks. Inflexible, a barrier to procuring novel/non-routine goods and services. Restrict direct communication with suppliers, causing miscommunication and delays. Procurement officer should always be chair of tender thus ensuring successful navigation of the tender.</p> <p>Timeliness - Slow in getting tenders done. Different turn-around times between officers. Too long to deliver purchase orders. Cause delays to project timelines.</p>
IT Services	<p>Communication - Lack of communication; not keeping end user 'in the loop'. Not responding to requests, informing when task is complete or following-up. Unwillingness to assist. Sometimes hard to understand 'technical jargon'.</p> <p>Timeliness - Issues take a long time to be dealt with, slow to respond especially when non-urgent matter, slow to remedy.</p> <p>Resources - No designated IT person, under-resourced, under-staffed for the heavy workload.</p> <p>IT Systems - Slow systems, too many outages/crashes and freezing. Lack of Technology One support and recurring issues with Technology One, ECM, MS Word.</p>

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Appendix 1 – Communication Channels

The following communication channel suggestions and explanations are provided by <https://commstools.snapcomms.com/>

Electronic Communication		
	Employee Collaboration	Online Collaboration tools are useful for encouraging collaboration between inter-departmental teams, and smaller groups working on a project.
	Video Brochures	Imagine a physical brochure...that you open up to find a video playing! Video Brochures are a fusion of print and video-screen technology.
	Advertising (the internal aspect)	Delivery on the external brand-promise builds customer satisfaction and loyalty. To achieve this first requires communication to employees because they are integral to delivering on the external brand-promise.
	Ask the leader	Ask the leader' connects employees directly to a leader in a structured and planned way without any filtering. This is a means by which a leader can foster direct, two-way interaction with their employees.
	Blogs	Leader blogs are a means to make senior managers more accessible, to give employees a sense of the leader's personality and to create a feeling of transparency.
	Cloud Storage	Cloud storage is used to store digital data, such as PowerPoint presentations, PDF documents, Excel spreadsheets or audio files.
	Desktop alerts	A desktop alert is an electronic message sent to multiple employee computers. It displays a pop-up message window with text, images and hyperlinks on the screen. Desktop alerts are typically used for messages that have high strategic importance.
	Desktop news feed	A desktop news feed or 'ticker' is a narrow window of moving text displayed at the bottom of an employee's computer screen. Typically desktop tickers include short updates and the headlines of longer articles (available by a hyperlink).
	Desktop wallpaper messages	Desktop wallpaper messages are the publication of messages to employees' computer desktops or wallpaper backgrounds. Software tools are available that allow you to publish messages to employee desktop wallpaper / computer backgrounds.
	Digital signage	Digital signage is the display of information on electronic screens in open work spaces and /or on screensavers. The technology enables presentation of multiple video, image and audio formats, live TV, flash media, PowerPoint presentations.
	E-Zines	E-zines are electronic, email or online magazines or newsletters. An e-zine may be online only, or may be the online version of a hard-copy newsletter or magazine. E-zine formats can include text, graphics, photos, embedded links and video links.

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





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	Electronic quizzes	Electronic quizzes, which are similar to paper-based quizzes are available on webpages or as interactive desktop alerts. Electronic quizzes are useful for reinforcing messages, increasing employee knowledge and keeping employees motivated.
	Electronic surveys & polls	Electronic surveys and polls are useful for taking the pulse of the organisation and enabling staff to provide feedback. Electronic survey software applications are available online for little or no cost.
	Email	Email is one of the most widely used forms of business communication. However, the ready availability of mailing lists and use of 'reply all' can result in employees receiving unwanted or irrelevant information.
	Gamification	Enterprise gamification is a combination of online quizzes and competitions to track and reward employee behavior. Its purpose is to drive certain behaviors and to encourage healthy competition between employees.
	Infographics	Infographics are a visual presentation of information. They use a mix of useful information and eye-catching images. Infographics are typically more engaging than written media and can easily explain complex topics and relationships.
	Instant messaging	Instant Messaging (IM) is a form of real-time communication between two or more people based on typed text. The text messages are exchanged via computers connected over a local area network within an organisation or via the internet.
	Intranet	An intranet is an access-restricted website or portal used internally in an organisation. Intranets function as repositories of essential facts and data that employees can retrieve to meet their specific job-related and business-related info needs.
	Kiosks	Kiosks are free-standing electronic devices comprising keyboard and/or touch screens that deliver multimedia presentations and pre-programmed services. They address the communication needs of employees.
	Mobile apps	A 'mobile app' is the software that runs on a mobile device. The adoption of smartphone and tablet devices within the enterprise is growing fast. Mobile devices are particularly prevalent in organisations with mobile, remote and field workers.
	Newslines	A newsline is a dedicated telephone information line updated daily or weekly with organisational news for access by any employee at any time. The two-to-four minute recorded messages are accessed by dialling a toll-free number.
	Online meetings & webinars	The term webinar is short for 'web-based seminar'. Webinars are typically presentations shared simultaneously over the web across multiple participants in dispersed locations.
	Online video	Video production costs have dropped in recent years making video a viable employee communication tactic for most organisations. Video hosting sites such as YouTube, Vimeo and Wistia make it relatively easy for employees to view videos.

	Performance dashboards	Performance dashboards comprise simple visual icons for quickly conveying key data about current organisational performance, similar to dashboards in a car or aeroplane. They provide employees with information to optimize performance.
	Podcasts & vodcasts	Podcasts are online audio files available for download or on-demand listening on portable media players and computers. Podcasts are distributed using syndication or RSS feeds so users can subscribe to and download files.
	Public address systems	Public Address (PA) systems are communication devices with mixer, amplifier and loudspeakers used to transmit messages around a building or large open space. Simple PA systems can be used in large work areas where employees are doing manual work.
	Screensavers	Screensavers deliver real-time messages onto employees' computer screens. Screensavers let you take advantage of equipment you already have to display visual communications throughout your organisation.
	SMS and MMS	SMS (Short Message Service) and MMS (Multimedia Message Service) are used to send and receive brief messages inexpensively to employees with mobile devices. SMS and MMS enable the organisation to maintain contact with mobile employees.
	Social Media	Social media are online technologies that facilitate interactive, conversation-based and personalised communication on a many-to-many basis. Social media include blogs, wikis, networking sites such as LinkedIn, Facebook and Twitter.
	Tele/video conference	Teleconferences, also referred to as teleseminars, audio conferencing, telephone conferencing and phone conferencing, are the live exchange of information between persons who are remote from one another but linked by a telecommunication system.
	Voicemail	Voicemail, sometimes called messagebank, is a centralised system of managing telephone messages for employee groups. A voice message is recorded on employees' telephones and is accessible via the telephone network.
	Webcasts	Webcasts are the transmission of live or pre-recorded presentations via the internet or intranet to any PC connected to the internet/intranet. Webcasts communicate information directly to employee groups of any size in multiple locations.
	Websites	A website is a collection of informational web pages. They can comprise text, images, videos or other digital assets. Website pages are logically connected according to the users' communication needs with a consistent look and feel.
	Whistleblower hotlines	Whistleblower hotlines are a communication tactic to identify and address behaviour or practices that may compromise the organisation's values, standards, policies or procedures.
	Wikis	Wiki is publishing software that allows many users to simultaneously create, revise, add to and edit online content directly from their browser in real time ('wiki' is Hawaiian for 'quick'). Wikis facilitate the free flow of information.

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Print Communication		
	Acronym busters	Acronym busters are a compilation of all the acronyms used by the organisation to ensure their meaning is clear for employees. Acronyms are part of the daily language of business. Acronym busters help foster improved employee understanding.
	Annual reports	Annual reports are the yearly reviews produced by publicly listed companies at the close of their fiscal year. They generally include statements about the organisation's operational achievements, its earnings, disbursements, assets and liabilities.
	Banners	Banners are portable, multi-use display stands showing text, images and logos. Some banners are constructed with a combination travel case and floor-stand for maximum portability and ease of use.
	Barbecue (hot issues) cards	Barbecue cards are individual cards packaged in a purpose-made folder. Each card addresses a 'hot' issue. The cards summarize the organisation's response in a simple bullet-point format to provide employees with information they can easily refer to.
	Branded goods	Branded goods are merchandise that are marked or labelled with a distinctive organisational logo and/or words. There is a wide variety of goods that can be branded for employee communication purposes.
	Briefing kits	Briefing kits are a collection of resources that equip leaders with information, materials and key messages to communicate major organisational change programs. Leaders tailor the content to meet their employees' specific communication needs.
	Brochures	Brochures are documents with relatively few pages, usually DL (Dimension Lengthwise) or A4 size. This tactic is an economical way of communicating a relatively large amount of information in a concise format on a specific topic, e.g. Code of Conduct.
	Calendars	Calendars list the days of each week and month in a year, usually in a tabular format. They also highlight important dates such as culturally significant days, anniversaries, and public and school holidays.
	Company profile/fact sheets	Company profiles /fact sheets provide background information about an organisation in a convenient, easy-to-read format for informational or ready-reference purposes. They can be produced as stand-alone print publications or posted on the intranet.
	Competitions	Competitions encourage employees to participate in some form of activity that seeks to find the best solution for a particular challenge. Competitions pitch individuals or teams against each other with the incentive of winning a prize.
	Displays	Displays are information stands or information booths that showcase products, technologies, divisions, services or initiatives to raise employee awareness and understanding. Displays can be an innovative and interactive way to impart information.
	Employee annual reports	Employee annual reports provide information to employees about the organisation's activities and achievements during the past year, and prospects for the year ahead. They are generally produced in conjunction with the annual report.

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	Employee handbooks	Employee handbooks, also referred to as employee manuals or staff handbooks, articulate what an employee can expect from the organisation, and what the organisation expects from an employee.
	Flyers	Flyers are an effective tactic for conveying information on a single, specific topic, such as a new product or service, a sponsorship initiative or event, etc. Flyers might also include a list of supplementary sources of information or a summary.
	Gift boxes	The application of Gift Boxes as a tactic lies in using these 'gifts' to embody or represent aspects of key corporate messages. For example, a set of creative games might be included in a gift box to reinforce 'Creativity' as a core value.
	Glossary	A glossary lists words, terms, phrases and acronyms commonly used in an organisation. Its purpose is to create shared understanding across all locations, levels and job functions to improve the effectiveness of an organisation's communication.
	Jigsaw puzzles	A jigsaw puzzle is a composite of oddly shaped, interlocking pieces of cardboard. Each piece of a jigsaw puzzle has part of a complete picture on it. When all the parts are put together in the correct arrangement, they form a whole image.
	Job descriptions	A job description captures the essence of a role: what an employee does and how that contributes to the organisation. This is articulated through the job purpose and core accountabilities, the two cornerstones of a job description.
	Leader's communication calendar	The leader's communication calendar ensures effective planning, prioritization and timeliness of a leader's communications. It optimizes use of a leader's time through 'smarter' use of formal and informal communication opportunities.
	Letters to employees' homes	Letters to employees' homes are correspondence written and signed by a leader for mailing directly to the home of each employee. Letters to employees' homes are seen as crossing the line between work and home.
	Magazines	Magazines are organisational publications, generally 16 to 24 pages, distributed regularly, usually monthly or quarterly. The communication benefits of printed magazines lie in the fact they can be read anywhere at any time.
	Magnetic products	Magnetic products are words or images attached to a magnet that is used to secure items such as notes and cards on to magnetic surfaces. In an organisational environment, magnets can be an impactful, useful and colorful means of communicating.
	Media releases	Media releases (or press releases) are written communiques that are emailed, faxed or mailed to journalists. The releases provide important information about the organisation for external media channels such as newspapers, magazines, radio and TV.
	Memos	A memo, or memorandum, is information that records a leader's observations about a specific issue. It aims to promote understanding about that issue, and may include recommendations or requests for follow-up action.

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	Message cubes	Message cubes are heavy-weight paper or light-weight card-stock folded to create a cube with messages on each of the cube's six faces. Message cubes are a highly visual communication tactic.
	Murals	Murals are images and/or text applied directly to blank walls, ceilings, glass paneling or other large permanent surfaces in the work environment. Murals are a useful communication tactic because they convert bland and unused flat surfaces.
	Newsletters	Newsletters are small-format publications that convey specific information to a target audience. Employees can read newsletters at their discretion, and take important organisational information home to family and friends.
	Notes/Cards	Notes or cards are rectangular-shaped, high-quality paper or card stock, either single sheet or folded, with matching envelopes. They can be pre-printed with relevant information and imagery, including the organisation's name and logo.
	Notice boards	Notice boards, also referred to as bulletin boards or pin boards, are large pieces of cork or similar material to which information notices can be pinned or attached. Notice boards are effective when used as a supplementary communication tactic.
	Postcards/e-cards	A postcard is a rectangular piece of thick paper or light-weight card-stock. They are intended for writing brief messages and distributing without an envelope. An e-card is similar to a postcard, but in digital form.
	Posters	Posters are any piece of printed material of any size, designed for attachment to a wall or vertical surface. Posters are valuable for drawing employees' attention to new and important information, e.g. a new safety policy.
	Puzzle cubes	Puzzle cubes are solid cube-shaped blocks divided into a number of miniature cubes that can be pivoted and rotated to form different images and words. Within organisations, puzzle cubes can be used to convey messages in an informative way.
	Stickers	Stickers are printed labels that can be made from a range of materials. The communication value of stickers lies in their capacity to transform common, everyday items into a communication medium.
	Sticky notes	Sticky notes come in a wide range of colors, shapes and sizes, including computerized versions. They are a useful tactic for drawing employees' attention to important information about new initiatives, significant events or major achievements.
	Stop Press	Stop Press is an information sheet to update employees with urgent, out-of-the-ordinary, breaking news. It is a communication tactic to deploy during extraordinary, crisis or emergency situations.
	Style guide	A style guide, or style manual, is a set of standards for the organisation's communications. Every organisation has its own style of communicating that reflects its internal brand: who it is and what it stands for.

	Suggestion boxes	A suggestion box is a means of soliciting ideas, comments and recommendations from employees. They work on the premise that valuable input can come from anywhere. The traditional form of suggestion boxes comprises of a physical receptacle.
	Surveys	Surveys canvass employees' opinions and measure their perceptions. This provides an audit of important aspects of the organisation as seen through employees' eyes. Surveys are a valuable communication tactic because they provide a feedback mechanism.
	Tent cards	Tent cards are a useful communication tactic. With two or three printable sides in either landscape or portrait format, the design possibilities of tent cards create potential for conveying simple messages in unusual and interesting ways.
	Trade shows	A tradeshow (or trade fair) is an exhibition for organisations in a specific industry sector to showcase and demonstrate their products and services.
	Wallet cards and Z-cards	Wallet cards are the size of a credit card. They are often printed and laminated on both sides. Their small, compact size makes wallet cards a useful tactic for communicating important information in a concise, ready-reference format.

Face to Face Communication








While electronic and print publications are useful, if not essential, the two-way interpersonal communication channels, such as team meetings, group problem-solving sessions and supervisor briefings do more to enhance manager-employee relationships. Research has shown that face-to-face communication is more preferred by employees when communicating with the organisational leaders, followed by emails.⁵⁰

	Board games	Board games in the workplace mimic those commonly used for family entertainment, such as Snakes & Ladders and Checkers. Such board games entail moving counters or placing cards on a pre-marked surface in accordance with a set of specific rules.
	Breakfast briefings	Breakfast briefings are regular information sessions held early in the morning to provide employees with opportunities to hear presentations by noteworthy speakers, mostly from within the organisation.
	Brown bag lunches	Brown bag lunches are informal lunch-time meetings held regularly (usually monthly) that are attended by a broad-spectrum group of employees and facilitated by at least one executive team member.
	Buzz groups	Buzz groups are formal meetings to put the spotlight on specific organisational issues or topics through discussions by end-users, contributors, subject matter experts, key opinion leaders or networkers.

⁵⁰ Men, L.R., Public Relations Review (2015), <http://dx.doi.org/10.1016/j.pubrev.2015.06.021>

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

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	Conferences	Conferences are briefing sessions held once or twice a year to communicate relevant information to defined employee groups.
	Conversation cafés	Conversation cafés are a form of employee interaction that simulates the conversations friends have in cafés discussing topical issues, and ways to solve them. The conversation café methodology models this by seating groups of employees.
	Conversation with the chairman	Conversation with the chairman is an interview-style dialogue conducted as part of an employee conference, roadshow or townhall meeting. The value of the chairman as a communication medium is often overlooked.
	Flipchart presentations	A flipchart is a pad of large paper sheets fixed at the upper edge to a support board that stands on a tripod. Text is usually hand written with marker pens and may include figures or charts. When completed, the sheet is flipped over.
	Focus groups	Focus groups are a qualitative research tool in which a group of employees is asked about their attitude to, and opinions of, an issue, product, service, initiative, event or idea. Focus group discussions are led by a facilitator.
	Huddles	Huddles are quick, informal stand-up meetings focused on sharing information with a specific end-purpose in mind. Huddles are used in situations where it is advantageous for a group of employees to come together quickly and share information.
	Hypotheticals	Hypotheticals are interactive sessions where an organisational issue is played out in some future time based on a number of assumptions. Hypotheticals provide a methodology for examining difficult choices.
	Induction program	Induction programs initiate new employees into the 'Organisation's Way'. Studies have shown that the initial days of employment are key to an employee learning a new job successfully and adopting the required organisational practices.
	Interviews: third party	A third-party interview is an in-depth conversation conducted between a senior leader and an interviewer from outside the organisation, e.g. a respected television or radio journalist, or subject matter expert.
	Leaders forums	Leaders forums are a series of conferences solely for the organisation's leaders (suggested definition of a 'leader' in this context is anyone who manages three or more employees).
	Leader's update	Leader's update comprises messages critical to achievement of organisational objectives that are communicated to employees direct from the leader with regular frequency. It is a tactic to provide information and inspiration.
	Mock trials	Mock trials are an effective tactic for putting 'on trial' inhibitors of high performance to foster shared employee understanding with a view to work-shopping solutions. Staged in front of an audience, mock trials provide a forum.

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	Open forums	Open forums are question-and-answer sessions conducted at employee gatherings for the purpose of open discussion with leaders on general organisational issues or specific topics. Open forums can be held as stand-alone events.
	Organised social events	Organised social events are the gathering of employees on an informal basis for the purpose of social interaction. Although the emphasis is on informality, such events provide opportunities for leaders to communicate key messages in a relaxed way.
	Panel discussions	Panel discussions involve debate by subject matter experts or key influencers on issues critical to the organisation's success. The panelists are seated on stage at a townhall meeting, conference or leaders forum to provide their insights.
	Performance appraisal	Performance appraisals (or employee appraisals) are an essential tool for managing performance. They provide clarity about what is required for success in a role as defined by the 'what' (KPIs and objectives) and the 'how' (behaviors).
	PowerPoint presentations	PowerPoint is a proprietary presentation application developed by Microsoft. It is an easy-to-use and effective way of conveying visual and audio elements to support a verbal presentation.
	Recognition events	Recognition events are occasions to publicly acknowledge employees who demonstrate desired organisational behaviors and achieve outstanding results. Recognition events may include the presentation of some form of reward.
	Roadshows	Roadshows are tours to centers of large employee populations by the CEO and/or senior leaders for communication purposes. They are an effective tactic for informing and motivating employees in a face-to-face environment.
	Role plays	Role plays are a form of improvisational drama where actors (or employees) adopt and act out various roles to represent a situation or event to an audience. Role plays are a valuable communication tactic because they showcase in a real-life way.
	Significant days	Significant days are those that are important in the context of the organisation's history, operations or values system, its employee and affiliate groups, or the community and society in which it operates.
	Speeches	Speeches entail the verbal delivery of information and ideas in a structured and deliberate manner to inform, motivate and inspire employees, or to celebrate major achievements. Effective speech-making has been a hallmark of great leaders.
	Speed networking	Speed networking is based on the premises of 'speed dating' and 'six degrees of separation'. Speed dating randomly rotates a select number of participants for a series of short conversations with potential partners.
	Stakeholder engagement events	Stakeholder engagement events are activities the organisation hosts to build or strengthen relationships with key stakeholders. Such events include, Media conferences, Investor presentations, Government meetings and Customer/client functions.

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	Storytelling	Storytelling is the use of narrative and metaphor to convey meaning. The aim is to spark a vivid picture in employees' minds that connects at a rational and an emotional level.
	Symbolic actions	Symbolic actions are a form of non-verbal communication where everything a leader does (rather than 'says') symbolizes important information to employees. Symbolic actions are based on the premise that 'actions speak louder than words'.
	Team briefings	Team briefings are a structured system of regular team meetings to communicate important information down through the organisation in a face-to-face environment that fosters discussion. They differ from team meetings.
	Team meetings	Team meetings are an essential communication tactic for managing team performance. They are conducted in face-to-face (or virtual face-to-face) environments at the behest of a designated meeting leader.
	Townhall meetings	Townhall meetings are large-scale employee gatherings held in suitable premises including townhalls, conference centres, football stadiums, marquees or hotel ballrooms. They are generally hosted by the leadership team.
	Visual metaphor maps	Visual metaphor maps represent a key organisational concept, change initiative or new strategy as a visual metaphor to shift employee understanding and mind-sets. The map process takes employees on a journey from point A to point B.
	Walkabouts	Walkabouts are often referred to as 'Management by Walking About'. They provide inter-personal, individually targeted, face-to-face communication by a leader at an employee's work-station to build understanding and rapport.

Appendix 2 – Cultivating Effective Dialogue

As has been recognised as a strength of the City of Cockburn's internal communications in section 5.9 of this report, Stephen is active in 'walking the floor' and engaging with staff and line managers. While some line managers may feel disenfranchised or exposed by this engagement, it has been identified as a vital part of top-down internal communication.

Below are three tips for Cultivating Effective Dialogue with line managers according to Ken Banta in HBR:⁵¹

1. Select the participants

Organise a CEO dialogue with 8-10 participants (if enough numbers); work with HR and department heads to identify managers who are high performers and recognised thought leaders. Participants should receive a personal invitation from the CEO and a facilitator (usually a member of the CEO's immediate staff) should attend to manage the conversation flow and document the discussion.

2. Organise the meeting

Ensure the room is intimate with the group in close proximity, ideally surrounding a round or oval table and on the 'turf' of the managers. Identify those likely to be less vocal and seat them directly opposite the CEO to encourage engagement.

⁵¹ <https://hbr.org/2011/05/the-frontline-advantage>

The dialogue should feel structured yet informal, with the CEO starting by laying out the goals of the meeting, being 1) for managers to hear updates about the organisation's progress and priorities; and 2) for the CEO to listen and learn. Next, the group proposes discussion topics and the facilitator groups them into topic areas and begins the discussion. The CEO endeavours to make the participants feel like trusted confidantes and ambassadors and the facilitator ensures everyone has a chance to speak, keeps the conversation focused and takes detailed notes.

3. Share output and follow up

A detailed summary of the meeting and agreed-upon action items should be disseminated to members of the executive team, ensuring comments remain anonymous. Local management can be briefed when appropriate.

The final step is about communication; showcase highlights from the meeting in CEO communications and on the intranet and announce action items that are under way, thus demonstrating the importance of these frontline managers and illustrating that the CEO is listening and acting on frontline insights. Finally, send a personal thank-you to attendees.



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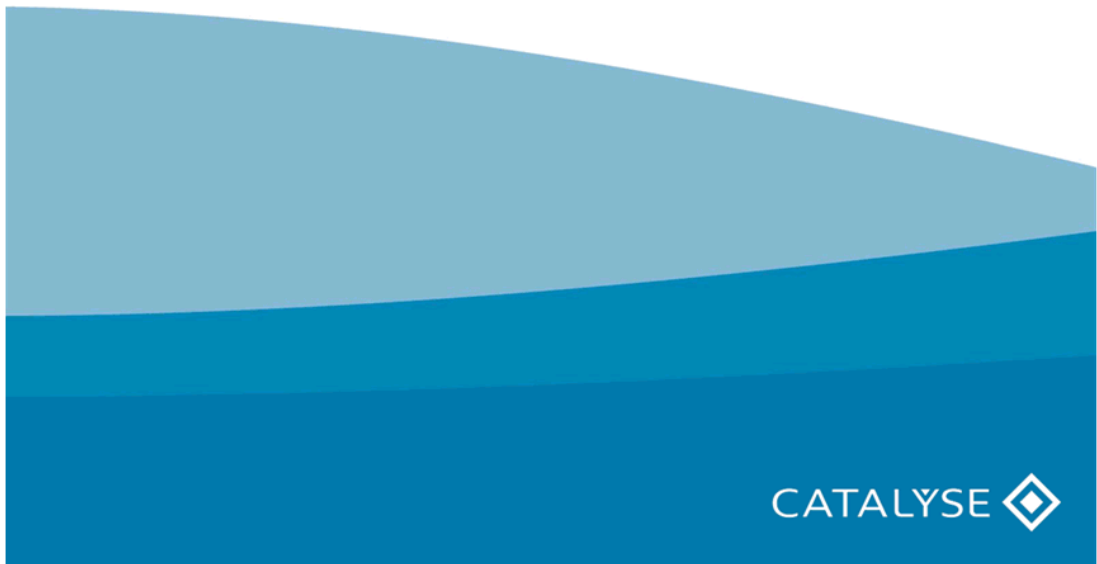


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Executive Summary

Effective internal communication is linked to strong employee engagement and improved business efficiencies, while poor communication has been associated with inconsistent leadership, poor decision making, low staff morale and high turnover.

The City's CULTYR[®] scores for vertical and horizontal communication are moderate at 58 and 52 out of 100, 19 and 13 points behind the industry leaders' scores, respectively. As such, internal communication was identified as a risk in the Risk Register (COC-STR-20) and CATALYSE[®] was commissioned to work with the City to develop an *Internal Communication Plan*. Close to 200 employees were involved in the development of this Plan. The plan aims to address six key objectives:

Objective	Desired Outcomes
1. Strengthen City of Cockburn Ideology	The City has developed and communicated a clear vision that is regarded as relevant, believable and inspiring, employees connect with a meaningful purpose, and there is strong alignment between the City's values and employees' attitudes, decisions and behaviour. This contributes to higher levels of employee engagement and improved business efficiencies.
2. Embrace Internal Communication Resources	Employees are aware of and comply with key internal communication resources, including the City of Cockburn's Strategic Community Plan, Project Management Framework, Community Engagement Framework, Internal Customer Service Charter and Brand Style Guide.
3. Improve Vertical Communication	The City has open and positive channels of vertical communication. Information cascades freely down the organisation. Employees feel well informed with access to clear, timely and relevant information from the CEO, Directors, Managers and Supervisors.
4. Improve Horizontal Communication	Silos are extinct. Employees communicate effectively and openly with colleagues across the organisation to address shared objectives. Technology innovations are embraced to support improved information flow between divisions, teams and individuals.
5. Strengthen Employee Voices	Employees feel heard, valued and respected with opportunities to express their opinions, concerns and suggestions freely, either directly to the CEO, Directors, Managers, Supervisors and colleagues, or anonymously through feedback channels.
6. Encourage Informal Communication	The City recognises the value and importance of building personal relationships to strengthen the social fabric. Stronger relationships and understanding between peers drives higher levels of trust, compassion, positive communication and employee engagement.

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1 Introduction

An *Internal Communications Plan* has been developed to address a risk highlighted in the City's Risk Register (COC-STR-20).

Internal communication has been identified as a **moderate risk**. Senior Executive recognise poor internal communication can lead to negative consequences:

- Reputation damage
- Inconsistent leadership
- Ineffective decision-making
- Silos and poor inter-team communication
- Low staff morale and staff turnover

*"Internal Communication is the term used to describe an organisation's managed communication system, where employees are regarded as an internal public or stakeholder group."*¹ It involves informing employees and facilitating the sharing of ideas and feedback, horizontally and vertically, to achieve an organisation's objectives.

The recognised **benefits** of improving internal communication are:

- Strengthened employee engagement or *"passion for work"*²
- Improved employee commitment including greater discretionary effort³
- Business efficiencies
- Lower staff turnover

According to City of Cockburn employees, effective internal communication is important because it:

- Develops a strong sense of purpose
- Ensures effective delivery of outcomes
- Builds knowledge and understanding
- Improves the quality of internal and external customer service
- Strengthens the City of Cockburn culture

*"Employee engagement is unlikely to improve until managers start to believe in the importance of internal communications."*² A shared commitment across all levels and teams is vital to the process of improving internal communication and business efficiencies.

¹ Vercic et al. cited in L. Yeomans & L. FitzPatrick, "Internal Communication" Chapter 15 of *Exploring Public Relations*, 4th Edition, April 2017

² Tkalac Vercic, A., *Public Relations Review* (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.04.005>

³ Neill, M.S., *Public Relations Review* (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.06.009>

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2 Situation Review

2.1 Observations from Thought Leaders

Employees are four times more likely to have high levels of engagement in organisations that exhibit effective communication.⁴ Costs associated with poor employee relations are estimated at US\$450-550 billion a year due to absenteeism, labour issues, underperformance, etc.⁵ Encouraging feedback to flow upwards has been identified as the single most important driver of positive engagement.⁶

2.2 Best Practice in Local Government

In 2015, the City of Yarra was recognised by Government Communications Australia as a communications leader receiving an Award for Internal Communications and Engagement. The City appears to have benefitted from being among the first councils to develop and implement an *Internal Communications Strategy 2015-2018*.

2.3 Current Situation in the City of Cockburn

City of Cockburn Ideology | vision, purpose and values

One of the most critical messages the City communicates internally is the vision. A carefully crafted vision statement is at the heart of every successful organisation, describing the core ideology (what the City stands for; its values) and an envisioned future (what the City aspires to achieve).

While 72% of employees agree the City has communicated a clear vision⁷, employees would like the vision to be more relevant, believable and inspirational⁸. Only 13% strongly agree the City's vision is relevant and meaningful, 13% strongly agree the City's vision is believable and achievable and 0% strongly agree the City's vision inspires them to work towards achieving the vision.

Studies have shown that employees who regard their organisation's vision as meaningful are up to 28 percentage points more engaged than the average.⁹ Positive communication effectively transfers organisational values onto employees and involves them more in striving to achieve organisational goals.¹⁰

⁴ Tkalcic Vercic, A., Public Relations Review (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.04.005>

⁵ Neill, M.S., Public Relations Review (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.06.009>

⁶ EC Constantin, 'Employee Voice – Key Factor in Internal Communication', *Procedia – Social and Behavioral Sciences*, vol. 191, 2015, 976-977.

⁷ CULTYR® Employee Scorecard 2015

⁸ EEWG Workshop, 31 Jan 2018

⁹ <https://www.forbes.com/sites/joefolkman/2014/04/22/8-ways-to-ensure-your-vision-is-valued/#3c80eafc4524>

¹⁰ Tkalcic Vercic, A., Public Relations Review (2017), <http://dx.doi.org/10.1016/j.pubrev.2017.04.005>

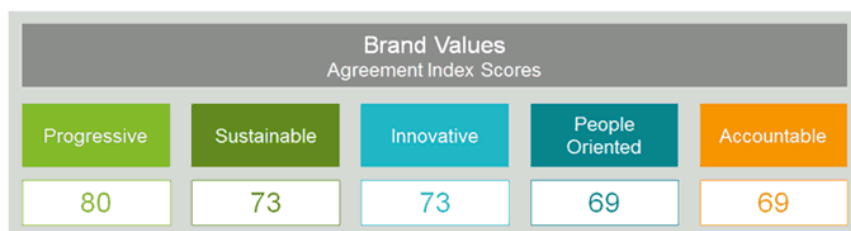
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The City is committed to communicating its values (evidenced by the *[values] at work* award program) and is making sound progress. There is more room to improve perceptions of the City as being accountable and people-orientated; caring for and listening to employees and providing a high level of internal customer service.¹¹



Internal Communication Resources

Awareness and understanding of key internal communication frameworks is moderate. Growing familiarity and the perceived value of these resources is likely to improve compliance and organisational performance. The City would also benefit from increasing awareness of how to report non-compliance with internal policies, frameworks and values up from the current level of 57% aware.¹¹

Internal Communication Resources ¹¹	Familiarity	Value Index Score
Strategic Community Plan	76%	60
Internal Customer Service Charter	85%	70
Community Engagement Framework	71%	55
Project Management Framework	64%	54

Vertical and Horizontal Communication

The City is the CULTYR[®] Industry Leader for providing inspirational leadership¹² and has demonstrated it can be a very effective communicator. 98% of employees are aware how to report unsafe conditions, injuries and incidents, and employees value key internal communication channels, in particular the intranet (79 Value Index Score), team / tool box meetings (78) and all staff emails from the CEO (77).¹³

Yet, vertical and horizontal communication remain key focus areas for continuous improvement being two of the lowest scoring areas out of 38 performance measures in the City of Cockburn's 2015 CULTYR[®] Employee Scorecard. While on par with the Industry Average, performance is well below the Industry Leader (shown overleaf).

¹¹ 2017 IC Staff Survey

¹² CULTYR[®] Employee Scorecard 2015

¹³ 2017 IC Staff Survey

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CULTYR [®] Measures	City Score	Industry Average	Industry Leader
Top-down communication	58	59	77
Inter-unit communication	52	52	65

Employees believe top-down communication could be improved by augmenting Director level communication, improving the consistency, timeliness and transparency of communications, engaging employees in executive level decisions, and bridging a perceived 'us vs them' divide between executives and floor staff.¹⁴

Horizontal communication could be improved by addressing the 'silo mentality' in divisions and teams; a finding reiterated across multiple studies. Employee concerns suggest there is need for greater awareness, understanding and compliance with the Project Management Framework, Community Engagement Framework and Internal Customer Service Charter.

Employee Voice

Managers acknowledge that *"staff have so many amazing ideas."*¹⁵, yet, only 54% of employees are aware how to raise new continuous improvement ideas.¹³ The City would benefit from improved employee engagement systems. Independent studies report that organisations that offer opportunities for staff to have their say and to voice dissatisfaction have lower staff turnover¹⁶, and satisfaction, productivity and sharing of information are improved among employees whose leaders recognise social media as a communication channel.¹⁷

Informal Communication

Informal communication improves overall employee engagement. Opinion leaders recommend maintaining an open-door policy, positive reinforcement, and facilitating social occasions.¹⁸ Smiling and listening more, being helpful and giving compliments all help to build likeability, workplace relations and engagement.¹⁹

There is room to improve with employees attributing moderate value to social club activities (35 Value Index Score) and Splash! (48) as channels to support effective internal communication.¹³ The recommended content mix for staff newsletters is: 50% organisation, 20% employee, 20% non-organisation and 10% small talk.²⁰

¹⁴ 2017 Internal Communications Staff Survey, CATALYSE

¹⁵ Manager statement at 2018 Internal Communication Staff Workshop

¹⁶ EC Constantin, 'Employee Voice – Key Factor in Internal Communication', *Procedia – Social and Behavioral Sciences*, vol. 191, 2015, 976-977.

¹⁷ Lee, C.E., 'The use of social media in leadership communication: benefits, challenges and leaders' perspectives', *International Journal of Arts & Sciences*, vol. 8, 2015, 515

¹⁸ "Improving Internal Communication", *MassTransitmag.com*, February 2016

¹⁹ <https://www.forbes.com/sites/lisaquast/2017/01/30/5-ways-to-be-a-more-likeable-employee/#363d2dcd69e7>

²⁰ <https://www.slideshare.net/kentonnormanlarsen/the-principles-of-effective-internal-communications>

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3 Guiding Principles

Guiding principles²¹ guide an organisation throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management.

The City of Cockburn has the following guiding principles for internal communication:

Guiding Principles

1. Internal communication is everyone's responsibility.
2. Employees should hear about important news before customers.
3. Everyone can make small changes to be more effective communicators.
4. Deliver clear, relevant, consistent and timely messages.
5. Seek to understand others' needs and opinions.
6. Listen.

²¹ <http://www.businessdictionary.com/definition/guiding-principles.html>

4 Links to the Strategic Community Plan 2016 – 2026

The Internal Communications Plan will assist the City of Cockburn to achieve its vision by supporting internal communication related objectives in the Strategic Community Plan.

Strategic Community Plan Objectives	<p>Our values enable our vision:</p> <p><i>"We seek to have all employees think and act according to five values. These values influence our workforce culture and assist our staff to deliver quality customer service."</i></p> <ul style="list-style-type: none"> • Excellence • Sustainability • Customer Service • Accountability • Safety <p>Leading and listening:</p> <p><i>"Being accountable to our community and engaging through multiple effective communication channels."</i></p> <ol style="list-style-type: none"> 1. Deliver sustainable governance through transparent and robust policy and processes 6. Attract, engage, develop and retain our employees in accordance with the Workforce and Long Term Financial Plan
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5 Internal Communication Objectives

The City of Cockburn has four core internal communication objectives: 1) increase awareness; 2) increase knowledge and understanding; 3) change attitudes (i.e. gain acceptance); and 4) change behaviours (i.e. build commitment).

Internal communication objectives are two-way. For example, the City seeks to increase employee awareness and understanding of policies, plans and systems using **informing strategies**. At the same time, Senior Executives and Managers seek to increase awareness and understanding of employees' needs and priorities using **consultation strategies**.

On an annual basis, the City of Cockburn will map **specific** and **measurable** internal communication objectives to align with the City's Strategic Community Plan and to reflect current organisation needs. Examples of areas to consider when developing communication objectives are provided below:

Increase awareness	<ul style="list-style-type: none"> City's vision Special projects and how they are progressing Local news (what's happening in the local area) Community and customer perceptions Job vacancies and new appointments Performance against KPIs Staff achievements and awards Non-compliance reporting procedures
Increase knowledge and understanding	<ul style="list-style-type: none"> Frameworks, plans and strategies Team roles, activities and achievements – who, what, why? Each others' needs
Change attitudes	<ul style="list-style-type: none"> Strengthen culture: fostering trust, belonging, pride and deeper employee engagement Embrace a strong and common sense of purpose
Change behaviours	<ul style="list-style-type: none"> Alignment with the City's brand values Embrace organisational change Work together to effectively deliver outcomes Compliance with: <ul style="list-style-type: none"> Internal Customer Service Charter Project Management Framework Community Engagement Framework Brand Style Guide

Annually, the City of Cockburn will agree on the highest priority objectives and develop strategic campaigns.

6 Audience

The City of Cockburn acknowledges the benefits and value of identifying and considering unique communication needs and preferences among different audiences internally.

Key audiences for internal communication have been defined as follows:

Division	<ul style="list-style-type: none"> Executive Governance and Community Services Finance and Corporate Services Planning and Development Engineering and Works
Team	<ul style="list-style-type: none"> Please refer to City of Cockburn's organisational chart
Level	<ul style="list-style-type: none"> Mayor and Councillors CEO and Directors Senior Management Team Line Managers Staff
Location	<ul style="list-style-type: none"> Main Administration Building Other Council buildings (i.e. ARC, Libraries, Museum, Youth, Child Care, Community, Operations, Henderson Waste Recovery Park & Cockburn Cares) Outside Workers
Type	<ul style="list-style-type: none"> Full time employee Part-time / casual employee Contractors Volunteers Reference Groups / Advisory Groups

Within each of these groups, staff are to consider that communication needs may vary by individual characteristics such as age, gender, ethnicity, education, disability, access to technology and personal preferences.

Where viable, internal communications are to be customised and targeted to meet individual needs and preferences.

7 Key Messages

For communication to be effective, key messages must be:

- Relevant and interesting
- Clear, timely and consistent
- Credible, believable and persuasive

The City of Cockburn communicates internally about a broad range of topics. Employees are most interested in the following key messages.²²

- Special projects and how these projects are going
- The City's long term plans and vision for the region
- What's happening in the local area (e.g. sports, art and community events)
- Community and customer perceptions
- Job vacancies and new appointments
- How the City is performing against targets
- Staff achievements and awards

To help key messages cut through, the City will identify strategic campaigns on an annual basis to address highest priority communication and engagement objectives. 2018/19 Strategic Campaigns are provided below with examples of key messages and proof points to support these campaigns.

2018/19 Strategic Campaigns	Key Messages	Proof Points
Increase awareness, understanding and alignment with City of Cockburn ideology.	A meaningful purpose. A compelling vision. Aligned values.	<ul style="list-style-type: none"> • Evidence that the City is making progress towards achieving the vision. • The City's purpose resonates with employees. • Employee attitudes and behaviours are aligned with the City's values.
Increase understanding and compliance with IC resources.	It's essential all staff understand and comply with the Internal Customer Service Charter, Community Engagement Framework and Project Management Framework to improve business efficiencies.	<ul style="list-style-type: none"> • Teams with strong compliance have higher employee engagement; evidenced by higher CULTYR® and internal customer service scores.

²² 2017 IC Staff Survey

8 Channel

*"How well a message is communicated is as important as the message itself."*²³

Multiple channels are vital as different people have different ways of absorbing information and repetition increases the chance of the information being absorbed.

However, employees need to be mindful about information overload. When deciding which channel is best, it is essential to consider is it **fit for purpose**? Target and streamline the use of communication channels.

The following describes some of the key channels and tools that support internal communication across the City of Cockburn.

Channel	Description	Audience	Format	Type of engagement	Value Index Score ²⁴
Strategic Community Plan	Describes the vision for the region and how the vision will be achieved.	All	Electronic	Inform	60
Business plan and supporting strategies	Details what the City will achieve, how, when, and who will be responsible.	All	Electronic	Inform	63
Annual Report	Communicates how the City has performed against financial and non-financial indicators.	All	Electronic	Inform	59
Internal Customer Service Charter	Guidance to improve internal customer service.	All	Electronic	Inform	70
Project Management Framework	Guidance to assist with development and management of projects.	All	Electronic	Inform	54
Community Engagement Framework and Policy	Guidance to improve consultation and engagement processes.	All	Electronic	Inform	55

²³ <https://blog.enplug.com/internal-communications-best-practices-2017>

²⁴ 2017 IC Staff Survey

Channel	Description	Audience	Format	Type of engagement	Value Index Score ²⁴
Brand Style Guide	Guidance to encourage consistent branding.	All	Electronic	Inform	NA
Website	Primary source for providing information and engaging with internal and external stakeholders.	All	Electronic	Inform	70
Intranet	Centralised source of information and internal communication.	All	Electronic	Inform	79
Intranet alerts / notifications	Brief, important and pressing information intended for all staff.	All	Electronic	Inform	70
CEO and Director briefings	Opportunity to meet the CEO and Directors to hear the latest news, discuss issues, share ideas and ask questions.	All	In Person	Inform Engage	65
All staff emails from the CEO	Regular email from the CEO to share information about major projects, latest news and activities.	All	Electronic	Inform	77
Engineering Update	Updates by the Engineering Division about projects, plans and changes.	Targeted	Electronic	Inform	47
Team / tool box meetings	Regular meeting to inform and engage team members.	Team	In Person	Inform Engage	78
Induction meetings / tours	Assists new employees to familiarise themselves with the City of Cockburn.	All	In Person	Inform Engage	63
Staff awards	Recognition by colleagues for excellent performance.	All	In Person	Inform Engage	64

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Channel	Description	Audience	Format	Type of engagement	Value Index Score ²⁴
Posters and notice boards	Used to increase awareness of key messages.	All	Print	Inform	53
Cockburn Soundings	A bi-monthly newsletter to keep the community informed.	All	Print	Inform	52
Community e-news	A series of monthly email newsletters to share information and updates with the community.	All; Opt-in	Electronic	Inform	46
Splash! staff newsletter	Regular newsletter updating staff on City and social information.	All	Print	Inform	48
Social media (Facebook, Twitter, Instagram etc.)	Supports timely and targeted communication with selected audiences.	All; Opt-in	Electronic	Inform Engage	51
Yammer / Jabber	Internal social media tools designed for organisations. Useful for project work and effective cross-team communication.	All	Electronic	Inform Engage	NA
Short videos	An effective and engaging way to communicate key messages.	All	Electronic	Inform	50
Advertising in the local community newspaper	A regular one-page advertisement promoting City news and events.	All	Print	Inform	42
Social club activities	Helps employees to connect and strengthen the social fabric of the organisation.	All	In Person	Inform Engage	35
Name badges	Beneficial for identification, building trust and a team culture, and encouraging rapport.	All	Print	Inform	NA

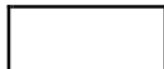
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Channel	Description	Audience	Format	Type of engagement	Value Index Score ²⁴
Comment on Cockburn	A community consultation tool.	All	Electronic	Inform Engage	52
CULTYR® Employee Scorecard	Evaluates, tracks and benchmarks organisational performance and culture dimensions.	All	Print Electronic	Engage	NA
Internal Customer Service Survey	Evaluates employees' perceptions of internal customer service across the organisation.	All	Print Electronic	Engage	NA
Suggestion Box	A system to enable employees to provide feedback and suggestions.	All	Print Electronic	Engage	NA

9 Action Plan

This action plan addresses six key objectives to achieve improved internal communication and business efficiencies.



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Objective 1 – Strengthen City of Cockburn Ideology

The City of Cockburn has developed and communicated a clear vision that is regarded as relevant, believable and inspiring, employees connect with a meaningful purpose, and there is strong alignment between the City's values and employees' attitudes, decisions and behaviour. This contributes to higher levels of employee engagement and improved business efficiencies.

	Action	Leader	Budget	Timing	Outcomes
1.1	As part of the Strategic Community Plan consultation, review the City of Cockburn Ideology (vision, purpose and values) to be more meaningful, believable and inspiring, for all key stakeholders.	CEO / Comms Team / Strategy and Civic	SCP budget	2020	Employees connect with the City's purpose; it is meaningful. Employees are inspired by the vision and accelerating its achievement. Stronger alignment with values.
1.2	Promote the <i>[values] at work</i> award program and announce finalists and winners on a quarterly basis.	HR Team / Comms Team	Existing	Ongoing	Increased number of nominations for <i>[values] at work</i> awards. Stronger alignment with values.
1.3	Managers to facilitate annual sessions with their teams to discuss alignment with the City's values and what improvements could be made. Consultant to develop a framework and provide coaching to support managers to facilitate these sessions.	Team Managers / Strategy and Civic Support	Existing	Annual	Stronger alignment with values.
1.4	To align with the City's 'sustainability' value, embrace the transition to a paperless environment for all internal communication.	IC Officer / Environmental Services/ Sustainability Committee	Existing	Ongoing	Greater sustainability.

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Objective 2 – Embrace Internal Communication Resources

Employees are aware of and comply with key internal communication resources, including the City of Cockburn's Strategic Community Plan, Project Management Framework, Community Engagement Framework, Internal Customer Service Charter and Brand Style Guide.

Action	Leader	Budget	Timing	Outcomes
2.1 Develop an employee engagement program (using the Learning Management System, workshops, etc) to raise awareness, understanding and use of resources that improve internal communication (i.e. Strategic Community Plan, Project Management Framework, Community Engagement Framework, Internal Customer Service Charter, Writing Style Guide, Brand Style Guide, corporate templates, intranet functions, etc).	IC Officer / Comms Team / HR Team	Existing	2018- 2023	Increased awareness and understanding Greater compliance Improved horizontal communication Improved business efficiencies
2.2 Recognise and reward excellence in internal communication by encouraging nominations through the <i>[values] at work</i> award program.	IC Officer / Comms Team	Existing	Ongoing	Increased number of <i>[values] at work</i> nominations that relate to internal communication. Increased recognition of the value and importance of internal communication.
2.3 Establish and promote a system to report non-compliance with key policies, strategies, plans, frameworks, etc to facilitate opportunities to identify and improve internal communication.	IC Officer / HR Team / Comms Team / Executive Manager Strategy & Civic Support	Existing	2018- 2019	Increased understanding of issues and challenges in the workplace. Improved business efficiencies.

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Objective 3 – Improve Vertical Communication

The City has open and positive channels of vertical communication. Information cascades freely down the organisation. Employees feel well informed with access to clear, timely and relevant information from the CEO, Directors, Managers and Supervisors.

	Action	Leader	Budget	Timing	Outcomes
3.1	CEO and Directors to provide a 'big picture' presentation to update employees on progress against the vision, major projects, etc.	CEO / Directors / Executive PAs / Comms Team	Existing	Annual	Increased awareness and understanding.
3.2	Provide quarterly CEO and Director Updates for all employees (Splash! article or email update)	CEO / Directors / Executive PAs / IC Officer	Existing	Quarterly	Increased awareness and understanding.
3.3	Directors to provide monthly email updates to employees in their division with three to five bullet points describing key activities and how they align with priorities.	Directors / Executive PAs / IC Officer	Existing	Monthly	Increased awareness and understanding.
3.4	CEO and Directors to 'walk the floor' regularly.	CEO / Directors	Existing	Ongoing	Bridge the 'us vs them' divide.
3.5	Facilitate regular and effective team meetings (includes audit of team meeting gaps).	IC Officer / HR / Managers / Coordinators / Supervisors	Existing	Ongoing	Increased awareness and understanding.
3.6	Clarify the purpose and streamline the use of communication channels to minimise number of systems employees need to check.	IC Officer	Existing	2018-2019	Improved value and relevance of communication channels.
3.7	Review ways to communicate more effectively with remote and casual employees (i.e. WiFi access / IS)	IC Officer	Existing	2018-2020	Increased awareness and understanding.

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	Action	Leader	Budget	Timing	Outcomes
3.8	Review whether or not to include internal communication KPIs in performance reviews (linked to Division and Team level results in the CULTYR Employee Scorecard, Internal Customer Service Survey and Internal Communications Survey).	IC Officer / HR Team	Existing	2018	Increased recognition of the value and importance of communication.
3.9	Review and prioritise the City's communication objectives annually.	IC Officer / SMT	Existing	Annually	Resources are channelled towards areas of greatest need.
3.10	Develop strategic campaigns to address the City's highest priority communication objectives.	IC Officer / Comms Team / HR Team	Existing	Annually	More effective delivery of key messages.

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Objective 4 – Improve Horizontal Communication

Silos are extinct. Employees communicate effectively and openly with colleagues across the organisation to address shared objectives. Technology innovations are embraced to support improved information flow between divisions, teams and individuals.

Action	Leader	Budget	Timing	Outcomes
4.1 Review, trial and embrace technology innovations (Yammer, Jabber, video conferencing, etc) to enhance collaboration and information sharing between divisions, teams and individuals. Ensure sufficient promotion, training and support is provided to encourage adoption and effective use.	IC Officer / Comms Team / IS	Existing	2018- 2019	Improved horizontal communication. Improved business efficiencies.
4.2 Review workplace design in response to the communication paradigm shift. Assess capacity to embrace video / conference calls at individual workstations and the availability of meeting rooms and quiet spaces to work without distraction. Provide recommendations to meet the organisation's current and future needs.	HR Team / Infrastructure Services	Existing	2018- 2023	Increased employee engagement. Improved business efficiencies.
4.3 Provide training and personal development in effective workplace communication (relevant to individual roles), including phone, email and social media etiquette.	IC Officer / Comms Team / Customer Service	TBA	2018- 2023	Improved horizontal communication. Improved business efficiencies.
4.4 Convey the importance of complying with the Project Management Framework, Community Engagement Framework and Internal Customer Service Charter to improve horizontal communication.	CEO / IC Officer / Comms Team	Existing	Ongoing	Increased recognition of the value and importance of internal communication.

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	Action	Leader	Budget	Timing	Outcomes
4.5	Ensure Managers and Project Managers are facilitating cross-team meetings, as needed to discuss shared projects, systems and processes.	IC Officer / Directors / SMT	Existing	Ongoing	Improved horizontal communication. Improved business efficiencies.
4.6	Improve access to information about the organisational structure, roles and responsibilities, and contact information (i.e. an interactive tool on the intranet backed up with an accurate and up to date employee contact database).	IC Officer / Comms Team / Governance / HR Team / IS	Existing	2018-2019	Increased awareness and understanding of roles and responsibilities.
4.7	Get all employees to update their profiles on the intranet.	IC Officer / HR Team	Existing	Ongoing	Increased awareness and understanding of roles and responsibilities.
4.8	Improve access to information about who the Safety Representatives, Fire Wardens and First Aid Representatives are and how to contact them.	IC Officer / Comms Team / HR Team	Existing	2018	Increased awareness and access to health and safety representatives.
4.9	Review useability of the intranet and plan for modifications	Comms Team	Existing	2018	Easier access to information

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Objective 5 – Strengthen Employee Voices

Employees feel heard, valued and respected with opportunities to express their opinions, concerns and suggestions freely, either directly to the CEO, Directors, Managers, Supervisors and colleagues, or anonymously through feedback channels.

	Action	Leader	Budget	Timing	Outcomes
5.1	Adopt and nurture an 'open door policy' across the organisation.	CEO / HR Team / IC Officer	Existing	Ongoing	Bridge the 'us vs them' divide.
5.2	Develop channels for staff to provide continuous improvement suggestions (i.e. suggestion box, online portal, social media and email).	IC Officer / Comms Team / Executive / HR Team	Existing	2018-2019	Increased understanding of communication issues and challenges in the workplace.
5.3	Form an IC Steering Group (including Executive Members) to review, consider and recognise continuous improvement contributions.	IC Officer	Existing	2018, ongoing	Improved business efficiencies.
5.4	Nominate an IC Champion in each team.	IC Officer / Managers	Existing	2018	Increased recognition of the value and importance of internal communication.
5.5	Include a regular item on team meeting agendas to discuss current internal communication issues and suggestions for improvement.	Managers / IC Champions	Existing	2018	Increased understanding of communication issues and challenges in the workplace. Improved business efficiencies.
5.6	Facilitate a half-yearly meeting with IC Champions to reflect on current internal communication issues and encourage shared learning and continuous improvement across the organisation.	IC Officer / IC Champions	Existing	Ongoing	Increased understanding of communication issues and challenges in the workplace. Improved business efficiencies.

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Objective 6 – Encourage Informal Communication

The City recognises the value and importance building personal relationships to strengthen the social fabric. Stronger relationships and understanding between peers drives higher levels of trust, compassion, positive communication and employee engagement.

	Action	Leader	Budget	Timing	Outcomes
6.1	Enhance and promote social club activities to encourage greater attendance and perceived value.	IC Officer / Social Club Leader	Existing	Ongoing	Stronger personal relationships.
6.2	Review, create and enhance places and opportunities for employees to gather informally and socially in and around the workplace.	Infrastructure Services / HR Team / IC Officer	Existing	2019-2023	Improved internal communication. Increased employee engagement.
6.3	Review, trial and embrace technology innovations (social media, closed Facebook groups, etc) to enhance informal communication.	IC Officer / Comms Team	Existing	2019-2020	Improved internal communication. Increased employee engagement.
6.4	Ensure all employees have name badges and enforce use across the organisation.	IC Officer / HR Team	Existing	2018	Increased recognition of the value and importance of internal communication. Increased familiarity with colleagues.
6.5	Ensure all workstations have a sign with the employee's name and role.	IC Officer / HR Team	Existing	2018-2019	Increased familiarity with colleagues.

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10 Resourcing the Plan

An Internal Communications Officer will be appointed on a casual basis (0.6 FTE) at level 5-6 to work on high priority actions over an initial two year period, from 1 July 2018 to 30 June 2020.

Budget requirements for the initial two year period would be \$55K per year.

IC Officer (0.6 FTE)	2018/19	2019/20	Total
L5 3 - 2018 rates: (\$76,340.00 X 0.6) + 20%	\$55,000	\$55,000	\$110,000

Costs would be covered by the existing OP marketing and media budget. Funds would be reallocated as follows:

Budget contribution	2018/19	2019/20
Reallocation of funds from existing OP Marketing Budget	\$55,000	\$55,000

In June 2020, pending a review of performance against KPIs outlined in this plan, the City will determine the value of extending the appointment of the IC Officer role for the remainder of the Internal Communications Plan (1 July 2020 to 30 June 2023). If an extension is not viable, the IC Officer role would be shared among existing officers.

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11 KPI Scorecard

The City's progress against the objectives in this plan will be evaluated with the following key performance indicators (KPIs):

Objective	Key Performance Indicator	Source	2018 Current	2023 Target	CULTYR [®] Benchmarks	
					Ave	High
Overall Employee Engagement	City of Cockburn as a place to work	CULTYR [®] Scorecard (Index Score)	69*	75+	67	78
	Employee Net Promoter Score	CULTYR [®] Scorecard (Index Score)	NA	15+	-13	25
Strengthen City of Cockburn Ideology	The City's purpose is meaningful	IC Workshop (Agree Index Score)	75	80+	-	-
	The vision is believable and achievable	IC Workshop (Agree Index Score)	67	75+	-	-
	The vision inspires me	IC Workshop (Agree Index Score)	62	75+	-	-
	<ul style="list-style-type: none"> • Progressive • Sustainable • Innovative • People-orientated • Accountable Brand Value Alignment	IC Survey (Agree Index Score)	80	80+	-	-
			73	80+	-	-
			73	80+	-	-
			69	80+	-	-
			69	80+	-	-

* Based on the most recent CULTYR[®] Employee Scorecard conducted in 2015.

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Objective	Key Performance Indicator	Source	2018 Score	2023 Target	CULTYR [®] Benchmarks	
					Ave	High
Embrace internal communication resources	Internal Customer Service Charter	IC Survey (Value Index Score)	70	75+	-	-
	Project Management Framework	IC Survey (Value Index Score)	54	60+	-	-
	Community Engagement Framework	IC Survey (Value Index Score)	55	60+	-	-
Improve vertical communication	There is good top-down communication	CULTYR [®] Scorecard (Agree Index Score)	58*	70+	59	77
Improve horizontal communication	There is good communication across the organisation	CULTYR [®] Scorecard (Agree Index Score)	52*	65+	52	65
	Internal customer service (lowest team score)	Internal Customer Service Survey (satisfied: 6+/10)	79%	85%+	-	-
Strengthen Employee Voices	Employees are encouraged to offer new ideas and suggestions	CULTYR [®] Scorecard (Agree Index Score)	68*	75+	67	83
Encourage informal communication	There are sufficient places and opportunities to chat with colleagues	CULTYR [®] Scorecard (Agree Index Score)	NA	70+	-	-

* Based on the most recent CULTYR[®] Employee Scorecard conducted in 2015.

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12 Reporting format

Quarterly Reporting

On a quarterly basis, the IC Officer will provide the Manager Corporate Communications with an overview of progress against actions and outcomes in the *Internal Communications Plan 2018 -2023*. This information will be included in the *Corporate Communications Quarterly Report* that is presented to the Executive.

KPI Scorecard Evaluation

The IC Officer will report on progress against measures in the KPI Scorecard (see Section 11) on an annual basis.

KPIs will be extracted from the following sources.

Source	Leader	Budget	Timing	2018/19	2019/20	2020/21	2021/22	2022/23
CULTYR® Employee Scorecard	HR Team	Existing	2 yearly	✓		✓		✓
Internal Customer Service Pulse	Comms Team	Existing	2 yearly		✓		✓	
Internal Communication (IC) Survey	Comms Team	Existing	5 yearly					✓

Five Year Review

In 2022/23, the Manager Corporate Communications will be responsible for undertaking a full review of progress against actions, outcomes and KPIs in the *Internal Communications Plan 2018-2023* and for preparing a draft *Internal Communications Plan 2023-2028*. The new draft plan will be presented to the Executive for review and adoption by 30 June 2023.

Annex 1: Employee Engagement Plan

The Internal Communications Plan was developed in consultation with internal stakeholders across the City of Cockburn following a multi-phase engagement approach.

Phase	Engagement Approach
Scoping Meeting	Held with the City's Project Team to map the audience, critical messages and information channels.
Literature Review	Reviewed academic papers, published journals, blogs written by opinion leaders, etc. to provide an overview on the future of internal communications.
Benchmarking	Identified leading councils and reviewed their internal communications strategies.
IC Internal Audit	Reviewed current IC practices and performance KPIs at the City of Cockburn, including the CULTYR® Employee Scorecard, Employee Exit Surveys and Internal Customer Service Pulse.
Employee Interviews	Facilitated a series of 10 in-depth interviews with a cross section of employees across the organisation to explore internal communication gaps and suggested improvements.
Employee Survey	190 employees completed a survey to share their views and opinions about internal communication. The survey attracted participation from a cross section of employees from across the organisation, vertically and horizontally.
Employee Workshop	A 2.5 hour workshop was facilitated with 23 employees , mainly members of the Employee Engagement Working Group. Participants represented a cross section of the organisation, vertically and horizontally. The purpose of this workshop was to review internal communication insights and develop suggested strategies for the Executive's consideration.
Articulation of the Internal Communications Plan	A draft Internal Communication Plan was developed and circulated to the City's Project Team for review.
Executive Strategic Planning Workshop	The CEO and Directors were presented with a draft Internal Communication Plan for review, consideration and adoption.

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16. EXECUTIVE DIVISION ISSUES

Nil

17. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

**18. NOTICES OF MOTION GIVEN AT THE MEETING FOR
CONSIDERATION AT NEXT MEETING**

Nil

**19. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY
MEMBERS OR OFFICERS**

Nil

**20. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT
DEBATE**

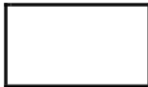
Nil

21. CONFIDENTIAL BUSINESS

Nil

22. CLOSURE OF MEETING

The meeting closed at 7.25pm

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13.3 (2019/MINUTE NO 0113) PROPOSED AMENDMENT TO CITY OF COCKBURN STANDING ORDERS LOCAL LAW 2016

Author(s) D Green

Attachments 1. Standing Orders Amendment [↓](#)
2. Standing Orders Amendment Explanation [↓](#)

RECOMMENDATION

That Council make a Local Law to amend its Standing Orders Local Law 2016 as follows:

- (1) in Clause 4.11 “Matters Received in Writing to be Noted for Investigation, Without Debate” amend the heading to read “Matters Received in Writing to be Authorised for Investigation”;
- (2) in Clause 4.11 (1) 1. delete the words “Without Debate” and “by no later than 10.00am on the day of the Ordinary Council Meeting” and substitute the words “at least 14 clear days before the meeting at which it is considered”;
- (3) in Clause 4.11 (1) 3. delete the words “a listing of”, “is” (and substitute the word “are”) “members as part of” and “process”;
- (4) in Clause 4.11 (1) 4. delete the words “Without Debate”, “Minutes” (and substitute the word “Agenda” and “listed” (and substitute the words “authorised by the Council”; and
- (5) in Clause 4.11 (1) 5. Delete the words “Without Debate” where it appears twice and the words “of Agendas and Minutes under this heading”.

as shown in Attachment 1 to the Agenda.

ALTERNATIVE RECOMMENDATION

COUNCIL DECISION

MOVED Mayor L Howlett

That Council adopt the recommendation

MOTION LAPSED FOR WANT OF A SECONDER

Background

At a recent Agenda Briefing Session, it was mentioned that the process of dealing with requests received from Elected Members related to Matters for Investigation was becoming unwieldy and will lead to this practice becoming unsustainable in the near future.



There appears to be a growing tendency for these requests to be seeking an outcome that is either unachievable or not aligned to an identified area of strategic intent for the City.

This Report provides statistics to verify that there are significant officer resources being used in the research and preparation of Reports to Council that provide no strategic outcome and results in the information being simply “noted”. None of the officer recommendations for noting were altered by Council, reinforcing that notion that the information contained could have been provided in an alternate format.

In addition to being of little or no value to the organisation, such outcomes are also the cause of some level of frustration from Elected Members, who may have expected some tangible result to address the issue originally raised. Accordingly, it is now recommended that the Matters for Investigation process be amended to enable the Council to have oversight and control over which matters are considered and ultimately approved for further investigation and attention by City officers.

In order to achieve that, it will be necessary to amend the City’s Standing Orders Local Law, which governs the manner by which Meeting procedures are conducted.

Submission

N/A

Report

The current mechanism for processing issues raised by Elected Members as “Matters for Investigation” is outlined in the City’s Standing Orders Local Law and forms part of the business procedure for Ordinary Council Meetings. The manner by which these matters are introduced and subsequently dealt with is detailed in Clause 4.11 of the Standing Orders.

The primary requirement associated with an Elected Member submitting Matters for Investigation is that the request is to contain sufficient details of the matter to enable a clear understanding of the topic. Thereafter, the matter, upon being listed on the next Ordinary Council Meeting Agenda Paper, is forwarded to the relevant staff member in order for a Report to be prepared. Beyond that, there is no priority assigned to the matter and the Report is produced as and when staff resources are available to research and respond to the matter in a Report to a future Council meeting.

The effect of this is twofold. Firstly, the staff member to whom the matter raised has to consider what is involved in addressing the issue/s raised in the request. If the matter has little or minimal impact on the



officer, then it will have a lower priority, which is likely to affect the time taken to undertake the necessary research and initiate the Report required. The time taken to then produce the Report will largely depend on how much information needs to be sourced and whether more than one staff member is involved in providing and / or retrieving the necessary data. In some cases, this can take many months, or longer, to obtain and is dependent on how readily available specific information is and how much staff resourcing is required to provide this.

With no timeframe able to be assigned to these matters, the need for considering them in the first place is often brought into question. It is quite apparent that some matters are relatively insignificant in the broad scope of the City's functions, or could be more expeditiously responded to in the form of email advice. However, as the formal Council report generation process has to be followed this does not provide any opportunity for more timely outcomes to be achieved.

Since December 2017, there have been 33 Matters for Investigation submitted by members and responded to through 18 Ordinary Council Meetings conducted in that time. Of these matters, 15 have resulted in an actionable outcome, while 18 have been "noted" for information, without any further task necessary to complete the process. Clearly, with 55% of these Reports being provided for information purposes only, there needs to be more rigour in the manner by which they are initially assessed.

Accordingly, it is proposed to seek an amendment to the Standing Orders Local Law to ensure that Council has a direct role in providing a higher level of scrutiny as a means of validating the initial need for such matters on the basis of the City's strategic priorities.

To achieve this, it is proposed that the following amendments to Clause 4.11 of the Standing Orders be made:

- Matters for Investigation are required to be submitted at least 14 days prior to a Council Meeting for initial assessment;
- A brief summation of the Matter submitted will be provided to the Council, with an officer recommendation on whether the Matter requested needs to be dealt with by a formal resolution of Council;
- Should the Officer Report recommend that the Matter warrants further investigation and formal presentation to Council, then the initial recommendation will include a timeframe within which the substantive Report will be required to be presented for Council consideration in the future; and
- Should the Officer Report recommend that the subject of the Matter submitted could be competently dealt with in an alternative manner, then the recommendation will also contain details of the



suggested alternative process, including a timeframe within which the necessary process to achieve that outcome will be completed.

A Draft of the formal amendment document is attached, in addition to the proposed re –written Clause 4.11 which more clearly outlines the intent of the recommended amendments and how the process will operate in practice.

Strategic Plans/Policy Implications

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Choose an item.

Budget/Financial Implications

Minor advertising costs associated with this proposal are contained within the City's Governance budget

Legal Implications

The City of Cockburn Standing Orders Local Law 2016 refers.

Community Consultation

N/A

Risk Management Implications

There is a "Substantial" level of "Operational / Service Disruption" associated with this item

Advice to Proponent(s)/Submitters

N/A

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

Nil



LOCAL GOVERNMENT ACT 1995*City of Cockburn***STANDING ORDERS AMENDMENT LOCAL LAW No 1 2019**

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

1. Citation

This local law may be cited as the *City of Cockburn Standing Orders Amendment Local Law No 1 2019*.

2. Commencement

This local law comes into operation 14 days after the day of its publication in the *Government Gazette*.

3. Principal Local Law amended

The *City of Cockburn Standing Orders Local Law 2016* published in the *Government Gazette* on 22 September 2016, and amended on 21 March 2017 and 21 November 2017 is referred to as the principal local law. The principal local law is amended.

4. Part 4 Amended

1. By amending Clause 4.11 by deleting the word "Noted" and substituting the word "Authorised" and deleting the words ",Without Debate" and substituting ".";
2. By amending Clause 4.11 (1) 1. by deleting the words "Without Debate" and by deleting the words "by no later than 10.00am on the day of the Ordinary Council Meeting" and substituting the words "at least 14 clear days before the meeting at which it is considered";
3. By amending Clause 4.11 (1) 3. by deleting the words "a listing of" and by deleting the word "is" and substituting the word "are" and by deleting the words "members as part of" and the word "process";
4. By amending Clause 4.11 (1) 4. by deleting the words "Without Debate" and by deleting the word "Minutes" and by deleting the word "listed" where it occurs in line three and substituting the words "authorised by the Council";
5. By amending Clause 4.11 (1) 5. by deleting the words "Without Debate" in each place it occurs and by deleting the words "of Agendas and Minutes under this heading".

Dated thisday of..... 2019

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

Logan K Howlett, Mayor

Stephen Cain, Chief Executive Officer



PROPOSED AMENDMENTS TO STANDING ORDERS CLAUSE 4.11 (MATTERS FOR INVESTIGATION)**4.11 Matters Received in Writing to be Authorised for Investigation****(1) When Introduced**

A member seeking to have a matter related to the functions of the local government investigated may do so in the following manner:

1. Forward a written request clearly domiciled "Matter for Investigation" to the CEO, **at least 14 clear days before the Meeting at which it is considered.**
2. The request is to contain sufficient details of the matter to enable a clear understanding of the topic and any outcomes expected.
3. Subject to the request complying with the requirements of sub – clauses 1 and 2 above, the CEO shall ensure requests received pursuant to these provisions **are reported to** the next scheduled ordinary Council meeting.
4. Matters for Investigation received in accordance with these requirements are to be listed in the **Agenda** of the Council meeting under this heading and upon being **authorised by the Council** shall be referred to an appropriate staff member for research and a subsequent response to be prepared for consideration by Council
5. Officer reports prepared in response to Matters for Investigation will subsequently appear on the Council Agenda under this heading and all outstanding Matters will remain on the record until addressed in an officer report and formally considered at a Council meeting, after which time they will be removed

DECLARATION OF INTEREST

Mayor Howlett advised the meeting that there were 2 Declarations of Interest received in relation to Item 13.4.

Mayor Howlett – An Impartiality Interest. The nature of the interest being that he is a member of the Geographic Names Committee.

Cr Philip Eva - A Proximity Interest. The nature of the interest being that he lives and has a property in Munster.

CR PHILIP EVA LEFT THE MEETING AT 7.25PM.

13.4 (2019/MINUTE NO 0114) PROPOSED CREATION OF NEW LOCALITY - LAKE COOGEE

Author(s) D Green

Attachments

1. Lake Coogee Comment on Cockburn [↓](#)
2. Suburb Boundary Changes-Lake Coogee-Munster-Henderson-Beeliar-Wattleup--v03-Apr 2019-Option A-A4 [↓](#)
3. Suburb Boundary Changes-Lake Coogee-Munster-Henderson-Beeliar-Wattleup--v03-Apr 2019-Option B-A4 [↓](#)
4. Workshop 1 [↓](#)
5. Workshop 2 [↓](#)
6. Workshop 3 [↓](#)

RECOMMENDATION

That Council recommends to the Geographic Names Committee the following boundary changes to the current locality of Munster:

- (1) Munster (north of Russell Road West) to Henderson, as depicted in green on attachment 3 (Option B)
- (2) Munster (north of Frobisher Road to Barrington Street), including the entire lake feature to Lake Coogee, as depicted in blue on attachment 3 (Option B), and
- (3) the residual area of Munster (east of Rockingham Road) remains as Munster, as depicted in pink on attachment 3 (Option B)

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr C Reeve-Fowkes

That the recommendation be adopted.

CARRIED 9/1

Background

At the November 2018 Ordinary Council Meeting, it was resolved that Council support the intent of a community initiated proposal to create a new locality to be known as "Lake Coogee".

Subsequently, the Geographic Names Committee (GNC) responded that it was prepared to favourably consider the "Lake Coogee" proposal, subject to further consultation with all Munster residents and the endorsement of the Council position by the remainder of the



Munster communities. In addition, GNC required the lake feature (Lake Coogee) be entirely contained within one locality.

As a result of this advice, the City has undertaken a comprehensive consultation process to engage with the various stakeholders of the areas likely to be most affected by any boundary changes, the results of which are contained within this Report.

Submission

N/A

Report

The current boundaries of the Munster locality represent those which originally applied to the suburb in 1954, in recognition of the original name of Lake Munster, upon the settlement of the Cockburn Region and since given to Lake Coogee in the late 1800's.

Since that time, the area was known as South Coogee and has been referred to as such by long term settlers of the area, many of whose properties have remained in related family names. This long association with the origins of the area has been the subject of several attempts over the past 25 years to resurrect the identity of South Coogee as a separate locality name however these have never succeeded, despite being supported by Council.

The 1954 boundaries were established at a time when Cockburn was largely a rural based District, with only Spearwood, Hamilton Hill and Wattleup containing any substantial residential components. Accordingly, Munster represented mostly agricultural pursuits in the form of market gardens and industrial uses, such as cement works and some marine related activities on the coast.

Much has changed since, and Munster is now home to a thriving and growing urban base, on the west side of Stock Road, as well as providing land to support the extensive marine industries located immediately to the south (Australian Marine Complex).

With these changes, it has become apparent that there are now separate communities existing within a large geographical space which have no relativity or connection with each other. On this basis, the more recent residential arrivals have recognised that these different areas of interest should be identified and represented independently or at least appear to be more relevant to the contemporary landscape.

In that sense it is logical for the current boundaries to be reconsidered, as their relevance to the communities that are contained within, bear little resemblance to when they were originally established 65 year ago.



The intent of the most recent consultation process was to evaluate the sentiment of each particular community within the broad suburb boundaries as a means of identifying some logical alternatives which would be acceptable to those involved and achieve a satisfactory outcome for all stakeholders, including the City of Cockburn.

The engagement process involved the following:

- informing (by letter) all landowners within the current Munster location of the proposed amendments to the suburb boundaries and seeking feedback to ascertain the level of support / opposition to the proposals;
- advertising the proposals on the City's "Comment on Cockburn" portal, inviting feedback from residents affected by the proposals to ascertain the level of support / opposition to the proposals;
- hosting a workshop for the three (3) most impacted communities – being the proposed new "Lake Coogee" locality, the well - established "Munster" residential cell (between Mayor Road and Barrington Street) and the more isolated Rural based lots to the east of Stock Road and adjacent to Thomson's Lake, referred to as "East Munster" for the purposes of this Report;
- Direct mail out to landowners in the marine industry zone located between Russell Road and Frobisher Avenue, which provides for an expansion to the Henderson Industrial Area, inviting feedback on the proposal to amalgamate this land into the location of "Henderson"; and
- Direct mail out to the landowners in the rural zone of "East Munster", inviting feedback from residents affected by the proposals to ascertain the level of support / opposition to the specific proposal to amalgamate this land into the adjacent location of either "Beeliar" or "Wattleup".

The results and outcomes of this engagement are described in greater depth in the attachments and can be summarised as follows:

- There remains an overwhelming level of support from those responsible for the "Lake Coogee" proposal for this proceed;
- There is a high level of support from respondents in the Munster (north) community to be incorporated into the proposed "Lake Coogee" locality;



- There is no opposition (therefore deemed support) from the landowners (mainly businesses) of the southern sector of Munster, adjacent to the Henderson marine industrial area
- There is a segment of landowners and residents (28 in number, 47%) in the “East Munster” area who are opposed to being incorporated into either of the adjacent suburbs of Beeliar or Wattleup. This represents 70% of the overall percentage of the written responses received (40 in number), although there were 35% (20 in number) of landholders who have not responded. Of the 12 responses in favour of renaming the location, 10 (or 17%) favoured “Lake Coogee”, while only 2 (or 3%) favoured “Beeliar”.

Therefore, the Council position should be assessed on the balance of opinion (weighted to reflect a fair distribution and representation) of the responses returned.

Initially, it appears that the level of support for the creation of a new locality to be named “Lake Coogee” is significant and warrants Council support. This is certainly confirmed by those residents at the “epicentre” of this proposal, who have consistently delivered a strong voice in favour of their immediate surrounds being renamed as such.

However, this may not be the case in the more established area of Munster, where the number of respondents was considerably less, in percentage terms, which could be concluded as ambivalence from the majority of residents in terms of support, or otherwise, for the proposal.

The responses from the rural sector of “East Munster” indicating opposition to the proposal for their properties to be annexed into either “Beeliar” or “Wattleup” are much higher in percentage terms. The opposition stems from the necessity for the contact details of these properties to be amended from the current name of Munster, should the locality name change. While the government operated services and utilities have sophisticated data update technology to deal with its requirements, many other private business providers have to be informed by each residence, in order to update their records. Some people are concerned that important documents (such as insurance renewals) will be misplaced or lost because they have not been notified of a change of address. It is understood that Australia Post has a system which informs residents of correspondence which has not been updated with a new contact address for a period of up to three months to assist with these circumstances.

One option which could be considered in those areas for which there has been a significant amount of responses in favour of a recommended outcome would be for Council to recommend to the GNC that those proposals be supported.



The more complicated area is that part of Munster located east of Stock Road and currently accommodating about 70 large lot (one to two hectare) properties, in addition to the Cockburn Cement factory and adjacent vacant land. As there have been more responses of opposition (in numeric terms) against a name change from Munster in proportion to letters of support for an alternative, it is generally difficult to justify that the proposal, in its entirety, has broad community support.

There appears to be no conflict with the views of interested stakeholders of each independent sector of Munster, which demonstrates that there is little connection between them and it is appropriate for the suburb boundaries to be reviewed in these circumstances. However, the option of changing the boundaries in the “developing” area and retaining the Munster name to the area east of Stock Road is problematic, given that there are certain size criteria set by the GNC which apply to individual localities. This is defined as a minimum of 1000 ha to apply for “localities with rural areas”. The residual area in question measures approximately 500 hectares and may not be acceptable, given the relatively low number of lots within the area (around 100) and the population being around 200.

An alternative is to nominate an adjacent locality (Beeliar) as a logical outcome, given that a number of similar properties adjacent to Thomson’s Lake (east of the Lorimer Road boundary) are assigned the locality name of Beeliar. Given the low level of support from landowners in the area for this proposal, it is not being recommended at this time.

However, given the unusual circumstances, history and diversity of interests which apply to this locality, there may be some discretion available for the GNC to positively consider these factors and acknowledge there is no other reasonable alternative than what is being promoted by the City.

Strategic Plans/Policy Implications

City Growth

Ensure planning facilitates a desirable living environment and meets growth targets.

Economic, Social & Environmental Responsibility

Create opportunities for community, business and industry to establish and thrive.

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes.



Budget/Financial Implications

Minor expenditure related to the replacement of locality signage and publication updates are available within the City's operational Budgets.

Legal Implications

Policies and Standards for Geographical Naming in WA (Department of Planning – Land Gate) refers

Community Consultation

Extensive community consultation, as outlined in the Report, has taken place over the past three (3) months.

Risk Management Implications

There is a "Substantial" level of "Brand / Reputation" risk associated with this item, due to the level of publicity this process will attract and related media attention.

Advice to Proponent(s)/Submitters

The Proponent (South Coogee Resident Association) and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 8 August 2019 Ordinary Council Meeting.

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

Nil



I live in Munster "north" and want to retain the name Munster	
Yes	16
No	79
No opinion	39

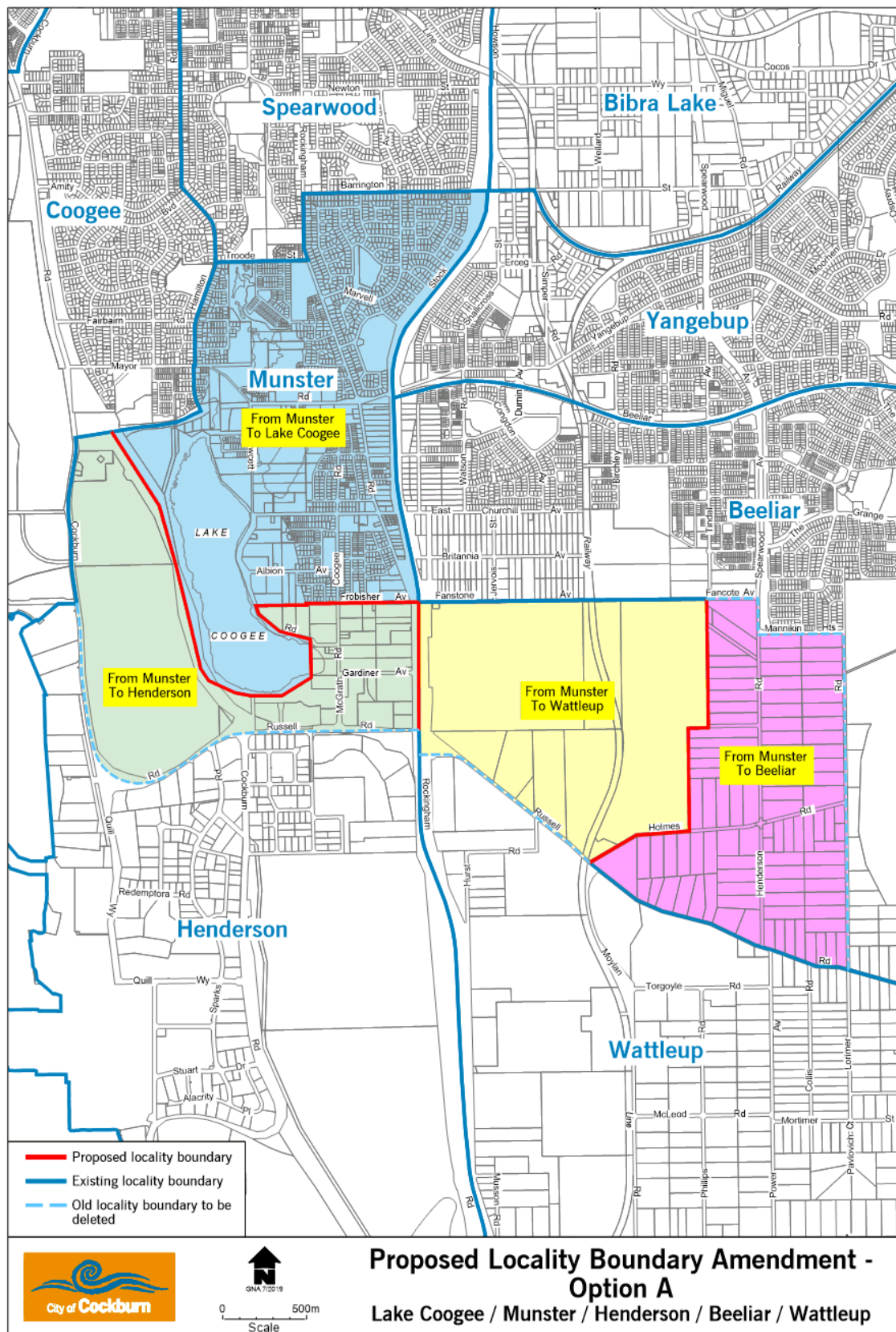
I live in Munster "north" and want to change the name to Lake Coogee	
Yes	125
No	11
No opinion	37

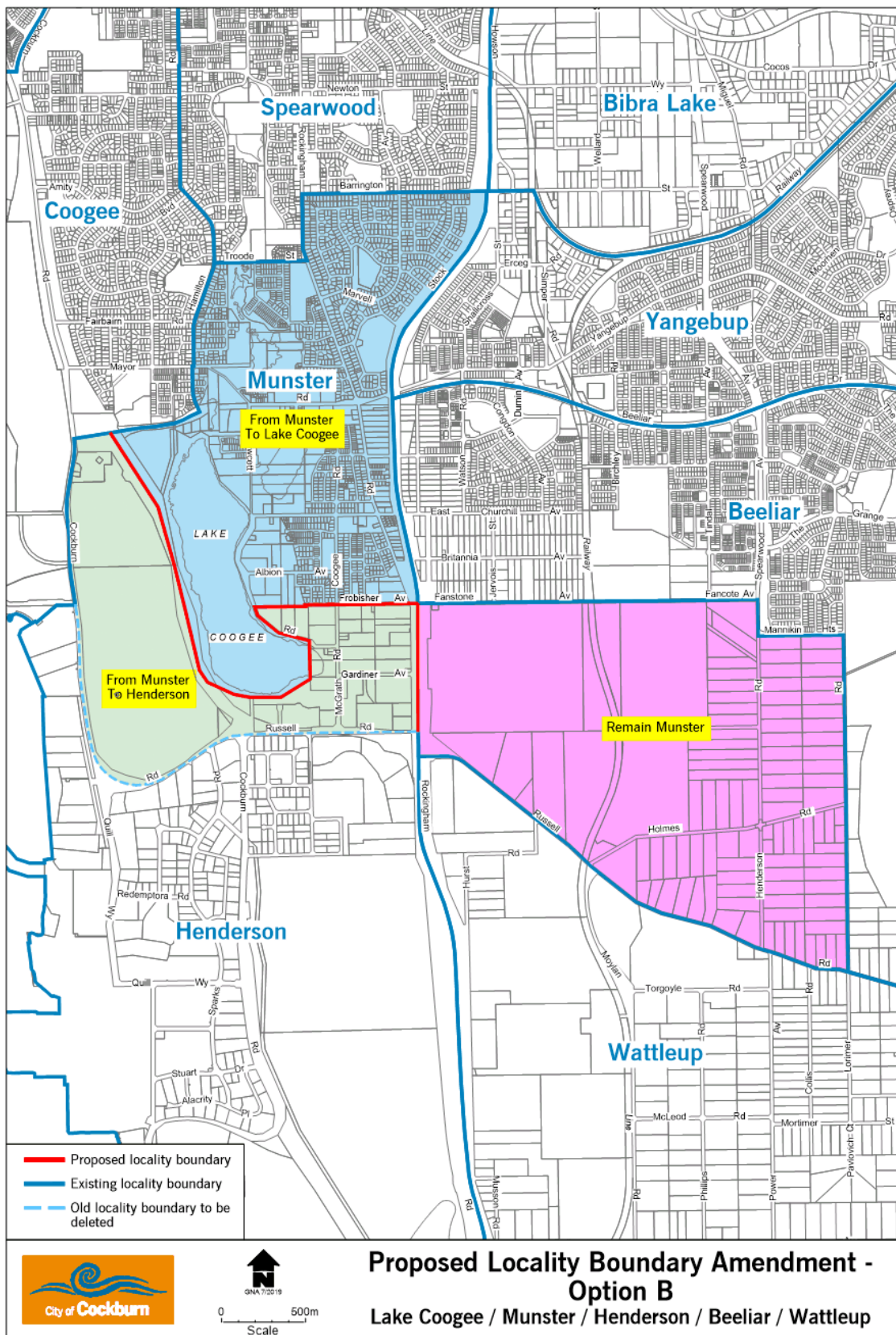
I live in Munster "east" and want to change the name to Beeliar	
Yes	8
No	12

No opinion	73
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I live in Munster "east" and want to change the name to Wattleup	
Yes	4
No	15
No opinion	74

I live in "Lake Googee" and want to retain the name Munster	
Yes	3
No	91
No opinion	28





Workshop One: 'Lake Coogee' Residents

Introduction

The aim of the workshop was to gain clarity on the preferred name and boundary change for residents within the 'Lake Coogee' area, within the suburb of Munster.

The participants focused on the following objectives in the workshop:

1. Gain an overview of the context and process to date;
2. Gauge sentiment for the proposed option of 'Lake Coogee';
3. Consider the potential impacts of changing the suburb name; and
4. Consider the next steps in the process.

A total of 34 participants attended the meeting. Cr Michael Separovich attended as an observer for the workshop.

Context

The context and history of the name change initiative was provided through a PowerPoint presentation and through additional comments from the South Coogee Community Association.

Key points of clarification included:

- The original proposal was for the name to be changed to south Coogee but the Geographical Names Committee will not allow duplication with South Coogee in New South Wales;
- The name now chosen is Lake Coogee;
- Online feedback has been gathered;
- The workshops are to allow residents of particular areas to provide their feedback.

Workshop Sentiment

An exercise was conducted to gauge levels of support on the following scale: strong support; some support; neutral; inclined not to support; definitely don't support.

- There was a unanimous indication of strong support for the name change, from this workshop.

Ramifications of the Change

Views expressed included:

- Strong Aboriginal support;
- Economic benefits flowing from more clarity on where the new Lake Coogee area is, compared to confusion on where Munster is located;
- A desire to remove the residential area from association with the Cockburn Cement and Henderson industrial areas;
- Costs to mount the name change initiative have been met by the South Coogee Community Association, not the tax payer;
- Rates are based on the land values set by the State Government and Council has indicated that there will be no increase in rates or differential rating, solely because of the name change;
- The Odour Buffer Zone, the move to realign the boundary of the zone to the eastern side of Lake Coogee, and the potential increase in capacity of the wastewater plant are State Government planning issues, and are not connected to the name change initiative;
- Concerns around businesses having to change names or addresses, Drivers Licence changes, etc:
 - suggested that the Titles Office will have processes to make the adjustments,
 - suggested that Australia Post has processes to handle address amendments, as a common practice
- No need for community groups to change existing names, ie: groups like the South Coogee Community Association can remain as such, this is just a change of name through the Geographical Names Committee, for this locality.

Workshop Two: 'North' Munster Residents

Introduction

The aim of the workshop was to gain clarity on the preferred name and boundary change for residents within the 'North' Munster area within the suburb of Munster.

The participants focused on the following objectives in the workshop:

1. Gain an overview of the context and process to date;
2. Gauge sentiment for the proposed option of 'Lake Coogee';
3. Consider the potential impacts of changing the suburb name; and
4. Consider the next steps in the process.

A total of 89 participants attended the meeting. Cr Michael Separovich attended as an observer for the workshop.

Context

As in the first workshop, the context and history of the name change initiative was provided through a PowerPoint presentation. Points of clarification included:

- It is rare that the Geographical Names Committee (GNC) allows an existing locality or suburb to change its name;
- The GNC meets every two months, with the next meeting scheduled for September / October 2019;
- For Munster to remain as a suburb, there must be sufficient population in the area specified (thought to be around 1,400 residents minimum);
- If residents west of Rockingham Road want to be Lake Coogee residents and residents east of the Road want to be Spearwood or Yangebup residents, this would need to be clearly demonstrated for Council to consider a split of the blue 'North' area.

Workshop Sentiment

- A significant proportion of participants indicated 'strong support' for a change to Lake Coogee, several participants were in the 'neutral' or 'inclined not to support' and a minority were in the 'definitely don't support' a change;
- For those in the 'neutral' or 'inclined not to support' mindset, the reasons given were:
 - need to know more information before a decision,
 - why is there a need to change?;
- For those in the 'definitely don't support' mindset, the reasons given were:
 - new to the area, haven't received enough information,
 - can't see the benefits at this time,
 - will insurance and rates go up?,
 - have to change everything: land titles, Drivers Licences and expense to do that,
 - like the name Munster,
 - why do we need another Coogee name?,
 - can't see the benefits of being linked to the Lake,
 - historical factor, if Munster disappears from the map, it is another lost suburb in WA;
- For those in the 'strong support' for Lake Coogee, the reasons given were:
 - for many years, people have avoided saying they live in Munster,
 - Indigenous history in our Country:
 - Munster is an Irish county,
 - Lake Coogee name recognises our history,
 - where do you live?,
 - no idea of where Munster is,
 - "Coogee", they get it straight away.

Ramifications of the Change

Views expressed included:

- Cost to title deed changes, and who bears the costs?:
 - suggested that any change would only come in when titles change (eg: sale),
 - in previous changes in Spearwood and in Hilton, nothing changed in the titles because it is a Folio Number, not a suburb that is used as the description,
 - however, the City will check and respond on this question;

- Rate changes are not driven by this change; rates only change if State Government zoning and hence factors such as Gross Rental Value change in any area;
- Costs of changing names and paperwork?:
 - suggested that most changes won't attract a charge,
 - previous change from Spearwood to Munster was no drama,
 - however, the City will check and respond to this question;
- West of Rockingham Road, Spearwood people would want to go to Lake Coogee:
 - this consultation is focusing on Munster residents, rather than Spearwood residents;
- GNC has a policy around significant land use change and this will be considered;
- Change of name will have no effect on Master Planning, which is a State issue;
- Lake Coogee is a prestige name and will enhance the area;
- Suggestion that if a change is made, there should be communication with the original family to look at preserving the Munster name in a local park, pathway or other feature.

Workshop Three: 'East' Munster Residents

Introduction

The aim of the workshop was to gain clarity on the preferred name and boundary change for residents within the 'East' Munster area within the suburb of Munster.

The participants focused on the following objectives in the workshop:

1. Gain an overview of the context and process to date;
2. Gauge sentiment for the proposed option of 'Beeliar' or 'Wattleup';
3. Consider the potential impacts of changing the suburb name; and
4. Consider the next steps in the process.

A total of 16 participants attended the meeting.

Context

As in the previous workshops, the context and history of the name change initiative was provided through a PowerPoint presentation. Points of clarification included:

- What if nobody in 'East' Munster wants to change from the name of Munster?;
- This proposed change does not come from residents in 'East' Munster; we are being inconvenienced by people who live nowhere close to us;
- Rates will not increase, solely from the name change:
 - lack of trust that Council will not rate us out of the area if there is a change;
- The Munster postcode is 6166 and the Beeliar postcode is 6164, what will it require and cost the Shire for these changes?

Sentiment of the Meeting

A formal request was made to read out a prepared statement; as shown over page:

- The participants present unanimously supported the preference to retain the name Munster;
- When asked to consider or accept any other option, the group refused.

Not one resident that I have spoken to in this area wants to see any name change.

If residents that attended workshop A want to change the name of their location from Munster to Lake Coogee, that is their choice, if they have the numbers –

Who put our area forward for any name change? We didn't ask for it.

Any name change would result in residents having to tackle the huge amount of work involved in changing all address details.

For example :- Banking - Utility Bills - Phone Bills - House Insurance - Health Insurance

Drivers Licenses - Car Registrations - Any Membership - Even Passport details

Our Property Titles - Notify interstate or overseas friends - Do you own a caravan

Or a boat? The List goes on and on.

The propensity for future important mail notification to go astray is also very high & could end up costing residents thousands of dollars. An example would be, if your house insurance renewal paperwork was not delivered on time and your house burnt down – you would have no insurance cover. It is too late once you discover you didn't renew your policy because it got lost in the mail.

Lastly, changing our area name from Munster to Wattleup which is an Industrial Area will devalue out properties and your home is your biggest asset.

Beeliar is not an acceptable option either. We in workshop Area C are on Rural native bush blocks. We have large populations of Birds, Bandicoots and other ground dwellers. The more land that is cleared for housing the more important the retention of this area becomes.

We strongly request that there be NO changes to our area name. We unanimously wish to remain as Munster.

Jacqueline Hill

Ramifications of Any Change

Views expressed included:

- Will take five years to change addresses, plus the potential costs and potential losses or risks from misdirected mail;
- People in business don't know about this change and the larger businesses are stressed about changing addresses and signage;

- The name Munster is unique and honours the Earl of Munster and his settlement on Woodman Point;
- Insurance premiums will rise significantly if the area changes to Beeliar;
- A change will raise stress levels for the elderly;
- We have all been here for many years, and we don't want the name changed;
- The cost for the City of Cockburn not to change names is zero, therefore there is a saving on extra signage that will be needed;
- The yellow area can be Wattleup or can be kept as Munster; protect this area as Munster for the future, as the long term intention is thought to be residential;
- Questions for clarification from the City:
 - is there a minimum number of residents, if this locality wishes to remain Munster?;
 - is there a minimum land mass if the pink, yellow (and even green) areas wish to remain Munster?

CR PHILIP EVA RETURNED TO THE MEETING AT 7.28PM.

The Presiding Member advised Cr Eva of the decision of Council made in his absence.

14. PLANNING & DEVELOPMENT DIVISION ISSUES

14.1 (2019/MINUTE NO 0115) SUBMISSION - DRAFT STATE PLANNING POLICY 3.6 INFRASTRUCTURE CONTRIBUTIONS

Author(s)	C Catherwood
Attachments	1. Schedule of Comments ↓
Location	N/A
Owner	N/A
Applicant	N/A
Application Reference	N/A

RECOMMENDATION

That Council

- (1) adopt the Schedule of Comments (Attachment 1) on the draft State Planning Policy 3.6 Infrastructure Contributions and Guidelines with a particular emphasis on the four primary areas of concern set out in this report; and
- (2) refer the Schedule of Comments to the Department of Planning, Lands and Heritage for their consideration.

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0

Background

The Minister for Planning announced in early July the long awaited review of the State Planning Policy for developer contributions.

The draft State Planning Policy 3.6 Infrastructure Contributions (SPP3.6) will incorporate changes to the existing system and aims to bring greater fairness, accountability, transparency and consistency to the system, including providing the community with improved access to infrastructure delivery information.

Submission

N/A

Report

The City's officers have reviewed the draft SPP3.6 and detailed comments are set out in the Schedule of Comments (see Attachment 1).

Overall the policy is a positive step and it is encouraging to see a number of useful additions to the policy which will increase transparency of the development contribution system. It is noteworthy that several of these changes have been matters the City has been advocating through its own DCP management for many years.

The new layout and structure of the policy is clear and concise bringing clarity to the infrastructure contributions framework and what local government obligations are in terms of creation, management and reporting. It is clearly written and accessible to all stakeholders. These improvements alone are a momentous step forward in the review of the current policy.

A brief summary of the major changes affecting local government is below:

- A maximum levy (or 'cap') for local community infrastructure of \$2,500 per dwelling is proposed;
- Where district and/or regional infrastructure is also proposed, consideration may be given to increasing the maximum levy by an additional \$1,000 per dwelling to a total of \$3,500 for a combination of local, district and regional Community Infrastructure;
- Annual reporting on developer contribution funds of both the delivery of infrastructure items against the timing of priorities detailed in the scheme and the current status of the fund;
- Standard indexation in line with industry standards have been included;
- Existing DCPs will continue to remain valid for the lifespan of the DCP, however all DCPs regardless of approval dates, shall adhere to all operational monitoring and reporting requirements;
- Existing DCPs that do not have a lifespan or review period shall be amended no longer than three (3) years after this policy comes into effect, to include the anticipated lifespan of the DCP and priority and timing for delivery of infrastructure. This will impact some of our 'older' DCAs (1, 4-6, 8 and 11); and



- DCPs that have been prepared prior to the gazettal of this policy and are considered a seriously entertained proposal having been submitted to the WAPC for approval, are deemed to be DCPs prepared under the 2009 version of SPP 3.6.

There are four primary areas of concern with the draft policy which are set out in the schedule (comments 2, 3 and 10) but also detailed further below.

Primary Concern 1: Inclusion of State Level infrastructure

It is somewhat concerning there is no explicit statement that the DCP administrator (usually the local government) can choose not to accept some 'essential' infrastructure items in a DCP.

On a number of occasions, the City has expressed its concern with the notion of state level infrastructure being included in a DCP. There are a number of practical concerns which arise as set out below:

The City's ordinary position is to limit infrastructure items to those which would be in the City's custodianship; this arises from primarily a risk management approach. For example, the City would not include an item owned/managed by a State Government agency. The issue with including such items is the design, procurement, project management and expenditure of funds is not controlled by the LG and this creates an unacceptable risk in creating cost shortfalls. It also makes the auditing and reporting processes untenable.

The City has no interest in managing a DCP that includes State agency infrastructure. Should that situation eventuate, full underwriting by the State Government for that infrastructure would be expected as would the need for auditing and reporting requirements for such items to be complied with by those agencies.

The City normally expects those items, often not covered via agency headworks, to be subject to private agreement between affected landowners. It is not accepted that just because such items can be included, that they should. It may be difficult to negotiate private agreements for such matters with private landowners, but that doesn't mean the administrator of the DCP should then have to shoulder the risk.

The draft SPP sets out requirements the local government simply cannot undertake in relation to state infrastructure, including:

- a local government cannot include state infrastructure in their strategic and financial planning processes. This needs to be done by the relevant state agency;



- a local government cannot commit to delivery times for state infrastructure. This needs to be done by the relevant state agency; and
- Use of monetary contributions to acquire land or undertake works, suggesting the local government will be prevented from transferring the monetary contribution to the state agency.

Primary Concern 2: Maximum Costs levied

There are strong concerns with the caps proposed given they appear to use unsubstantiated figures.

Theoretically the notion of a 'cap' is supported and the City of Cockburn is effectively looking to introduce a similar approach through its proposed Amendment 148 (currently awaiting consent to advertise).

When the City of Cockburn consulted on DCP13 (community infrastructure) in 2010, we liaised closely with UDIA. Our target range for DCP rates was between 1 – 1.5% of the average (completed) lot values. This was the tolerance range within which UDIA could have a level of comfort with our proposed DCP. Given this, and the successful operation of DCP13 for 8 years, the following could better inform a cap:

Total Infrastructure	\$256M
Municipal share	\$124M
DCP component of infrastructure	\$132M
	Categorised as
	\$109M = Regional/ Subregional*
	\$23.6M = Local
Future dwellings/lots	31,531
Averaged rate (regional/subregional*)	\$3,456/lot (\$109M divided by 31,531dw)
Averaged rate (local)	\$748/lot (\$23.6M divided by 31,531dw)
Total averaged rate	\$4204/lot

**Note: the category 'subregional' in DCP13 equates to 'district' under the draft SPP*



The above information could be applied to use the following caps:

- \$1,000 per dwelling for local infrastructure
- \$4,500 per dwelling for a combination of local, district and regional Community Infrastructure.

Returning to Cockburn's original basis of not more than 1.5% per lot, this has stood the test of time. If it is assumed vacant property in Cockburn averages just under \$300,000; the criteria of 1.5% would equate to \$4500/lot. Currently our average contribution across the DCP13 catchments is \$4032/lot, well within that original target.

Primary Concern 3: Transitional arrangement – existing DCPs

The proposed transitional arrangements for existing DCPs do not reflect the messages communicated by the Chairperson of the WAPC at recent events where this draft SPP was discussed.

On questioning on several occasions, the Chairperson confirmed that existing DCPs would not be subject to the DCP maximum cap. This is not reflected clearly in the draft SPP, which reads (emphasis added):

Existing DCPs will continue to remain valid for the lifespan of the DCP, however, all DCPs regardless of the approval dates, shall adhere to all operational, monitoring and reporting requirements of the LPS Regulations and SPP 3.6.

Presumably the maximum cap will be implemented via an operative provision rendering the draft SPP at odds with the verbal advice to date. City officers have sought urgent clarification from the Department of Planning, Lands and Heritage as to whether existing DCPs are subject to the DCP maximum cap or not.

If they are, then this will impact our DCP13 where some contribution rates are already higher than \$3,500/lot. The overall 'gap' which would be created is \$22.4M. It would unacceptable to the City to have such an extraordinary funding gap created when it established this DCP in good faith under the current SPP with an approved period of operation extending till 30 June 2031.

There will also be a flow on impact to the proposed DCP15 (Treeby/Jandakot) which is undergoing consultation. Should DCP13 be 'capped' then no additional amounts could be collected for Treeby or Jandakot where the rates are \$4,623 and \$4,632 respectively.

At the time of writing this report, clarity on this matter was not available and therefore the City should highlight the concern in its submission.

Primary Concern 4: Transitional arrangement – proposed DCPs



The proposed transitional arrangements for proposed DCPs do not reflect the messages communicated by the Chairperson of the WAPC at recent events where this draft SPP was discussed.

In terms of proposed DCPs, the message communicated was that if proposals were already in the system, the new SPP would not be applied.

The draft SPP deals with the following situations for draft DCPs:

- prepared and submitted to the WAPC for approval before the gazettal of this policy; and
- prepared on or after gazettal of this policy.

There appears to be a substantial gap in between where draft DCPs may have been prepared and are at another stage in the process (such as public consultation or consideration of submissions).

As noted above, the City is currently consulting on DCP15 (Amendment 141) which seeks contributions to community infrastructure items (in Treeby and Jandakot) and is currently advertising that amendment till 2 September 2019 with a view to taking the matter to the 10 October 2019 ordinary meeting of Council for further consideration. While it is probable the new SPP will not yet be gazetted by that time, the timeframes are quite close.

City officers have sought clarification from the Department of Planning, Lands and Heritage as to whether proposed DCPs already 'in the system' but not submitted for formal approval will be subject to the new SPP or not. At the time of writing this report, clarity on this matter was also not available and therefore the City should highlight the concern in the submission.

Conclusion

The City's comprehensive comments are provided in Attachment 1.

Given the nature of the four primary concerns they should be emphasised in any submission lodged on the proposed SPP.

It is recommended the Schedule of Comments be adopted.

Strategic Plans/Policy Implications

City Growth

Ensure planning facilitates a desirable living environment and meets growth targets.



Community, Lifestyle & Security

Provide for community facilities and infrastructure in a planned and sustainable manner.

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Provide for community and civic infrastructure in a planned and sustainable manner, including administration, operations and waste management.

Budget/Financial Implications

There may be financial implications should a capped DCP rate be applied to community infrastructure. For example, if the DCP13 contribution was capped at \$3500/lot, this would be less than most of the current contribution rates applicable which have been used to inform long term financial planning for the City.

Legal Implications

Planning and Development Act 2005

Community Consultation

The Department of Planning, Lands and Heritage is seeking public submissions till 2 September 2019.

Risk Management Implications

Should Council choose not to provide a submission to the Department of Planning, Lands and Heritage, it runs the risks of not having input on an important State Planning Policy which will have direct impacts of the DCP administration and infrastructure delivery processes.

Advice to Proponent(s)/Submitters

N/A

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

Nil



City of Cockburn: comments on draft State Planning Policy 3.6 Infrastructure Contributions (July 2019)

Note: matters of primary concern are shaded in blue

Draft State Planning Policy 3.6

Comment #	Document section	Comment
1.	General comment	<p>The new layout and structure of the policy is clear and concise bringing clarity to the infrastructure contributions framework and what local government obligations are in terms of creation, management and reporting. It is clearly written and accessible to all stakeholders. These improvements alone are a momentous step forward in the review of the current policy.</p> <p>The Department should be congratulated in this regard.</p>
2.	General comment regarding state infrastructure	<p>It is somewhat concerning there is no explicit statement that the DCP administrator (usually the local government) can choose not to accept some 'essential' infrastructure items in a DCP.</p> <p>On a number of occasions, the City has expressed its concern with the notion of state level infrastructure being included in a DCP. There are a number of practical concerns which arise as set out below:</p> <p>The City's ordinary position is to limit infrastructure items to those which would be in the City's custodianship; this arises from primarily a risk management approach. For example, the City</p>



Comment #	Document section	Comment
		<p>would not include an item owned/managed by a State Government agency. The issue with including such items is the design, procurement, project management and expenditure of funds is not controlled by the LG and this creates an unacceptable risk in creating cost shortfalls. It also makes the auditing and reporting processes untenable.</p> <p>The City has no interest in managing a DCP that includes State agency infrastructure. Should that situation eventuate, full underwriting by the State Government for that infrastructure would be expected as would the need for auditing and reporting requirements for such items to be complied with by those agencies.</p> <p>The City normally expects those items, often not covered via agency headworks, to be subject to private agreement between affected landowners. It is not accepted that just because such items can be included, that they should. It may be difficult to negotiate private agreements for such matters with private landowners, but that doesn't mean the administrator of the DCP should then have to shoulder the risk.</p> <p>The draft SPP sets out requirements the local government simply cannot undertake in relation to state infrastructure, including:</p> <ul style="list-style-type: none"> ○ a local government cannot include state infrastructure in their strategic and financial planning processes. This needs to be done by the relevant state agency. ○ a local government cannot commit to delivery times for state infrastructure. This needs to be done by the relevant state agency.

Comment #	Document section	Comment												
		<ul style="list-style-type: none">○ Use of monetary contributions to acquire land or undertake works, suggesting the local government will be prevented from transferring the monetary contribution to the state agency.												
3.	<p>6.6 Variable and Maximum costs levied</p> <p>3rd paragraph:</p> <p><i>For Community Infrastructure – a maximum levy for local infrastructure of \$2,500 per dwelling shall apply, with items to be justified through a Community Infrastructure Plan. Where district and/or regional infrastructure is also proposed, consideration may be given to increasing the maximum levy by an additional \$1000 per dwelling, to a total of \$3,500 for a combination of local, district and regional Community Infrastructure, subject to adequate justification and the support of the Western Australian Planning Commission (WAPC).</i></p>	<p>There are strong concerns with the caps proposed given they appear to use unsubstantiated figures.</p> <p>Theoretically the notion of a 'cap' is supported and the City of Cockburn is effectively looking to introduce a similar approach through its proposed Amendment 148 (currently awaiting consent to advertise).</p> <p>When the City of Cockburn consulted on DCP13 (community infrastructure) in 2010, we liaised closely with UDIA. Our target range for DCP rates was between 1 – 1.5% of the average (completed) lot values. This was the tolerance range within which UDIA could have a level of comfort with our proposed DCP. Given this, and the successful operation of DCP13 for 8 years, the following could better inform a cap:</p> <table><tr><td>Total Infrastructure</td><td>\$256M</td></tr><tr><td>Municipal share</td><td>\$124M</td></tr><tr><td>DCP component of infrastructure</td><td>\$132M</td></tr><tr><td></td><td>Categorised as</td></tr><tr><td></td><td>\$109M = Regional/ Subregional*</td></tr><tr><td></td><td>\$23.6M = Local</td></tr></table>	Total Infrastructure	\$256M	Municipal share	\$124M	DCP component of infrastructure	\$132M		Categorised as		\$109M = Regional/ Subregional*		\$23.6M = Local
Total Infrastructure	\$256M													
Municipal share	\$124M													
DCP component of infrastructure	\$132M													
	Categorised as													
	\$109M = Regional/ Subregional*													
	\$23.6M = Local													

Comment #	Document section	Comment	
		Future dwellings/lots	31,531
		Averaged rate (regional/subregional*)	\$3,456/lot (\$109M divided by 31,531dw)
		Averaged rate (local)	\$748/lot (\$23.6M divided by 31,531dw)
		Total averaged rate	\$4204/lot
		<i>Note: the category 'subregional' in DCP13 equates to 'district' under the draft SPP</i>	
		The above information could be applied to use the following caps: \$1,000 per dwelling for local infrastructure \$4,500 per dwelling for a combination of local, district and regional Community Infrastructure. Returning to Cockburn's original basis of not more than 1.5% per lot, this has stood the test of time. If it is assumed vacant property in Cockburn averages just under \$300,000; the criteria of 1.5% would equate to \$4500/lot. Currently our average contribution across the DCP13 catchments is \$4032/lot, well within that original target.	
4.	6.7.2.2 Timing of DCPs to align with comprehensive planning 2 nd paragraph reads: <i>If cost-sharing arrangements are identified in a</i>	There are instances where a DCP could sufficiently be prepared on the basis of District Structure Plan information. By way of example, the Treeby District Structure Plan discusses the need for upgrading of Jandakot Road which abuts the development cell. Local structure planning will do little to inform the content of a	

Comment #	Document section	Comment
	<i>district structure plan, the timing of the preparation of the DCP will align with the preparation of a more detailed local structure plan, as the DCP preparation will require a sufficient level of detail usually contained in a local structure plan to identify the proposed shared infrastructure.</i>	DCP. The nature of the upgrade required is clear from the DSP as is the development potential of the land to share the costs.
5.	<p>6.7.2.8 Delivery of infrastructure</p> <p>(emphasis added):</p> <p><i>Identification of infrastructure as a contribution item in a gazetted DCP implies an agreement by local government to deliver that infrastructure, and should align with the local government's long-term (10 year) financial plan.</i></p> <p><i>While it is acknowledged that some level of flexibility in delivery timeframes is a realistic requirement, it is important that local government adheres to the estimated delivery timeframes for infrastructure for which development contributions have been made to ensure that the principles of equity and accountability are upheld.</i></p>	<p>It is the City's position the delivery of infrastructure will be adjusted to reflect the actual rate of development which occurs.</p> <p>For example, if development rates drop, then timeframes will potentially need to be pushed further out as well.</p> <p>This section should be amended to acknowledge this.</p>
6.	<p>6.7.2.10 Early acquisition of public purpose sites</p> <p>1st and 3rd paragraphs:</p> <p><i>The DCP should give priority to the acquisition</i></p>	<p>The City supports the notion of land acquisition as early as possible given it can be a high cost item which is better to be actualised early in the lifespan of a DCP.</p> <p>However, this will only be possible when:</p> <ul style="list-style-type: none"> ○ A site has constructed road access available;

Comment #	Document section	Comment
	<p><i>of land for public purposes early in the development process, to ensure that those landowners whose land has been identified for a public purpose, such as public open space, are not disadvantaged or unduly impacted by the rate of development.</i></p> <p><i>Consideration is to be given by the local government to requests from landowners for early acquisition of land in cases of hardship, where land is identified for public open space in the DCP area.</i></p>	<ul style="list-style-type: none"> ○ Any previous landowner obligations (where applicable) under the Contaminated Sites Act have been satisfied; ○ Any other relevant subdivision conditions have been satisfied; and ○ The draft deposited plan indicates the land as the appropriate tenure (i.e. reserves will differ in terms of whether they form part of the minimum 10% local public open space or not. In some cases land may be better as freehold as there are leasing/licensing restrictions to be considered).
7.	<p>6.7.2.11 Cost contributions based on estimates</p> <p>1st paragraph:</p> <p><i>The determination of infrastructure costs and administrative costs is to be based on amounts expended, but when expenditure has not occurred, it is to be based on the best and latest estimated costs available to the local government and adjusted accordingly, if necessary.</i></p>	<p>Noting this text carries over from the current SPP, it appears to conflict with the proposal in this draft SPP for a DCP maximum cost.</p> <p>This currently translates into scheme provisions which are 'non-discretionary' in that they provide no flexibility to the administrator of the scheme. At its 13 June 2019 meeting, the City of Cockburn initiated Amendment 148 to its Town Planning Scheme No. 3 to create that flexibility. At the time of preparing this submission, consent to advertise has been sought.</p> <p>Where the lack of discretion becomes a concern is when the expert provides costs which are significantly higher than the previous year. Currently the scheme would require these to simply be applied or face a compliance issue when annual auditing is undertaken.</p>

Comment #	Document section	Comment
		<p>No regard is given that the City may seek to find alternative funding sources and not simply pass the estimated higher construction costs onto its ratepayers and/or developers doing business in Cockburn.</p> <p>It is proposed under Amendment 148 to add a new clause 5.3.11.5 to enable the local government flexibility reading:</p> <p><i>5.3.11.5 Notwithstanding clauses 5.3.11.1, 5.3.11.2(ii), 5.3.11.3 and 5.3.11.4, where the local government is a participant in a development contribution plan, the local government may adopt a lesser rate than the independent certification recommends and make up the shortfall in accordance with clause 5.3.17.1</i></p> <p>For clarity's sake the above amendment is intended to only apply to construction costs, not land costs. It is also where the City is a participant in the DCP (such as for community infrastructure). It is not intended to apply to Development Infrastructure and/or DCPs where the costs are shared only between landowners with the City only taking an administrative, not participant role.</p>
8.	6.7.2.12 Contribution credits	<p>This section is slightly different to the current policy where an option could be agreed between the parties.</p> <p>The way this section now reads appears to limit those options to the extent the City could not choose to pay out a credit completely rather than carry over as credits for future stages.</p>

Comment #	Document section	Comment
		It terms of simplifying administration processes, and arguably assisting developer's cash flow, this opportunity should not be removed.
9.	<p>6.7.2.13 Review of infrastructure items</p> <p>2nd and 4th paragraphs:</p> <p><i>An annual review may be undertaken by:</i></p> <ul style="list-style-type: none"> <i>i. applying the recommended Indexes detailed in this policy, or as published by the WAPC</i> <i>ii. reviewing each DCP component and undertaking a full annual review of cost estimates.</i> <p><i>The review of cost estimates and/or application of indexing should be undertaken by a suitably qualified professional.</i></p>	<p>Clarify whether there should be an 'or' between these two options. It is noted the current operative provisions would not allow just indexing. Also note comments on 6.7.2.11 regarding the non-discretionary nature of the related operative provisions.</p> <p>Application of indexation is a basic exercise using publicly available indexes. It will be considered this should be done by City officers, there is no need to contract that exercise out to external consultants.</p>
10.	<p>6.9 Transitional arrangements</p> <p><i>The following transitional arrangements apply:</i></p> <ul style="list-style-type: none"> <i>o Existing DCPs will continue to remain valid for the lifespan of the DCP, however, all DCPs regardless of the approval dates, shall adhere to all operational, monitoring and reporting requirements of the LPS Regulations and SPP 3.6.</i> <i>o Existing DCPs that do not have a lifespan or review period shall be</i> 	<p>The City has two areas of clarity needed with these transitional arrangements which do not reflect the message communicated by the Chairperson of the WAPC at recent events where this draft SPP was discussed. Clarifications required:</p> <ul style="list-style-type: none"> <i>o Are existing DCPs subject to the DCP maximum cap or not?</i> <i>o Will proposed DCPs already 'in the system' but not submitted for formal approval be subject to the new SPP or not?</i> <p>The message was communicated that existing DCPs would not be</p>

Comment #	Document section	Comment
	<p><i>amended no longer than three (3) years after this policy comes into effect, to include the anticipated lifespan of the DCP and priority and timing for delivery of infrastructure.</i></p> <ul style="list-style-type: none"> <i>DCPs that have been prepared prior to the gazettal of this policy and are considered a seriously entertained proposal having been submitted to the WAPC for approval, are deemed to be DCPs prepared under the 2009 version of SPP 3.6.</i> <i>Any DCP prepared on, or after the day of gazettal of this policy will be subject to the standards detailed in this policy.</i> 	<p>subject to the DCP maximum cap. This is not reflected clearly in the draft SPP. Presumably the maximum cap will be implemented via an operative provision rendering the draft SPP at odds with the verbal advice to date. City officers have sought urgent clarification from the Department of Planning, Lands and Heritage as to whether existing DCPs are subject to the DCP maximum cap or not.</p> <p>If they are, then this will impact our DCP13 where some contribution rates are already higher than \$3,500/lot. The overall 'gap' which would be created is \$22.4M. It would unacceptable to the City to have such an extraordinary funding gap created when it established this DCP in good faith under the current SPP with an approved period of operation extending till 30 June 2031.</p> <p>There will also be a flow on impact to the proposed DCP15 (Treeby/Jandakot) which is undergoing consultation. Should DCP13 be 'capped' then no additional amounts could be collected for Treeby or Jandakot where the rates are \$4,623 and \$4,632 respectively.</p> <p>In terms of proposed DCPs, the message communicated was that if proposals were already in the system, the new SPP would not be applied.</p> <p>The draft SPP deals with the following situations:</p> <ul style="list-style-type: none"> prepared and submitted to the WAPC for approval before the gazettal of this policy; and prepared on or after gazettal of this policy.

Comment #	Document section	Comment
		There appears to be a substantial gap in between where draft DCPs may have been prepared and are at another stage in the process (such as consultation or consideration of submissions). The City has recently been granted consent to advertise Amendment 141 which seeks contributions to community infrastructure items (in Treeby and Jandakot) and is currently advertising that amendment till 2 September 2019 with a view to taking the matter to the 10 October 2019 ordinary meeting of Council for further consideration. While it is probable the new SPP will not yet be gazetted, the timeframes are quite close.
Schedule 1: Development Infrastructure – Standard Infrastructure Contribution requirements		
11.	Items under 'Movement network'	<p>Items 7-9 refer:</p> <p>The terms used in the policy use the Functional Road Hierarchy which used to be set out in DC Policy 1.4 (no longer applicable though still referred to in other road planning DC policies)</p> <p>From what the City can ascertain, the only planning document which sets out a road hierarchy is now Liveable Neighbourhoods and therefore those road hierarchy terms (which are different) should be used.</p>
Schedule 3: Development Contribution Plan Template		
12.	Relationship to other planning instruments	<p>Refers to the 'Plan for the Future'. A better inclusion to replace this would be the Strategic Community Plan which is a document which all local governments are required to undertake:</p> <p>The City uses an Integrated Planning Framework developed by the Department of Local Government. The following diagram illustrates the model.</p>

Comment #	Document section	Comment
13.	<p>Reporting Requirements</p> <p>(emphasis added):</p> <p><i>An annual report must be prepared by the responsible authority each financial year and published <u>no later than three (3) months after the end of the financial year reported on in accordance with the template in Schedule 5.</u></i></p>	<p>While the City strives to undertake its auditing as soon as possible, it is considered 3 months may be too ambitious.</p> <p>The auditing process has a number of inputs and therefore timeliness can be difficult.</p> <p>Auditors not only need to audit other City accounts first, when they begin auditing DCA accounts, there is often a lot of to and fro for several months to address any questions the auditor may have. This might include project officers getting their final invoices and receipts submitted for acquittal to DCP staff, and if a project has been completed close to the end of financial year, DCP staff will also be awaiting practical completion certification. Until all those matters are addressed, the auditor will not be able to compile their</p>

Comment #	Document section	Comment
		audit and the DCP administrator will certainly not sign an audit statement that the scheme has been complied with. A more realistic time period, given local government auditors would be consumed with the whole local government account audit (usually July-Nov) would be 6 months.
Schedule 4: Development Contribution Plans – Required Information		
14.	Final 2 rows labelled: Infrastructure items considered inappropriate for inclusion in a DCP	Query whether these are labelled correctly given the nature of the content of these two rows. In light of the wording of the associated guidelines, they seem incorrect.

Draft Guidelines

No specific comment

*Other matters not dealt with*Variations to contract/appropriate contract management

Use of 'fixed price' contracts should be encouraged and reduce uncertainty around costs. This assists in limiting variations during the construction phases.

14.2 (2019/MINUTE NO 0116) CLOSURE OF THE NORTHERN PORTION OF THE PEDESTRIAN ACCESSWAY ABUTTING ARMADALE ROAD, ATWELL**Author(s)** L Gatt**Attachments** 1. Sketch Closure of the northern portion of the PAW abutting Armadale Road Atwell [↓](#)**RECOMMENDATION**

That Council

- (1) consent to the closure of the northern portion of the Pedestrian Access Way (PAW) at the western end of Armadale Road;
- (2) request the Minister for Lands consent to the closure of the PAW pursuant to section 58 of the *Land Administration Act 1997*;
- (3) request that the Minister for Lands dedicate Lot 56 on LDP1960-031, as road reserve pursuant to Section 56 of the *Land Administration Act 1997*; and
- (4) advise Main Roads Western Australia (MRWA) and the Department of Planning Lands and Heritage (DPLH) of the decision.

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0**Background**

This Pedestrian Access Way (PAW) was created on Plan 18634 on 16 June 1993 in three separate portions as illustrated at Attachment 1. The southern portions were created to deny vehicular access from Daley Close and Walters Retreat onto Lydon Boulevard (these portions of the PAW will remain in place). The objective of the northern portion was to deny access to Armadale Road and to provide a buffer between Armadale Road and the abutting residential lots.

Main Roads Western Australia (MRWA) wrote to the City in 2018 requesting the closure of the northern portion of the PAW advising the City that the land is required as part of the Armadale Road North Lake Road Bridge (ARNLRB) project.



The northern portion of the PAW is vegetated and the existing pedestrian path is located adjacent to the PAW, within the Armadale Road reserve.

In recent correspondence from MRWA and the Department of Planning Lands and Heritage (DPLH) the City was informed that the closure and dedication is now considered a formality as the DPLH have already advised that they will consent to the closure of the northern portion of the PAW as the accessway does not meet the criteria that determines a traditional PAW. However, they have advised that the *Land Administration Act 1997* processes require a Council resolution for the closure of a PAW and for the dedication of land as road reserve.

The purpose of this report is to seek a Council resolution to consent to the closure of the northern portion of the PAW and the dedication of the northern portion of the PAW land as road reserve.

Submission

The City received a letter from MRWA in 2018 requesting the closure of the PAW as part of the land required for the construction of a noise wall for the ARNLRB project.

Report

MRWA advised in their correspondence that the northern portion of the PAW land is required for the construction of a noise wall for the ARNLRB project. A new noise wall will be constructed along the boundaries of all the lots abutting Armadale Road from Tapper Road to the Kwinana Freeway.

The northern portion of this PAW appears to be inconsistent with the criterion that determines a traditional PAW due to the:

- location;
- lack of current use due to the vegetation;
- location of the path is not within the PAW as it is in the Armadale Road reserve; and
- the fact that it doesn't provide any connectivity functions for the adjoining subdivision.

Due to these inconsistencies the DPLH have determined that the northern portion of the PAW is exempt from the normal PAW closure policy and processes and have already advised MRWA that they will consent to the closure of the portion of the PAW. To formalise the process a Council resolution is required that supports the closure of the portion of the PAW.



MRWA have requested that this northern portion of the PAW land be dedicated as road. The dedication of this portion of the land will clarify the management responsibilities for the land and it will become the responsibility of MRWA.

Initial consultation with landowners in the vicinity of the ARNLRB project has already been undertaken by MRWA, including community reference group meetings, letter drops and community information sessions. MRWA have advised that once the construction phase commences, all the owners abutting the proposed noise wall will be further consulted by MRWA to consider resident design needs for the noise wall.

Based on this report it is recommended that Council support the closure of the northern portion of the PAW and dedication of the land as road reserve.

Strategic Plans/Policy Implications

Moving Around

Reduce traffic congestion, particularly around Cockburn Central and other activity centres.

Budget/Financial Implications

All costs for the closure of the PAW will be funded by MRWA.

The City will no longer be required to fund the maintenance of this unused PAW.

Legal Implications

Section 56 and Section 58 of the *Land Administration Act 1997*

Community Consultation

Community consultation has been undertaken by MRWA.

Risk Management Implications

The PAW land is unable to be used as an accessway due to the vegetation and the pathway is located within the Armadale Road reserve, therefore the closure will make use of the land for the construction of the noise wall for the ARNLRB project.

Advice to Proponent(s)/Submitters

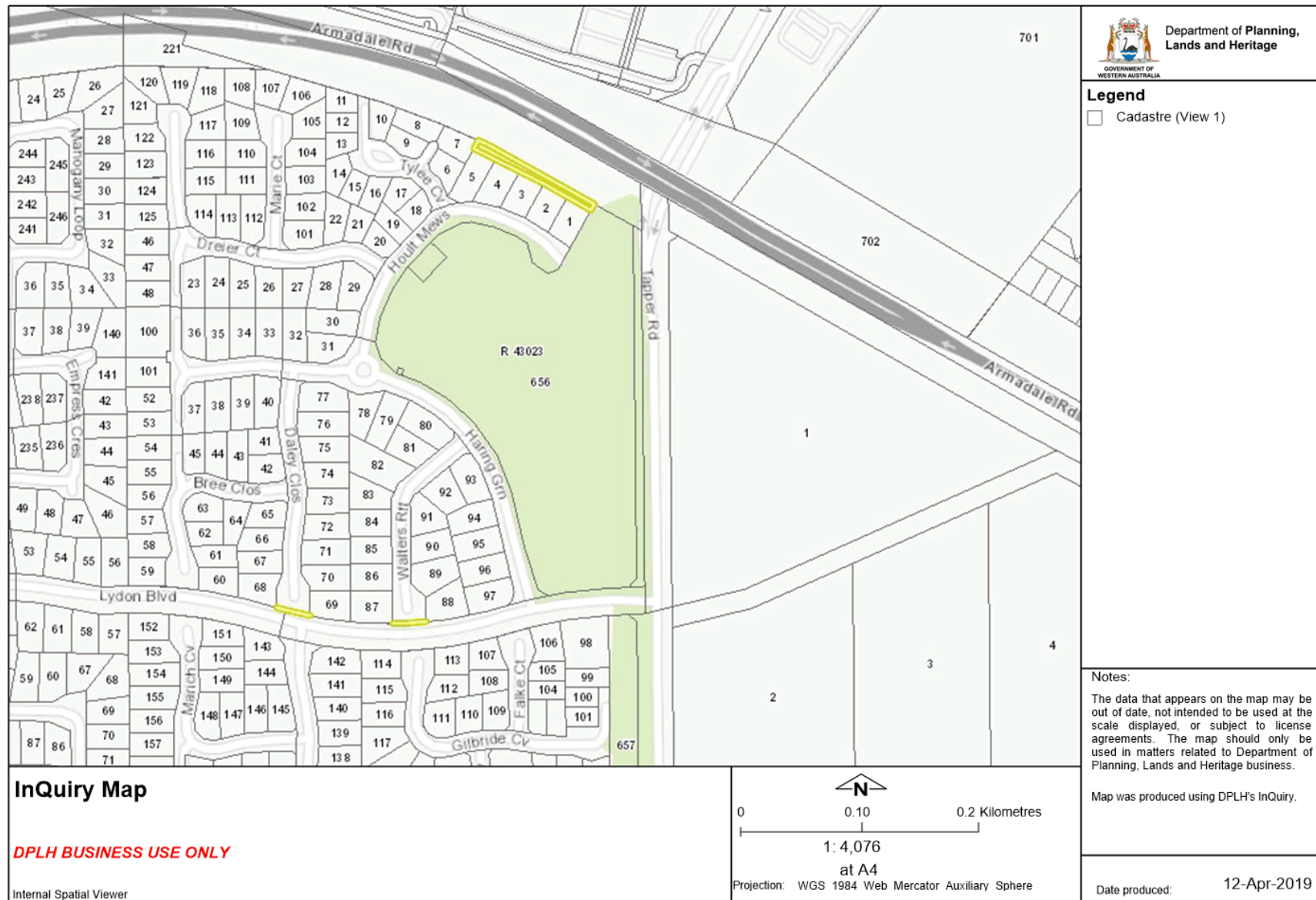
The Proponent(s) and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 8 August 2019 Ordinary Council Meeting.



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

Nil





15. FINANCE & CORPORATE SERVICES DIVISION ISSUES

15.1 (2019/MINUTE NO 0117) PAYMENTS MADE FROM MUNICIPAL AND TRUST FUND - JUNE 2019

Author(s) N Mauricio

Attachments

1. Payments Listing - June 2019 [↓](#)
2. Credit Card Payments - June 2019 [↓](#)

RECOMMENDATION

That Council receive the lists of payments made from the Municipal and Trust funds for June 2019, as attached to the Agenda.

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0

Background

Council has delegated its power to make payments from the Municipal or Trust fund to the CEO and other sub-delegates under LGAFCS4.

Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996* requires a list of accounts paid under this delegation to be prepared and presented to Council each month.

Submission

N/A

Report

A listing of all payments made during June 2019 totalling \$19.28m is attached to the Agenda for review. This includes details for 700 individual EFT payments made to suppliers and for other business related purposes totalling \$16.46m, less 8 cancelled payments totalling \$8,614 included for completeness purposes.

The listing also contains summarised values for the City's payroll payments totalling \$2.73m and bank transaction fees of \$9,269 for the month.

There is also a summarised listing of expenditure incurred during June 2019 for corporate credit cards attached to the agenda totalling



\$79,906.53. This includes itemised transaction details for the CEO's credit card spending totalling \$99.42 as recommended by the Office of the Auditor General.

Strategic Plans/Policy Implications

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes

Ensure sound long term financial management and deliver value for money

Budget/Financial Implications

All payments made have been provided for within the City's annual budget as adopted and amended by Council.

Legal Implications

This item ensures compliance with S 6.10(d) of the *Local Government Act 1995* and Regulations 12 & 13 of the *Local Government (Financial Management) Regulations 1996*.

Community Consultation

N/A

Risk Management Implications

Council is receiving the list of payments already made by the City under delegation in meeting its contractual obligations. This is a statutory requirement and allows Council to review and question any payment made.

Advice to Proponent(s)/Submissioners

N/A

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

Nil



JUNE PAYMENTS LISTING

MUNICIPAL & TRUST FUND

Payment Ref.	Account No.	Account/Payee	Date	\$ Value
EF121581	10152	AUST SERVICES UNION	5/06/2019	1,141.50
EF121582	10154	PAYROLL DEDUCTIONS	5/06/2019	444,187.00
EF121583	10305	AUSTRALIAN TAXATION OFFICE	5/06/2019	2,479.90
EF121584	10484	PAYROLL DEDUCTIONS	5/06/2019	72,515.28
EF121585	11001	CHILD SUPPORT AGENCY	5/06/2019	102.50
EF121586	11857	PAYROLL DEDUCTIONS	5/06/2019	484.00
EF121587	11860	DEPARTMENT OF MINES, INDUSTRY REGULATION AND SAFETY	5/06/2019	18.00
EF121588	18553	BUILDING SERVICES LEVY	5/06/2019	15,305.30
EF121589	19726	LOCAL GOVERNMENT RACING & CEMETERIES EMPLOYEES UNION LGRCEU	5/06/2019	1,531.05
EF121590	25987	PAYROLL DEDUCTIONS	5/06/2019	608.14
EF121591	26533	TOYOTA FLEET MANAGEMENT	5/06/2019	2,283.00
EF121592	26987	PAYROLL DEDUCTIONS - NOVATED LEASE	5/06/2019	2,658.85
EF121593	99997	CURTIN UNIVERSITY OF TECHNOLOGY	5/06/2019	19,250.00
EF121594	99997	PROGRAM ASSESSMENTS	6/06/2019	48,032.94
EF121595	99997	CTI RISK MANAGEMENT	7/06/2019	25,465.85
EF121596	27438	SECURITY - CASH COLLECTION	10/06/2019	196,730.97
EF121597	10160	HARCOURTS	11/06/2019	220.00
EF121598	10244	COMMISSION	11/06/2019	77,217.13
EF121599	10246	FDC	11/06/2019	31.15
EF121600	10359	FDC PAYMENT WE 2/06/2019	11/06/2019	2,772.00
EF121601	10535	IHC	11/06/2019	55,541.99
EF121602	10888	IHC PAYMENT WE 2/06/2019	11/06/2019	4,961.55
EF121603	10913	ERTECH PTY LTD	11/06/2019	9,553.28
EF121604	10944	ENGINEERING CIVIL	11/06/2019	426.25
EF121605	11028	DORMA AUSTRALIA PTY LTD	11/06/2019	7.55
EF121606	11036	AUTOMATIC DOOR SERVICES	11/06/2019	5,800.98
EF121607	11483	BUILDING & CONST INDUSTRY TRAINING FUND	11/06/2019	883.90
EF121608	11793	LEVY PAYMENT	11/06/2019	4,705.47
EF121609	12656	BUNNINGS BUILDING SUPPLIES PTY LTD	11/06/2019	3,050.00
EF121610	13849	HARDWARE SUPPLIES	11/06/2019	2,046.00
EF121611	13860	COCKBURN PAINTING SERVICE	11/06/2019	5,626.50
EF121612	16985	PAINTING SUPPLIES/SERVICES	11/06/2019	1,295.36
EF121613	17624	WORKPOWER INCORPORATED	11/06/2019	6,765.00
EF121614	22553	EMPLOYMENT SERVICES - PLANTING	11/06/2019	75.60
EF121615	23351	LJ CATERERS	11/06/2019	1,602.22
EF121616	23450	CATERING SERVICES	11/06/2019	87.95
EF121617	24595	BUCHER MUNICIPAL PTY LTD	11/06/2019	636.90
EF121618	26257	PURCHASE OF NEW PLANT / REPAIR SERVICES	11/06/2019	505.00
EF121619	26359	MCLEODS	11/06/2019	204,984.33
EF121620	26614	LEGAL SERVICES	11/06/2019	225.48
EF121621	26721	NEVERFAIL SPRINGWATER LTD	11/06/2019	18,523.93
EF121622	26724	BOTTLED WATER SUPPLIES	11/06/2019	9,248.25
EF121623	26745	NORTHLAKE ELECTRICAL	11/06/2019	118.80
		ELECTRICAL SERVICES		
		ST JOHN AMBULANCE AUST WA OPERATIONS		
		FIRST AID COURSES		
		WESTERN IRRIGATION PTY LTD		
		IRRIGATION SERVICES/SUPPLIES		
		COOGEE BEACH SURF LIFESAVING CLUB INC		
		POORE GROVE SLSC DEVELOPMENT COSTS		
		MCMULLEN NOLAN GROUP PTY LTD		
		SURVEYING SERVICES		
		KRS CONTRACTING		
		WASTE COLLECTION SERVICES		
		WA PREMIX		
		CONCRETE SUPPLIES		
		ALLSPORTS LINEMARKING		
		LINEMARKING SERVICES		
		BROWNES FOOD OPERATIONS		
		CATERING SUPPLIES		
		COCKBURN GP SUPER CLINIC LIMITED T/A COCKBURN INTEGRATED HEALTH		
		LEASING FEES		
		CLEVER DESIGNS		
		UNIFORMS		
		CONTEMPORARY IMAGE PHOTOGRAPHY PTY LTD		
		PHOTOGRAPHY SERVICES		
		PAPERBARK TECHNOLOGIES		
		ARBORICULTURAL CONSULTANCY SERVICES		
		WILSON SECURITY		
		SECURITY SERVICES		
		MARKETFORCE PTY LTD		
		ADVERTISING		
		QUAD SERVICES PTY LTD		
		CLEANING SERVICES		
		ARC INFRASTRUCTURE PTY LTD FORMALLY BROOKFIELD RAIL PTY LTD		
		RAILWAY INFRASTRUCTURE		
		EMBROIDME MYAREE		
		EMBROIDERY		

Payment Ref.	Account No.	Account/Payee	Date	\$ Value
EF121624	26747	BELL-VISTA FRUIT & VEG FRUIT AND VEGETABLES.	11/06/2019	342.06
EF121625	26789	RAECO SUPPLIER OF LIBRARY SHELVING AND FURNITU	11/06/2019	206.58
EF121626	26917	CIRRUS NETWORKS PTY LTD IT NETWORK & TELEPHONY SERVICES	11/06/2019	1,774.37
EF121627	26938	MAJESTIC PLUMBING PLUMBING SERVICES	11/06/2019	21,311.89
EF121628	26946	AV TRUCK SERVICES PTY LTD TRUCK DEALERSHIP	11/06/2019	815.84
EF121629	26987	CTI RISK MANAGEMENT SECURITY - CASH COLLECTION	11/06/2019	3,495.80
EF121630	27423	MECHANICAL PROJECT SERVICES PTY LTD AIRCONDITIONING SERVICES	11/06/2019	4,539.87
EF121631	27455	SITE PROTECTIVE SERVICES CCTV PARTS	11/06/2019	2,218.15
EF121632	27610	ROCKWATER PTY LTD HYDROGEOLOGICAL CONSULTANCY	11/06/2019	3,649.80
EF121633	27624	LMW (WA) PTY LTD VALUATIONS	11/06/2019	4,950.00
EF121634	88888	BENJAMIN AND KATE MARCH BOND REFUND	11/06/2019	1,991.00
EF121635	99996	DEBBIE GASKIN RATES REFUND	11/06/2019	119.90
EF121636	99996	OFFICE OF STATE REVENUE RATES REFUND	11/06/2019	1,505.91
EF121637	99996	GLENDA OMACINI RATES REFUND	11/06/2019	295.00
EF121638	99996	ACTION SHEDS AUSTRALIA RATES REFUND	11/06/2019	159.35
EF121639	99996	MULTIPLY PROPERTY GROUP RATES REFUND	11/06/2019	219.00
EF121640	99996	MARK SALIB RATES REFUND	11/06/2019	870.21
EF121641	99996	SSB PTY LTD T/A CONTENT LIVING PTY LTD RATES REFUND	11/06/2019	763.81
EF121642	99996	PUBLIC INTEREST BEARING ACCOUNT RATES REFUND	11/06/2019	242.00
EF121643	99996	OFFICE OF STATE REVENUE RATES REFUND	11/06/2019	2,047.71
EF121644	99996	KATHRYN FENWICK RATES REFUND	11/06/2019	4,000.00
EF121645	99996	LACHLAN STEWART RATES REFUND	11/06/2019	30.00
EF121646	99996	NICOLE FORD RATES REFUND	11/06/2019	30.00
EF121647	99996	SAMANTHA CAIRD RATES REFUND	11/06/2019	77.50
EF121648	99996	KRISTY SMITH RATES REFUND	11/06/2019	77.50
EF121649	99996	ZACH PITTORINI RATES REFUND	11/06/2019	150.00
EF121650	99996	ROSARIO LAZZARA RATES REFUND	11/06/2019	150.00
EF121651	99996	M & M FLAMINI RATES REFUND	11/06/2019	643.23
EF121652	99996	DC BRUYN RATES REFUND	11/06/2019	210.46
EF121653	99996	OFFICE OF STATE REVENUE RATES REFUND	11/06/2019	452.21
EF121654	99996	JH PROPERTY DEVELOPMENT PTY LTD RATES REFUND	11/06/2019	445.94
EF121655	99997	COCKBURN GP SUPER CLINIC SUSTAINABILITY GRANT	11/06/2019	2,255.00
EF121656	99997	CHRISTINE DUCKHAM SUSTAINABILITY GRANT	11/06/2019	1,888.75
EF121657	99997	LOUISE CORTEEN SUSTAINABILITY GRANT	11/06/2019	1,330.00
EF121658	99997	EMMANUEL CATHOLIC COLLEGE ENVIRONMENTAL EDUCATION GRANT 2019	11/06/2019	1,100.00
EF121659	99997	SOUTHWELL PRIMARY SCHOOL PROJECT SUPPORT PROGRAM	11/06/2019	380.32
EF121660	99997	JASON W MCNALLY CROSSOVER CLAIM - J MCNALLY	11/06/2019	300.00
EF121661	12565	SOUTHERN METRO REGIONAL COUNCIL - LOANS LOAN REPAYMENT	21/06/2019	395,082.96
EF121662	10152	AUST SERVICES UNION PAYROLL DEDUCTIONS	17/06/2019	1,219.20
EF121663	10154	AUSTRALIAN TAXATION OFFICE PAYROLL DEDUCTIONS	17/06/2019	429,042.00
EF121664	10305	CHILD SUPPORT AGENCY PAYROLL DEDUCTIONS	17/06/2019	2,479.90
EF121665	11001	LOCAL GOVERNMENT RACING & CEMETERIES EMPLOYEES UNION LGRCEU PAYROLL DEDUCTIONS	17/06/2019	102.50
EF121666	11857	CHAMPAGNE SOCIAL CLUB PAYROLL DEDUCTIONS	17/06/2019	484.00
EF121667	11860	45\$ CLUB PAYROLL DEDUCTIONS	17/06/2019	18.00
EF121668	18553	SELECTUS PTY LTD PAYROLL DEDUCTIONS	17/06/2019	12,593.82

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EF121669	19726	HEALTH INSURANCE FUND OF WA PAYROLL DEDUCTIONS	17/06/2019	1,531.05
EF121670	21691	ZETTANET PTY LTD INTERNET/WEB SERVICES	17/06/2019	39.60
EF121671	25987	TOYOTA FLEET MANAGEMENT PAYROLL DEDUCTIONS - NOVATED LEASE	17/06/2019	608.14
EF121672	26535	JUANETTA ROSE KNAPP AND BRUCE REGINALD WRIGHT (JENNY KNAPP) PURCHASE OF ARTWORK	17/06/2019	250.00
EF121673	10590	DEPARTMENT OF FIRE AND EMERGENCY SERVICES ESL LEVY & RELATED COSTS	24/06/2019	1,798,104.80
EF121674	27492	SUPERCHOICE SERVICES PTY LIMITED PAYROLL DEDUCTIONS	19/06/2019	544,140.96
EF121675	11741	WESTERN AUSTRALIAN TREASURY CORPORATION LOAN REPAYMENTS	18/06/2019	1,527,500.00
EF121676	10484	DEPARTMENT OF MINES, INDUSTRY REGULATION AND SAFETY BUILDING SERVICES LEVY	18/06/2019	70,159.24
EF121677	26987	CTI RISK MANAGEMENT SECURITY - CASH COLLECTION	18/06/2019	3,344.65
EF121678	99997	FDC FDC PAYMENT WE 16/06/2019	20/06/2019	46,315.22
EF121679	99997	IHC IHC PAYMENT WE 16/06/2019	20/06/2019	25,481.05
EF121680	26987	CTI RISK MANAGEMENT SECURITY - CASH COLLECTION	25/06/2019	2,328.50
EF121681	11867	KEVIN JOHN ALLEN MONTHLY COUNCILLOR ALLOWANCE	28/06/2019	2,613.67
EF121682	12740	MAYOR LOGAN HOWLETT MONTHLY COUNCILLOR ALLOWANCE	28/06/2019	11,570.83
EF121683	19059	CAROL REEVE-FOWKES MONTHLY COUNCILLOR ALLOWANCE	28/06/2019	2,613.67
EF121684	20634	LEE-ANNE SMITH MONTHLY COUNCILLOR ALLOWANCE	28/06/2019	4,465.00
EF121685	23339	STEPHEN PRATT MONTHLY COUNCILLOR ALLOWANCE	28/06/2019	2,613.67
EF121686	25353	PHILIP EVA MONTHLY COUNCILLOR ALLOWANCE	28/06/2019	2,355.27
EF121687	26696	CHAMONIX TERBLANCHE MONTHLY COUNCILLOR ALLOWANCE	28/06/2019	2,613.67
EF121688	27326	MICHAEL SEPAROVICH MONTHLY COUNCILLOR ALLOWANCE	28/06/2019	2,613.67
EF121689	27327	CHONTELLE SANDS MONTHLY COUNCILLOR ALLOWANCE	28/06/2019	2,613.67
EF121690	27475	LARA KIRKWOOD MONTHLY COUNCILLOR ALLOWANCE	28/06/2019	2,935.85
EF121691	88888	WEROK PTY LTD BOND REFUND	28/06/2019	61,085.90
EF121692	88888	SUNDRY CREDITOR EFT BOND REFUND	28/06/2019	500.00
EF121693	88888	LYLE PTY LTD BOND REFUND	28/06/2019	54,332.65
EF121694	88888	ARTHA KALLERI BOND REFUND	28/06/2019	1,000.00
EF121695	99997	LOUISE CORTEEN SUSTAINABILITY GRANT	28/06/2019	1,330.00
EF121696	99997	HAMILTON HILL COMMUNITY GROUP DELEGATED AUTHORITY LGACS7	28/06/2019	135.00
EF121697	99997	GREGORY ATWELL SENIOR SECURITY SUBSIDY SCHEME	28/06/2019	300.00
EF121698	99997	FOOK CHAN WOON SENIOR SECURITY SUBSIDY SCHEME	28/06/2019	300.00
EF121699	99997	MR AF DOW & PA ST CLAIR COMPOST BIN REBATE - A DEW	28/06/2019	50.00
EF121700	99997	WILLEM ARIE & JENNIFER MARGARET STOLK COMPOST BIN REBATE - W STOLK	28/06/2019	50.00
EF121701	99997	YI - JU HOU COMPOST BIN REBATE - Y HOU	28/06/2019	50.00
EF121702	99997	HAMILTON HILL COMMUNITY GROUP INCORPORATION FEE	28/06/2019	152.25
EF121703	99997	TERENCE BURROWS REFUND REQUEST	28/06/2019	111.14
EF121704	99997	AMITY HOLDINGS PTY LTD BOND REFUND - REHABILITATION DEED	28/06/2019	10,000.00
EF121705	99997	MURDOCH UNIVERSITY SPONSORSHIP FROM REHABILITATING ROE 8 FO	28/06/2019	2,000.00
EF121706	99997	ATWELL PRIMARY SCHOOL DONATION TO SCHOOLS ACS7	28/06/2019	428.00
EF121707	99997	HISTORICAL SOCIETY COCKBURN ANNUAL COUNCIL CONTRIBUTION	28/06/2019	4,000.00
EF121708	99997	REBECCA EXHAM COMPOST BIN REBATE - R EXHAM	28/06/2019	44.00
EF121709	99997	DEVASSY KUTTY PUTHUSSERY COMPOST BIN REBATE - D PUTHUSSERY	28/06/2019	50.00
EF121710	99997	STEPANKA DUMAS COMPOST BIN REBATE - S DUMAS	28/06/2019	50.00
EF121711	99997	GABRIELLE WALKER BIRD BATH REBAT - GABRIELLE WALKER	28/06/2019	19.00
EF121712	99997	GLC RESIDENTIAL REFUND OF OVERCHARGE	28/06/2019	32.00
EF121713	99997	LUKE HANLON BIRD BATH REBATE FORM - LUKE HANLON	28/06/2019	50.00

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EF121714	99997	JANDAKOT BUSHFIRE BRIGADE	28/06/2019	1,110.00
EF121715	99997	JANDAKOT BUSHFIRE BRIGADE REIMBURSEMENT	28/06/2019	50.00
EF121716	99997	ANISHA FERNANDES DA ROCHA	28/06/2019	45.00
EF121717	99997	COMPOST BIN REBATE - ANISHA FERNANDES	28/06/2019	50.00
EF121718	99997	CHRISTOPHER FOOTIT	28/06/2019	50.00
EF121719	99997	COMPOST BIN REBATE - CHRISTOPHER FOOTIT	28/06/2019	50.00
EF121720	99997	ANDREW MUIR	28/06/2019	50.00
EF121721	99997	COMPOST BIN REBATE - ANDREW MUIR	28/06/2019	50.00
EF121722	99997	MICHAEL KENNY	28/06/2019	50.00
EF121723	99997	COMPOST BIN REBATE - MICHAEL KENNY	28/06/2019	50.00
EF121724	99997	GARY WARREN	28/06/2019	50.00
EF121725	99997	COMPOST BIN REBATE - GARY WARREN	28/06/2019	50.00
EF121726	99997	JOANNA WARD	28/06/2019	60.00
EF121727	99997	COMPOST BIN REBATE - JOANNA WARD	28/06/2019	175,391.23
EF121728	99997	GEOFF REYNOLDS	28/06/2019	300.00
EF121729	99997	GRANTS, DONATIONS & REFUNDS	28/06/2019	300.00
EF121730	99997	BEAUCHAMP NOMINEES PTY LTD	28/06/2019	300.00
EF121731	99997	DCA CONTRIBUTION PAYMENT	28/06/2019	300.00
EF121732	99997	BOGDAN PETCA	28/06/2019	300.00
EF121733	99997	GRANTS, DONATIONS & REFUNDS	28/06/2019	300.00
EF121734	99997	IMOGENE GUIDERA	28/06/2019	300.00
EF121735	99997	GRANTS, DONATIONS & REFUNDS	28/06/2019	300.00
EF121736	99997	MAUREEN MCDONNELL	28/06/2019	300.00
EF121737	99997	GRANTS, DONATIONS & REFUNDS	28/06/2019	300.00
EF121738	99997	JOHANN EASTON	28/06/2019	300.00
EF121739	99997	GRANTS, DONATIONS & REFUNDS	28/06/2019	300.00
EF121740	99997	RYAN PRETORIUS	28/06/2019	300.00
EF121741	99997	GRANTS, DONATIONS & REFUNDS	28/06/2019	300.00
EF121742	99997	ADNAN HAYAT	28/06/2019	300.00
EF121743	99997	GRANTS, DONATIONS & REFUNDS	28/06/2019	300.00
EF121744	99997	SOPHIE LUCK	28/06/2019	300.00
EF121745	99997	GRANTS, DONATIONS & REFUNDS	28/06/2019	300.00
EF121746	99997	AARON STONE	28/06/2019	300.00
EF121747	99997	GRANTS, DONATIONS & REFUNDS	28/06/2019	100.00
EF121748	99997	BOGDAN PETCA	28/06/2019	100.00
EF121749	99997	GRANTS, DONATIONS & REFUNDS	28/06/2019	200.00
EF121750	99997	MARKO UTJE SINOVIC	28/06/2019	400.00
EF121751	99997	SENIOR SECURITY SUBSIDY SCHEME	28/06/2019	400.00
EF121752	99997	TOMISLAV SRDAROV	28/06/2019	400.00
EF121753	99997	SENIOR SECURITY SUBSIDY SCHEME	28/06/2019	400.00
EF121754	99997	GINEVRA PELLICIONE	28/06/2019	400.00
EF121755	99997	SENIOR SECURITY SUBSIDY SCHEME	28/06/2019	400.00
EF121756	99997	BRIANNA YOUNG	28/06/2019	400.00
EF121757	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121758	99997	ALIYAH TANONEF	28/06/2019	400.00
EF121759	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121760	99997	GRACE MCFILLIN	28/06/2019	400.00
EF121761	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121762	99997	CASSIDY FERNANADES	28/06/2019	400.00
EF121763	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121764	99997	BEN DREW	28/06/2019	400.00
EF121765	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121766	99997	RILEY REES-TURNER	28/06/2019	400.00
EF121767	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121768	99997	CORY MCNELIS	28/06/2019	400.00
EF121769	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121770	99997	UISCE DALEY	28/06/2019	400.00
EF121771	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121772	99997	LUKE TAYLOR	28/06/2019	400.00
EF121773	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121774	99997	HAYLEY VEZICH	28/06/2019	400.00
EF121775	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121776	99997	ALEESHA SANTAROMITA	28/06/2019	400.00
EF121777	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121778	99997	AMBER LAWLESS	28/06/2019	400.00
EF121779	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121780	99997	JAMES KJELLGREN-LEWIS	28/06/2019	400.00
EF121781	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121782	99997	TAYAH MORGAN	28/06/2019	400.00
EF121783	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121784	99997	JACK COLLINS	28/06/2019	400.00
EF121785	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121786	99997	MADISON COPELAND	28/06/2019	400.00
EF121787	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121788	99997	TYE KAZMIEROWSKI	28/06/2019	400.00
EF121789	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121790	99997	MACKENZIE JONES	28/06/2019	400.00
EF121791	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121792	99997	ALEJANDRO LARRANAGA BOYLE	28/06/2019	400.00
EF121793	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121794	99997	CONOR LARRANAGA BOYLE	28/06/2019	400.00
EF121795	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121796	99997	SAMANTHA MATHERS	28/06/2019	400.00
EF121797	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121798	99997	PATRICK TEPANA	28/06/2019	400.00
EF121799	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121800	99997	JOEL VLASIC	28/06/2019	400.00
EF121801	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121802	99997	JASPER SMITH	28/06/2019	400.00
EF121803	99997	JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00

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EF121759	99997	JAKE CLARK JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121760	99997	MIA JACOBS JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121761	99997	NICHOLAS DAVIS JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121762	99997	FLETCHER THOMAS JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121763	99997	JORDAN BERRYMAN JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121764	99997	ROBIN LISMANN JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121765	99997	TOM MCGLONE JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121766	99997	MAX BLACKSHAW JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121767	99997	LARENZ KORO JUNIOR SPORTS TRAVEL GRANT	28/06/2019	400.00
EF121768	99997	JANDAKOT PRIMARY SCHOOL ACS7 DONATIONS TO SCHOOLS	28/06/2019	409.09
EF121769	99997	TREEBY COMMUNITY ASSOCIATION COMMUNITY GRANT - TREEBY COMMUNITY ASSOC	28/06/2019	1,070.00
EF121770	99997	PATRICIA HILLARD SENIOR SECURITY SUBSIDY SCHEME	28/06/2019	200.00
EF121771	99997	JAN WHITTOE SENIOR SECURITY SUBSIDY SCHEME	28/06/2019	300.00
EF121772	99997	NOELEN SOULSBY SENIOR SECURITY SUBSIDY SCHEME	28/06/2019	100.00
EF121773	99997	MJ & KA LEWIS COMPOST BIN REBATE - KASEY LEWIS	28/06/2019	50.00
EF121774	99997	JN SOLANO & WC SOLANO COMPOST BIN REBATE - WENELISA SOLANO	28/06/2019	44.00
EF121775	99997	DEPARTMENT OF HUMAN SERVICES INVOICE NUMBER: 180096829	28/06/2019	286.11
EF121776	99997	WAYNE STEVENS REFUND REQUEST COCKBURN ARC - WAYNE	28/06/2019	77.25
EF121777	99997	BENJAMIN AND KATE MARCH GRANTS, DONATIONS & REFUNDS	28/06/2019	150.00
EF121778	99997	MR RICHARD TODD AND MRS CHARMAINE EWERS GRANTS, DONATIONS & REFUNDS	28/06/2019	300.00
EF121779	99997	IVAN WONG COCKBURN ARC REFUND REQUEST IVAN WONG	28/06/2019	10.00
EF121780	99997	ANTHONY CHARLES DORAZIO BIRD BATH REBATE	28/06/2019	50.00
EF121781	99997	SAMANTHA STANDISH REIMBURSEMENT - S STANDISH	28/06/2019	496.40
EF121782	99997	ARPIT NAG CROSSOVER CLAIM - A NAG	28/06/2019	300.00
EF121783	99997	DESTINEE LIPARI CROSSOVER CLAIM - D LIPARI	28/06/2019	300.00
EF121784	99997	JANDAKOT BUSHFIRE BRIGADE JANDAKOT BUSHFIRE BRIGADE REIMBURSEMENT	28/06/2019	1,540.82
EF121785	99997	TRE CUORI INCASA AGED CARE & COMMUNITY UNSPENT HOME CARE A STAZZONELLI	28/06/2019	5,820.56
EF121786	99997	OLMAN & SHARNA WALLEY FAMILY TRUST INVOICE 00442	28/06/2019	330.00
EF121787	99997	P PRICE REIMBURSEMENT IKEA - P PRICE	28/06/2019	638.89
EF121788	99997	LISA MORGAN CROSSOVER CLAIM - L MORGAN	28/06/2019	300.00
EF121789	99997	COCKBURN SES COCKBURN SES REIMBURSEMENT	28/06/2019	7,920.77
EF121790	99997	PJ AND PA BAKER UNIFORM REIMBURSEMENT - P BAKER	28/06/2019	149.00
EF121791	99997	AUSTRALIAN ASSOCIATION FOR ENVIRONMENTAL PARTNERSHIP - LITTLE GREEN STEPS WA	28/06/2019	30,631.73
EF121792	99997	ROMAN CATHOLIC ARCHBISHOP OF PERTH COMMUNITY GRANT - ST JEROMES - STORM DRA	28/06/2019	5,500.00
EF121793	99997	COCKBURN COMMUNITY MENS SHED DONATION - MEN'S SHED 2018-19 2ND INSTAL	28/06/2019	17,500.00
EF121794	99997	ST PATRICKS COMMUNITY SUPPORT CENTRE DONATION - IMAGINED FUTURES	28/06/2019	10,000.00
EF121795	99997	LUCY JAKOB-BOYLE YOUTH ACADEMIC ASSISTANCE	28/06/2019	200.00
EF121796	99997	COCKBURN COBRAS FOOTBALL CLUB SMALL EVENTS SPONSORSHIP	28/06/2019	1,700.00
EF121797	99997	R J & C F DOREY REIMBURSEMENT TO RAY DOREY	28/06/2019	179.00
EF121798	99997	LINDA WALKER REIMBURSEMENT -YOGA FOR ANXIETY WORKSHOP	28/06/2019	250.00
EF121799	10047	ALINTA ENERGY NATURAL GAS & ELECTRCITY SUPPLY	28/06/2019	4,162.25
EF121800	11794	SYNERGY ELECTRICITY USAGE/SUPPLIES	28/06/2019	424,945.55
EF121801	12025	TELSTRA CORPORATION COMMUNICATIONS SERVICES	28/06/2019	20,162.74
EF121802	99996	PATRICIA ELIZABETH MINCHERTON RATES REFUND	28/06/2019	15.00
EF121803	99996	AMANDA JANE BURKE RATES REFUND	28/06/2019	150.00

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EF121804	99996	WAYNE SANDOW RATES REFUND	28/06/2019	401.89
EF121805	99996	MARIA COLLIER RATES REFUND	28/06/2019	150.00
EF121806	99996	M GROUP RATES REFUND	28/06/2019	1,205.44
EF121807	99996	STOCKLAND DEVELOPMENT PTY LTD RATES REFUND	28/06/2019	347.60
EF121808	99996	OFFICE OF STATE REVENUE RATES REFUND	28/06/2019	3,450.21
EF121809	99996	SOVEREIGN BUILDING COMPANY RATES REFUND	28/06/2019	1,905.60
EF121810	99996	FATIMA MARIA CORREIA RATES REFUND	28/06/2019	1,040.00
EF121811	99996	ELISE C KENNEDY RATES REFUND	28/06/2019	1,590.00
EF121812	99996	STOCKLAND DEVELOPMENT RATES REFUND	28/06/2019	206.63
EF121813	99996	LORRAINE SIMS RATES REFUND	28/06/2019	142.01
EF121814	99996	ANANTTONIA MUIA RATES REFUND	28/06/2019	30.00
EF121815	99996	SHARRI AND MATTHEW ROEPEN RATES REFUND	28/06/2019	150.00
EF121816	99996	VICKI PHILLIPOFF RATES REFUND	28/06/2019	795.37
EF121817	99996	VICKI PHILLIPOFF SETRTLEMENTS RATES REFUND	28/06/2019	796.31
EF121818	99996	LINDA SUSAN MCCANN RATES REFUND	28/06/2019	75.00
EF121819	99996	SABINE WA PTY LTD RATES REFUND	28/06/2019	410.39
EF121820	99996	IBROKEN PTY LTD RATES REFUND	28/06/2019	295.00
EF121821	10071	AUSTRALASIAN PERFORMING RIGHT ASSOCIATION LICENCE - PERFORMING RIGHTS	28/06/2019	4,862.69
EF121822	10082	ARMANDOS SPORTS SPORTING GOODS	28/06/2019	898.15
EF121823	10091	ASLAB PTY LTD ASPHALTING SERVICES/SUPPLIES	28/06/2019	11,728.64
EF121824	10097	BLACKWOODS ATKINS ENGINEERING SUPPLIES	28/06/2019	565.95
EF121825	10118	AUSTRALIA POST POSTAGE CHARGES	28/06/2019	19,151.25
EF121826	10160	DORMA AUSTRALIA PTY LTD AUTOMATIC DOOR SERVICES	28/06/2019	17,942.89
EF121827	10170	MACRI PARTNERS AUDITING SERVICES	28/06/2019	4,818.00
EF121828	10184	BENARA NURSERIES PLANTS	28/06/2019	6,891.64
EF121829	10207	BOC GASES GAS SUPPLIES	28/06/2019	605.41
EF121830	10221	BP AUSTRALIA PTY LTD DIESEL/PETROL SUPPLIES	28/06/2019	30,296.60
EF121831	10226	BRIDGESTONE AUSTRALIA LTD TYRE SERVICES	28/06/2019	28,203.85
EF121832	10246	BUNNINGS BUILDING SUPPLIES PTY LTD HARDWARE SUPPLIES	28/06/2019	6,609.00
EF121833	10256	CABLE LOCATES & CONSULTING LOCATING SERVICES	28/06/2019	1,254.00
EF121834	10279	CASTROL AUSTRALIA PTY LTD GREASE/LUBRICANTS	28/06/2019	3,987.50
EF121835	10307	CBCA WA BRANCH (INC) CHILDRENS BOOKS	28/06/2019	617.00
EF121836	10333	CJD EQUIPMENT PTY LTD HARDWARE SUPPLIES	28/06/2019	3,974.92
EF121837	10346	COATES HIRE OPERATIONS PTY LTD EQUIPMENT HIRING SERVICES	28/06/2019	3,450.37
EF121838	10353	COCKBURN CEMENT LTD CEMENT AND LIME	28/06/2019	1,395.24
EF121839	10359	COCKBURN PAINTING SERVICE PAINTING SUPPLIES/SERVICES	28/06/2019	17,595.49
EF121840	10368	COCKBURN WETLANDS EDUCATION CENTRE COMMUNITY GRANT	28/06/2019	48.00
EF121841	10375	VEOLIA ENVIRONMENTAL SERVICES WASTE SERVICES	28/06/2019	9,880.61
EF121842	10459	DAVID GRAY & CO PTY LTD MOBILE GARBAGE BINS	28/06/2019	2,475.00
EF121843	10483	LANDGATE MAPPING/LAND TITLE SEARCHES	28/06/2019	5,693.86
EF121844	10526	E & MJ ROSHER PTY LTD MOWER EQUIPMENT	28/06/2019	7,126.99
EF121845	10528	EASIFLEET VEHICLE LEASE	28/06/2019	1,845.93
EF121846	10535	WORKPOWER INCORPORATED EMPLOYMENT SERVICES - PLANTING	28/06/2019	94,356.19
EF121847	10580	FC COURIERS COURIER SERVICES	28/06/2019	1,757.12
EF121848	10590	DEPARTMENT OF FIRE AND EMERGENCY SERVICES ESL LEVY & RELATED COSTS	28/06/2019	3,414.40

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EF121849	10597	FLEXI STAFF PTY LTD	28/06/2019	53,084.60
EF121850	10609	EMPLOYMENT SERVICES	28/06/2019	4,818.00
EF121851	10611	FORESTVALE TREES P/L	28/06/2019	43,428.00
EF121852	10641	PLANTS - TREES/SHRUBS	28/06/2019	25.76
EF121853	10726	FORPARK AUSTRALIA	28/06/2019	3,256.00
EF121854	10783	PLAYGROUND EQUIPMENT	28/06/2019	1,853.50
EF121855	10794	GALVINS PLUMBING SUPPLIES	28/06/2019	2,113.10
EF121856	10804	PLUMBING SERVICES	28/06/2019	7,480.00
EF121857	10814	HOLTON CONNOR ARCHITECTS & PLANNERS	28/06/2019	1,122.00
EF121858	10824	ARCHITECTURAL SERVICES	28/06/2019	240.00
EF121859	10866	JANDAKOT METAL INDUSTRIES PTY LTD	28/06/2019	22,446.56
EF121860	10879	METAL SUPPLIES	28/06/2019	1,676.83
EF121861	10888	JASON SIGNMAKERS	28/06/2019	6,987.33
EF121862	10900	SIGNS	28/06/2019	10,921.50
EF121863	10913	JBA SURVEYS	28/06/2019	20,741.63
EF121864	10918	LAND SURVEYING SERVICES	28/06/2019	1,650,000.00
EF121865	10923	JR & A HERSEY PTY LTD	28/06/2019	39.69
EF121866	10938	SAFETY CLOTHING SUPPLIES	28/06/2019	1,876.36
EF121867	10944	KCI INDUSTRIES PTY LTD	28/06/2019	60,409.97
EF121868	10982	REPAIRS/MAINTENANCE SERVICES	28/06/2019	504.01
EF121869	10991	LANDCORP	28/06/2019	2,835.20
EF121870	11004	COCKBURN CENTRAL WEST - AGREEMENT	28/06/2019	12,763.50
EF121871	11028	LES MILLS AEROBIC S	28/06/2019	650.36
EF121872	11029	INSTRUCTION/TRAINING SERVICES	28/06/2019	814.00
EF121873	11036	LJ CATERERS	28/06/2019	107,184.85
EF121874	11039	CATERING SERVICES	28/06/2019	650.00
EF121875	11070	LO-GO APPOINTMENTS	28/06/2019	2,296.45
EF121876	11077	EMPLOYMENT SERVICES	28/06/2019	1,798.50
EF121877	11182	BUCHER MUNICIPAL PTY LTD	28/06/2019	312.07
EF121878	11208	PURCHASE OF NEW PLANT / REPAIR SERVICES	28/06/2019	8,110.52
EF121879	11244	MAJOR MOTORS PTY LTD	28/06/2019	12,671.07
EF121880	11304	REPAIRS/MAINTENANCE SERVICES/FUNDING CONTRIBUTION	28/06/2019	388.18
EF121881	11308	MAXWELL ROBINSON & PHELPS	28/06/2019	2,504.95
EF121882	11331	PEST & WEED MANAGEMENT	28/06/2019	1,706.10
EF121883	11334	MCLEODS	28/06/2019	7,828.82
EF121884	11337	LEGAL SERVICES	28/06/2019	273.46
EF121885	11387	MODERN TEACHING AIDS PTY LTD	28/06/2019	365.00
EF121886	11425	TEACHING AIDS	28/06/2019	481,036.34
EF121887	11459	BEACON EQUIPMENT	28/06/2019	632.00
EF121888	11469	MOWING EQUIPMENT	28/06/2019	132.00
EF121889	11483	MURDOCH UNIVERSITY OFFICE OF FINANCE, PLANNING & REPORTING	28/06/2019	3,234.00
EF121890	11493	ANALYSING SERVICES	28/06/2019	2,207.25
EF121891	11496	NEVERFAIL SPRINGWATER LTD	28/06/2019	585.20
EF121892	11511	BOTTLED WATER SUPPLIES	28/06/2019	174.33
EF121893	11554	NEWCASTLE WEIGHING SERVICES PTY LTD	28/06/2019	194.15
		SOFTWARE SUPPORT		
		NORTHLAKE ELECTRICAL		
		ELECTRICAL SERVICES		
		NOVUS AUTO GLASS		
		WINDSCREEN REPAIR SERVICES		
		OTIS ELEVATOR COMPANY		
		ELEVATOR REPAIRS/MAINTENANCE		
		P & G BODY BUILDERS PTY LTD		
		PLANT BODY BUILDING SERVICES		
		PREMIUM BRAKE & CLUTCH SERVICE		
		BRAKE SERVICES		
		QUICK CORPORATE AUSTRALIA PTY LTD		
		STATIONERY/CONSUMABLES		
		RESEARCH SOLUTIONS PTY LTD		
		RESEARCH SERVICES		
		SANAX MEDICAL & FIRST AID SUPPLIES		
		MEDICAL SUPPLIES		
		BOSS INDUSTRIAL FORMALLY SBA SUPPLIES		
		HARDWARE SUPPLIES		
		SHAWMAC PTY LTD		
		CONSULTANCY SERVICES - CIVIL		
		SHENTON ENTERPRISES PTY LTD		
		POOL EQUIPMENT/SERVICES		
		SHERIDAN'S FOR BADGES		
		NAME BADGES & ENGRAVING		
		BIBRA LAKE SOILS		
		SOIL & LIMESTONE SUPPLIES		
		SOUTHERN METROPOLITAN REGIONAL COUNCIL		
		WASTE DISPOSAL GATE FEES		
		SPEARWOOD VETERINARY HOSPITAL		
		VETERINARY SERVICES		
		SPORTS TURF TECHNOLOGY PTY LTD		
		TURF CONSULTANCY SERVICES		
		ST JOHN AMBULANCE AUST WA OPERATIONS		
		FIRST AID COURSES		
		SAI GLOBAL LTD		
		PUBLICATIONS - STANDARDS		
		STANLEE HOSPITALITY SUPPLIES		
		CATERING EQUIPMENT/SUPPLIES		
		STATEWIDE BEARINGS		
		BEARING SUPPLIES		
		TAYLOR MARINE		
		MARINE EQUIPMENT		

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EF121894	11557	TECHNOLOGY ONE LTD	28/06/2019	10,025.40
EF121895	11625	IT CONSULTANCY SERVICES	28/06/2019	4,064.84
EF121896	11642	TOTAL EDEN PTY LTD	28/06/2019	1,524.15
EF121897	11651	RETICULATION SUPPLIES	28/06/2019	18,656.00
EF121898	11667	TRAILER PARTS PTY LTD	28/06/2019	4,180.00
EF121899	11699	TRAILER PARTS	28/06/2019	726.00
EF121900	11701	TREE WATERING SERVICES	28/06/2019	1,203.62
EF121901	11702	TREE WATERING SERVICES	28/06/2019	500.00
EF121902	11715	TURFMASTER FACILITY MANAGEMENT	28/06/2019	1,060.37
EF121903	11722	TURF & MOWING SERVICES	28/06/2019	4,381.51
EF121904	11773	VERNON DESIGN GROUP	28/06/2019	3,803.80
EF121905	11787	ARCHITECTURAL SERVICES	28/06/2019	1,968.00
EF121906	11789	VIBRA INDUSTRIAL FILTRATION A/ASIA	28/06/2019	2,294.00
EF121907	11793	FILTER SUPPLIES	28/06/2019	24,550.78
EF121908	11806	VILLA DALMACIA ASSOCIATION INC.	28/06/2019	1,398.57
EF121909	11873	SPECIAL CLUB ACTIVITIES	28/06/2019	1,220.70
EF121910	12014	WA BLUEMETAL	28/06/2019	3,397.56
EF121911	12207	ROADBASE SUPPLIES	28/06/2019	12,458.03
EF121912	12295	WA HINO SALES & SERVICE	28/06/2019	48.42
EF121913	12310	PURCHASE OF NEW TRUCKS / MAINTENANCE	28/06/2019	588.50
EF121914	12320	WESFARMERS LANDMARK LIMITED	28/06/2019	11,096.28
EF121915	12500	CHEMICAL SUPPLIES	28/06/2019	5,940.00
EF121916	12589	DEPARTMENT OF TRANSPORT	28/06/2019	1,012.00
EF121917	12796	VEHICLE SEARCH FEES	28/06/2019	2,992.00
EF121918	13056	WALGA	28/06/2019	83,362.51
EF121919	13102	ADVERTISING/TRAINING SERVICES	28/06/2019	12,833.15
EF121920	13462	WESTERN IRRIGATION PTY LTD	28/06/2019	2,722.50
EF121921	13563	IRRIGATION SERVICES/SUPPLIES	28/06/2019	20,841.75
EF121922	13670	WESTRAC PTY LTD	28/06/2019	1,430.00
EF121923	13671	REPAIRS/MTNCE - EARTHMOVING EQUIPMENT	28/06/2019	752.65
EF121924	13779	WATTLEUP TRACTORS	28/06/2019	1,650.00
EF121925	13849	HARDWARE SUPPLIES	28/06/2019	654.50
EF121926	13860	TUTT BRYANT EQUIPMENT BT EQUIPMENT PTY LTD T/AS	28/06/2019	2,079.00
EF121927	14350	EXCAVATING/EARTHMOVING EQUIPMENT	28/06/2019	2,370.50
EF121928	14530	CIVICA PTY LTD	28/06/2019	19,684.50
EF121929	14598	SOFTWARE SUPPORT/LICENCE FEES	28/06/2019	623.00
EF121930	14667	STEWART & HEATON CLOTHING CO. PTY LTD	28/06/2019	957.00
EF121931	15393	CLOTHING SUPPLIES	28/06/2019	4,499.62
EF121932	15550	ERGOLINE COMMERCIAL FURNITURE	28/06/2019	24,858.54
EF121933	15588	FURNITURE SUPPLIES	28/06/2019	19,306.29
EF121934	15609	MUNDARING GARDEN CENTRE	28/06/2019	21,450.00
EF121935	15786	PLANT SUPPLIES	28/06/2019	132.00
EF121936	15850	ELLENBY TREE FARM	28/06/2019	7,777.00
EF121937	15868	PLANT SUPPLIES	28/06/2019	157,005.20
EF121938	16064	AUSTRALIAN INSTITUTE OF MANAGEMENT	28/06/2019	15,366.89
		TRAINING SERVICES		
		ISENTIA PTY LTD		
		MEDIA MONITORING SERVICES		
		CLEANDUSTRIAL SERVICES PTY LTD		
		CLEANING SERVICES		
		MICHAEL PAGE INTERNATIONAL (AUSTRALIA) PTY LTD		
		EMPLOYMENT SERVICES		
		ATI-MIRAGE PTY LTD		
		TRAINING SERVICES		
		GREEN SKILLS INC		
		EMPLOYMENT SERVICES		
		HISCO PTY LTD		
		HOSPITALITY SUPPLIES		
		WINC AUSTRALIA PTY LTD		
		OFFICE/STATIONERY SUPPLIES		
		PORTER CONSULTING ENGINEERS		
		ENGINEERING CONSULTANCY SERVICES		
		MCMULLEN NOLAN GROUP PTY LTD		
		SURVEYING SERVICES		
		KRS CONTRACTING		
		WASTE COLLECTION SERVICES		
		BAILEYS FERTILISERS		
		FERTILISER SUPPLIES		
		DONALD VEAL CONSULTANTS PTY LTD		
		CONSULTANCY SERVICES		
		ALF REBOLA THE GOOD GUYS		
		ELECTRICAL GOODS		
		APPEALING SIGNS		
		SIGNS		
		STRATAGREEN		
		HARDWARE SUPPLIES		
		APACE AID INC		
		PLANTS & LANDSCAPING SERVICES		
		NATURAL AREA HOLDINGS PTY LTD		
		WEED SPRAYING		
		CATALYSE PTY LTD		
		CONSULTANCY SERVICES		
		AD ENGINEERING INTERNATIONAL PTY LTD		
		SIGNS - ELECTRONIC		
		ECOSCAPE		
		ENVIRONMENTAL CONSULTANCY		
		CARDNO (WA) PTY LTD		
		CONSULTANCY SERVICES - ENGINEERING		
		CMS ENGINEERING PTY LTD		
		AIRCONDITIONING SERVICES		

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EF121939	16107	WREN OIL	28/06/2019	49.50
EF121940	16108	WASTE DISPOSAL SERVICES	28/06/2019	9,002.40
EF121941	16359	ALTIFORM PTY LTD	28/06/2019	2,957.90
EF121942	16396	OUTDOOR FURNITURE	28/06/2019	90,046.00
EF121943	16653	RISK MANAGEMENT TECHNOLOGIES PTY LTD	28/06/2019	165.78
EF121944	16985	COMPUTER SOFTWARE	28/06/2019	25,209.14
EF121945	17097	MAYDAY EARTHMOVING	28/06/2019	83.60
EF121946	17279	ROAD CONSTRUCTION MACHINE HIRE	28/06/2019	35,838.00
EF121947	17301	COMPLETE PORTABLES PTY LTD	28/06/2019	1,895.00
EF121948	17343	SUPPLY & HIRE OF MODULAR BUILDINGS	28/06/2019	9,883.10
EF121949	17471	WA PREMIX	28/06/2019	4,911.10
EF121950	17553	CONCRETE SUPPLIES	28/06/2019	5,037.40
EF121951	17624	VALUE TISSUE	28/06/2019	561.00
EF121952	17827	PAPER PRODUCTS	28/06/2019	7,632.44
EF121953	17927	AUSSIE COOL SHADES SAILS AWNINGS & HOME SECURITY	28/06/2019	27,500.00
EF121954	18203	SHADE SAILS & AWNINGS	28/06/2019	1,856.59
EF121955	18272	GOOD READING MAGAZINE	28/06/2019	53.45
EF121956	18494	SUBSCRIPTION	28/06/2019	1,165.60
EF121957	18533	RAC BUSINESSWISE	28/06/2019	798.00
EF121958	18734	MEMBERSHIP SUBSCRIPTION	28/06/2019	1,130.00
EF121959	18763	PIRTEK (FREMANTLE) PTY LTD	28/06/2019	822.54
EF121960	18799	HOSES & FITTINGS	28/06/2019	1,820.00
EF121961	18962	ALTUS TRAFFIC PTY LTD	28/06/2019	2,445.02
EF121962	19502	TRAFFIC CONTROL SERVICES	28/06/2019	34,090.24
EF121963	19533	ALL SPORTS LINEMARKING	28/06/2019	3,560.95
EF121964	19541	LINEMARKING SERVICES	28/06/2019	3,780.00
EF121965	19649	NILSEN (WA) PTY LTD	28/06/2019	2,111.68
EF121966	19856	ELECTRICAL SERVICES	28/06/2019	53,287.45
EF121967	19938	SHARYN EGAN	28/06/2019	544.50
EF121968	20000	ARTISTIC SERVICES	28/06/2019	22,291.45
EF121969	20146	NATSYNC ENVIRONMENTAL	28/06/2019	9,171.28
EF121970	20236	PEST CONTROL	28/06/2019	11,491.15
EF121971	20321	AUSTRACLEAR LIMITED	28/06/2019	23,474.00
EF121972	20549	INVESTMENT SERVICES	28/06/2019	880.00
EF121973	20857	DEPARTMENT OF PARKS & WILDLIFE	28/06/2019	786.50
EF121974	21120	LICENCE RENEWAL	28/06/2019	14,063.54
EF121975	21127	FRIENDS OF THE COMMUNITY INC.	28/06/2019	1,105.50
EF121976	21139	DONATION	28/06/2019	4,928.00
EF121977	21287	P & R EDWARDS	28/06/2019	3,259.85
EF121978	21291	ENTERTAINMENT SERVICES	28/06/2019	2,510.00
EF121979	21294	LOCAL COMMUNITY INSURANCE SERVICES (PART OF JLT GROUP)	28/06/2019	2,305.00
EF121980	21371	COMMUNITY INSURANCE POLICIES	28/06/2019	68,521.27
EF121981	21594	DOWN TO EARTH TRAINING & ASSESSING	28/06/2019	1,498.20
EF121982	21627	TRAINING SERVICES	28/06/2019	1,276.00
EF121983	21665	SEALANES (1985) P/L	28/06/2019	20,310.85
		CATERING SUPPLIES		
		WORLEYPARSONS SERVICES PTY LTD		
		ENGINEERING CONSULTANCY SERVICES		
		WOOLWORTHS LTD		
		GROCERIES		
		TURF CARE WA PTY LTD		
		TURF SERVICES		
		TELSTRA NETWORK INTEGRITY SERVICES		
		COMMUNICATION SERVICES		
		WESTERN TREE RECYCLERS		
		SHREDDING SERVICES		
		ECHELON AUSTRALIA PTY LTD		
		INSURANCE SERVICES		
		AUST WEST AUTO ELECTRICAL PTY LTD		
		AUTO ELECTRICAL SERVICES		
		DATA#3 LIMITED		
		CONTRACT IT PERSONNEL & SOFTWARE		
		PROTECTION 1 PTY LTD		
		SECURITY SYSTEMS/SERVICES		
		RIVERJET PTY LTD		
		EDUCTING-CLEANING SERVICES		
		A1 CARPET, TILE & GROUT CLEANING		
		CLEANING SERVICES - TILES/CARPET		
		DOCKSIDE SIGNS		
		SIGN MAKERS		
		SHOREWATER MARINE PTY LTD		
		MARINE CONSTRUCTION SERVICES		
		JOANNA AYCKBOURN (VOICES IN SINC)		
		INSTRUCTION - SINGING		
		AUTRAFFIC WA PTY LTD		
		TRAFFIC SURVEYS		
		T.J.DEPIAZZI & SONS		
		SOIL & MULCH SUPPLIES		
		CHITTERING VALLEY WORM FARM		
		ENVIRONMENTAL EDUCATION		
		CAT HAVEN		
		ANIMAL SERVICES		
		LD TOTAL SANPOINT PTY LTD		
		LANDSCAPING WORKS/SERVICES		
		GREENSENSE PTY LTD		
		CONSULTANCY - CLIMATE		
		MANHEIM PTY LTD		
		IMPOUNDED VEHICLES		
		MMJ REAL ESTATE (WA) PTY LTD		
		PROPERTY MANAGEMENT SERVICES		

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EF121984	21697	ICT EXPRESS PTY LTD	28/06/2019	203.50
EF121985	21744	CONSULTANCY SERVICES - IT	28/06/2019	8,902.00
EF121986	21853	JB HI FI - COMMERCIAL	28/06/2019	22,000.00
EF121987	21946	ELECTRONIC EQUIPMENT	28/06/2019	307.99
EF121988	21988	NEARMAP PTY LTD	28/06/2019	1,287.00
EF121989	22106	COMPUTER SOFTWARE - PHOTOMAPS	28/06/2019	3,437.76
EF121990	22119	RYAN'S QUALITY MEATS	28/06/2019	660.00
EF121991	22348	MEAT SUPPLIES	28/06/2019	689.85
EF121992	22400	O'BRIEN HARROP ACCESS PTY LTD	28/06/2019	88.00
EF121993	22414	CONSULTANCY SERVICES - DISABILITY	28/06/2019	733.04
EF121994	22448	INTELIFE GROUP	28/06/2019	46.20
EF121995	22511	SERVICES - DAIP	28/06/2019	1,050.00
EF121996	22553	BINDI BINDI DREAMING MARISSA VERMA	28/06/2019	893.01
EF121997	22569	CONSULT - ABORIGINAL EDUCATION/ENT	28/06/2019	5,131.25
EF121998	22602	MAL ATWELL LEISURE GROUP	28/06/2019	16,091.13
EF121999	22613	AMUSEMENT, ENTERTAINMENT	28/06/2019	600.00
EF122000	22624	FIRE & SAFETY WA PTY LTD	28/06/2019	63,050.90
EF122001	22639	FIRE SAFETY EQUIPMENT	28/06/2019	2,118.50
EF122002	22681	AUSTRALIAN PLASTIC CARD COMPANY PTY LTD	28/06/2019	4,260.30
EF122003	22682	PLASTIC MEMBERSHIP CARDS	28/06/2019	38,254.04
EF122004	22806	CAKES WEST PTY LTD	28/06/2019	99,075.31
EF122005	22854	CATERING	28/06/2019	183,026.80
EF122006	22903	JOHNNY'S TILING	28/06/2019	422.40
EF122007	22913	TILING SERVICES	28/06/2019	766.28
EF122008	23351	BROWNE'S FOOD OPERATIONS	28/06/2019	991.01
EF122009	23450	CATERING SUPPLIES	28/06/2019	35.00
EF122010	23457	SONIC HEALTH PLUS PTY LTD	28/06/2019	2,486.85
EF122011	23550	MEDICAL SERVICES	28/06/2019	757.90
EF122012	23570	DENSFORD CIVIL PTY LTD	28/06/2019	10,809.70
EF122013	23579	CIVIL & ELECTRICAL WORKS	28/06/2019	654.74
EF122014	23750	VICKI ROYANS	28/06/2019	13,032.80
EF122015	23767	ARTISTIC SERVICES	28/06/2019	25,600.87
EF122016	23808	AUSSIE EARTHWORKS PTY LTD	28/06/2019	2,640.00
EF122017	23817	EARTHWORKS	28/06/2019	7,756.94
EF122018	23849	SHATISH CHAUHAN	28/06/2019	55,286.00
EF122019	23929	TRAINING SERVICES - YOGA	28/06/2019	2,667.00
EF122020	23971	ABBEY BLINDS & CURTAINS	28/06/2019	434.50
EF122021	24275	BLINDS	28/06/2019	1,678.58
EF122022	24506	BEAVER TREE SERVICES PTY LTD	28/06/2019	403.50
EF122023	24527	TREE PRUNING SERVICES	28/06/2019	246.50
EF122024	24595	PUMA ENERGY (AUSTRALIA) FUELS PTY LTD	28/06/2019	3,934.15
EF122025	24610	FUEL SUPPLIES	28/06/2019	654.50
EF122026	24643	LGISWA	28/06/2019	1,184.52
EF122027	24655	INSURANCE PREMIUMS	28/06/2019	3,056.00
EF122028	24734	UNIQUE INTERNATIONAL RECOVERIES LLC	28/06/2019	6,765.00
		DEBT COLLECTORS		
		AUSTRALIAN OFFICE LEADING BRANDS.COM.AU		
		ENVELOPES		
		COCKBURN GP SUPER CLINIC LIMITED T/A COCKBURN INTEGRATED HEALTH		
		LEASING FEES		
		CLEVER DESIGNS		
		UNIFORMS		
		TOTALLY WORKWEAR FREMANTLE		
		CLOTHING - UNIFORMS		
		HENRICKS CONSULTING PTY LTD		
		CONSULTANCY SERVICES - HUMAN RESOURCES		
		A PROUD LANDMARK PTY LTD		
		LANDSCAPE CONTRUCTION SERVICES		
		DAIMLER TRUCKS PERTH		
		PURCHASE OF NEW TRUCK		
		ALLIED PUMPS		
		PUMP SUPPLIES/SERVICES		
		PUBLIC TRANSPORT AUTHORITY WESTERN AUSTRALIA		
		CONSULTANCY SERVICES - PLANNING		
		QUIK CORP PTY LTD		
		CONTROLLER BOOM KITS		
		ARUP PTY LTD		
		CONSULTANCY-ENG.PLANNING.DESIGN		
		JCB CONSTRUCTION EQUIPMENT AUSTRALIA		
		PLANT/MACHINERY PURCHASE & MAINTENANCE		
		ANTIQUITEA		
		CATERING		
		FIND WISE LOCATION SERVICES		
		LOCATING SERVICES - UNDERGROUND		
		TRUCK CENTRE WA PTY LTD		
		PURCHASE OF NEW TRUCK		
		AMARANTI'S PERSONAL TRAINING		
		PERSONAL TRAINING SERVICES		
		AUSTRALIAN ASSOCIATION FOR ENVIRONMENTAL EDUCATION (WA CHAPT		
		COURSE REGISTRATION		
		CONTEMPORARY IMAGE PHOTOGRAPHY PTY LTD		
		PHOTOGRAPHY SERVICES		
		ALL FLAGS SIGNS & BANNERS		
		SIGNS, FLAGS, BANNERS		
		BIBLIOTHECA RFID LIBRARY SYSTEMS AUSTRALIA PTY LTD		
		PURCHASE OF LIBRARY TAGS		
		AUTOMASTERS SPEARWOOD		
		VEHICLE SERVICING		
		MYRIAD IMAGES		
		PHOTOGRAPHY SERVICES		

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EF122029	24748	PEARMANS ELECTRICAL & MECHANICAL SERVICES P/L	28/06/2019	7,633.47
EF122030	24945	ELECTRICAL SERVICES	28/06/2019	8,250.00
EF122031	24949	NS PROJECTS PTY LTD	28/06/2019	11,966.14
EF122032	24974	PROJECT MANAGEMENT SERVICES	28/06/2019	11,202.40
EF122033	25059	BITUMEN SURFACING THE TRUSTEE FOR COMPLETE ROAD SERVICES TRUST	28/06/2019	965.58
EF122034	25102	BITUMEN SUPPLIES	28/06/2019	4,972.00
EF122035	25115	SCOTT PRINT	28/06/2019	2,750.00
EF122036	25121	PRINTING SERVICES	28/06/2019	1,906.52
EF122037	25128	THERIAN PTY LTD	28/06/2019	35,715.53
EF122038	25201	ANIMAL CARE	28/06/2019	2,170.30
EF122039	25262	FREMANTLE MOBILE WELDING	28/06/2019	14,150.40
EF122040	25264	WELDING SERVICES	28/06/2019	11,624.80
EF122041	25326	FIIG	28/06/2019	221.10
EF122042	25332	INVESTMENT MANAGEMENT SERVICES	28/06/2019	6,287.60
EF122043	25415	IMAGE SOURCE DIGITAL SOLUTIONS	28/06/2019	225.15
EF122044	25418	BILLBOARDS	28/06/2019	15,410.92
EF122045	25586	HORIZON WEST LANDSCAPE & IRRIGATION P/L	28/06/2019	3,520.00
EF122046	25644	LANDSCAPING SERVICES	28/06/2019	26.98
EF122047	25645	JTAGZ PTY LTD	28/06/2019	1,600.00
EF122048	25657	WRISTSTRAPS	28/06/2019	2,354.00
EF122049	25713	CARABINER PTY LTD	28/06/2019	2,611.06
EF122050	25733	ARCHITECTURAL SERVICES	28/06/2019	5,467.00
EF122051	25771	ACURIX NETWORKS PTY LTD	28/06/2019	820.60
EF122052	25819	WIFI ACCESS SERVICE	28/06/2019	71,280.00
EF122053	25822	WORD OF MOUTH TECHNOLOGY	28/06/2019	38.39
EF122054	25832	SMOKE ALARMS	28/06/2019	58.30
EF122055	25940	INTERGRAPH CORPORATION	28/06/2019	1,000.00
EF122056	25952	MAPPING SERVICES	28/06/2019	1,628.13
EF122057	25961	JANDAKOT STOCK & PET SUPPLIES	28/06/2019	14,850.00
EF122058	25962	PET SUPPLIES	28/06/2019	1,705.00
EF122059	26020	CS LEGAL	28/06/2019	858.00
EF122060	26029	LEGAL SERVICES	28/06/2019	4,587.00
EF122061	26067	ENVIROVAP PTY LTD	28/06/2019	16,500.00
EF122062	26110	HIRE OF LEACHATE UNITS	28/06/2019	46,909.50
EF122063	26114	DYMOCK'S GARDEN CITY	28/06/2019	1,488.54
EF122064	26123	PURCHASE OF BOOKS	28/06/2019	768.90
EF122065	26173	YELAKITJ MOORT NYUNGAR ASSOCIATION INC	28/06/2019	4,463.80
EF122066	26195	WELCOME TO THE COUNTRY PERFORMANCES	28/06/2019	247.50
EF122067	26211	LOCK JOINT AUSTRALIA THE TRUSTEE FOR THE GHERBAZ FAMILY TRUST	28/06/2019	18,072.69
EF122068	26257	LOCKSMITH SERVICES	28/06/2019	53,475.70
EF122069	26303	DISCUS ON DEMAND THE TRUSTEE FOR DISCUS ON DEMAND UNIT TRUST	28/06/2019	188,708.07
EF122070	26310	PRINTING SERVICES	28/06/2019	10,329.00
EF122071	26314	MIRACLE RECREATION EQUIPMENT	28/06/2019	3,018.60
EF122072	26330	PLAYGROUND INSTALLATION / REPAIRS	28/06/2019	515.00
EF122073	26359	INTEGRAL DEVELOPMENT ASSOCIATES PTY LTD	28/06/2019	204,984.33
		TRAINING COURSES		
		BRAJKOVICH DEMOLITION & SALVAGE (WA) PTY LTD		
		DEMOLITION SERVICES		
		FIT2WORK.COM.AU MERCURY SEARCH AND SELECTION PTY LTD		
		EMPLOYEE CHECK		
		EXTERIA		
		STREET AND PARK INFRASTRUCTURE		
		LEAF BEAN MACHINE		
		COFFEE BEAN SUPPLY		
		CUTTING EDGES		
		SPARE PARTS		
		ADVANCE PRESS (2013) PTY LTD		
		PRINT SUPPLIES		
		ALL LINES		
		LINEMARKING SERVICES		
		GRANT ELEVATORS		
		LIFT MAINTENANCE		
		AUTOSWEEP WA		
		SWEEPING SERVICES		
		SPRAYKING WA PTY LTD		
		CHEMICAL WEED CONTROL SERVICES		
		DASH CIVIL CONTRACTING		
		CONCRETING SERVICES		
		GRACE RECORDS MANAGEMENT		
		RECORDS MANAGEMENT SERVICES		
		KENTICO SOFTWARE		
		SOFTWARE LICENSE		
		SOUTHSIDE PLUMBING		
		PLUMBING SERVICES		
		PLAY CHECK		
		CONSULTING SERVICES		
		AMCOM PTY LTD		
		INTERNET/DATA SERVICES		
		PAPERBARK TECHNOLOGIES		
		ARBORICULTURAL CONSULTANCY SERVICES		
		GECKO CONTRACTING TURF & LANDSCAPE MAINTENANCE		
		TURF & LANDSCAPE MAINTENANCE		
		LOCAL GEOTECHNICS		
		CONSULTANCY SERVICES		
		CPE GROUP		
		TEMPORARY EMPLOYMENT SERVICES		
		KENNARDS HIRE - BIBRA LAKE		
		EQUIPMENT HIRE		
		WILSON SECURITY		
		SECURITY SERVICES		

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EF122074	26369	ALL RETAINING SYSTEMS CONSTRUCTION SERVICES	28/06/2019	17,930.00
EF122075	26399	PAPERSCOUT THE TRUSTEE FOR PETERS MORRISON FAMILY TRUST GRAPHIC DESIGN SERVICES	28/06/2019	13,387.00
EF122076	26403	CHES POWER GROUP ENGINEERING SOLUTIONS / BACK UP GENERATO	28/06/2019	640.57
EF122077	26418	INTEGRANET TECHNOLOGY GROUP PTY LTD ICT CONSULTANCY SERVICES	28/06/2019	741.68
EF122078	26423	ALPHA PEST ANIMAL SOLUTIONS INVASIVE SPECIES PTY LTD PEST CONTROL SERVICES	28/06/2019	7,188.50
EF122079	26442	BULLANT SECURITY PTY LTD KEY WEST LOCK SERVICE & SALES LOCKSMITH & SECURITY SERVICES	28/06/2019	6,721.52
EF122080	26460	KISS PHOTOBOOTHS PHOTOBOOTH HIRE	28/06/2019	300.00
EF122081	26470	SCP CONSERVATION FENCING SERVICES	28/06/2019	37,562.50
EF122082	26486	BIBRA LAKE FABRICATORS PTY LTD FABRICATION SERVICES	28/06/2019	660.00
EF122083	26502	TERRESTRIAL ECOSYSTEMS ANIMAL HANDLING SERVICES	28/06/2019	21,692.00
EF122084	26549	SHARON GREGORY (KOORT-KADAK CONSULTANCY) CONSULTANCY SERVICES	28/06/2019	700.00
EF122085	26558	HEALTHCARE AUSTRALIA PTY LTD TEMPORARY EMPLOYMENT SERVICES	28/06/2019	1,178.03
EF122086	26574	EVA BELLYDANCE ENTERTAINMENT - BELLY DANCING	28/06/2019	300.00
EF122087	26597	WEST COAST SHADE PTY LTD SHADE STRUCTURES	28/06/2019	75,509.50
EF122088	26600	TIMMOTHY KELLY ABORIGINAL CULTURAL DANCING	28/06/2019	800.00
EF122089	26606	ENVIRO INFRASTRUCTURE PTY LTD CONSTRUCTION& FABRICATION	28/06/2019	55,741.57
EF122090	26609	BASICS APPROVAL SERVICES BUILDING SURVEYING	28/06/2019	330.00
EF122091	26614	MARKETFORCE PTY LTD ADVERTISING	28/06/2019	10,644.29
EF122092	26625	ANDOVER DETAILERS CAR DETAILING SERVICES	28/06/2019	688.60
EF122093	26645	PROFESSIONAL TRAPPING SUPPLIES ANIMAL TRAPPING PRODUCTS/WILDLIFE/SECURI	28/06/2019	5,262.00
EF122094	26655	WORLDWIDE PRINTING SOLUTIONS EAST PERTH PRINTING SERVICES	28/06/2019	6,908.00
EF122095	26656	ENVIRONMENTAL HEALTH AUSTRALIA (WESTERN AUSTRALIA) INC. MEMBERSHIP, CONFERENCES AND TRAINING FO	28/06/2019	3,792.85
EF122096	26667	TANGELO CREATIVE GRAPHIC DESIGN	28/06/2019	21,560.00
EF122097	26669	TURNER DESIGN PTY LTD GRAPHIC DESIGN CONSULTANCY	28/06/2019	4,752.00
EF122098	26709	TALIS CONSULTANTS PTY LTD WASTE CONSULTANCY	28/06/2019	24,986.50
EF122099	26721	QUAD SERVICES PTY LTD CLEANING SERVICES	28/06/2019	22,446.04
EF122100	26728	PROGRESSING PRIORITY PROJECTS CONSULTANCY - COMMUNITY SERVICES	28/06/2019	2,898.50
EF122101	26732	AMARE SAFETY CLOTHING UNIFORMS	28/06/2019	152.94
EF122102	26735	SHANE MCMASTER SURVEYS SURVEY SERVICES	28/06/2019	15,675.00
EF122103	26739	KERB DOCTOR KERB MAINTENANCE	28/06/2019	8,613.00
EF122104	26743	STATEWIDE TURF SERVICES TURF RENOVATION	28/06/2019	6,050.00
EF122105	26745	EMBROIDME MYAREE EMBROIDERY	28/06/2019	1,007.60
EF122106	26747	BELL-VISTA FRUIT & VEG FRUIT AND VEGETABLES.	28/06/2019	537.41
EF122107	26750	KLEENIT PTY LTD GRAFFITTI REMOVAL	28/06/2019	3,470.50
EF122108	26754	INSIGHT CALL CENTRE SERVICES CALL CENTRE SERVICES	28/06/2019	5,530.31
EF122109	26766	JPW EARTHMOVING PTY LTD EARTHMOVING SERVICES	28/06/2019	19,800.00
EF122110	26779	SAFEMASTER SAFETY PRODUCTS PTY LTD SAFETY PRODUCTS	28/06/2019	5,401.00
EF122111	26780	METROPOLITAN OMNIBUS COMPANY BUS HIRE	28/06/2019	770.00
EF122112	26782	SOFT LANDING RECYCLING SERVICES	28/06/2019	4,366.34
EF122113	26811	ROMERI MOTOR TRIMMERS UPHOLSTERY REPAIR	28/06/2019	308.00
EF122114	26822	CSE CROSSCOM PTY LTD COMMUNICATION EQUIPMENT	28/06/2019	2,662.00
EF122115	26824	WEB KEY IT PTY LTD WEBSITE CONSULTANCY	28/06/2019	2,150.50
EF122116	26839	BOKASHI COMPOSTING AUSTRALIA PTY LTD COMPOSTING SYSTEMS	28/06/2019	3,332.54
EF122117	26843	ERGOLINK ERGONOMIC OFFICE FURNITURE	28/06/2019	7,428.77
EF122118	26846	VISABILITY LIMITED DISABILITY SERVICES	28/06/2019	1,375.00

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EF122119	26848	MELANIE MACLOU ARTISTIC SERVICES	28/06/2019	2,000.00
EF122120	26883	GTA CONSULTANTS TRANSPORT PLANNING	28/06/2019	1,608.75
EF122121	26884	PEOPLE ON BICYCLES TRAINING - BICYCLE CLASSES	28/06/2019	720.00
EF122122	26888	MEDIA ENGINE GRAPHIC DESIGN, MARKETING, VIDEO PRODUCT	28/06/2019	26,594.20
EF122123	26893	THE BASKETBALL MAN SPORTING GOODS	28/06/2019	2,980.00
EF122124	26898	SPANDEX ASIA PACIFIC PTY LTD SIGNAGE SUPPLIER	28/06/2019	7,506.90
EF122125	26901	ALYKA PTY LTD DIGITAL CONSULTANCY AND WEB DEVELOPMENT	28/06/2019	22,407.00
EF122126	26909	WEST COAST PROFILERS PTY LTD ROAD PLANING COLD SERVICES	28/06/2019	91,241.47
EF122127	26911	HARVEY NORMAN OCONNOR RETAIL	28/06/2019	1,297.00
EF122128	26913	MIRANDA KISSELL CONTRACTING CARPENTRY SERVICES	28/06/2019	56,694.00
EF122129	26917	CIRRUS NETWORKS PTY LTD IT NETWORK & TELEPHONY SERVICES	28/06/2019	3,484.38
EF122130	26929	ELAN ENERGY MATRIX PTY LTD RECYCLING SERVICES	28/06/2019	848.47
EF122131	26938	MAJESTIC PLUMBING PLUMBING SERVICES	28/06/2019	110,385.26
EF122132	26939	UDLA PTY LTD LANDSCAPE ARCHITECTURE AND URBAN DESIGN	28/06/2019	17,495.50
EF122133	26946	AV TRUCK SERVICES PTY LTD TRUCK DEALERSHIP	28/06/2019	4,157.14
EF122134	26950	WALCON MARINE AUSTRALASIA PTY LTD MARINE SERVICES	28/06/2019	15,559.50
EF122135	26964	SOUTH METROPOLITAN TAFE EDUCATION	28/06/2019	1,497.25
EF122136	26977	THE YOUNG BOXING WOMAN PROJECT TRAINING/MENTORING	28/06/2019	2,500.00
EF122137	26981	PERTH MARKET RESEARCH EVENT ANALYSIS AND COMMUNITY MARKET RESE	28/06/2019	3,069.00
EF122138	26983	HITECH SPORTS PTY LTD SPORTING EQUIPMENT	28/06/2019	152.35
EF122139	26984	COMMERCIAL AQUATICS AUSTRALIA PTY LTD POOL EQUIPMENT	28/06/2019	1,597.20
EF122140	26985	ACCESS ICON PTY LTD DRAINAGE PRODUCTS	28/06/2019	2,211.00
EF122141	26987	CTI RISK MANAGEMENT SECURITY - CASH COLLECTION	28/06/2019	1,217.70
EF122142	26988	BLADON WA PTY LTD PROMOTIONAL PRODUCTS	28/06/2019	10,241.88
EF122143	27010	QUANTUM BUILDING SERVICES PTY LTD BUILDING MAINTENANCE	28/06/2019	16,322.08
EF122144	27011	BAILEYS MARINE FUEL AUSTRALIA FUEL	28/06/2019	2,012.08
EF122145	27015	INTELLI TRAC GPS TRACKING	28/06/2019	2,139.50
EF122146	27027	FRIG TECH WA REFRIDGERATION SERVICES	28/06/2019	316.25
EF122147	27031	DOWNER EDI WORKS PTY LTD ASPHALT SERVICES	28/06/2019	497,016.08
EF122148	27032	WTP AUSTRALIA PTY LTD QUANTITY SURVEYORS	28/06/2019	7,260.00
EF122149	27034	ADELBY PTY LTD FIREBREAK CONSTRUCTION	28/06/2019	73,354.11
EF122150	27044	GRAFFITI SYSTEMS AUSTRALIA GRAFFITI REMOVAL & ANTI-GRAFFITI COATING	28/06/2019	5,581.88
EF122151	27046	TFH HIRE SERVICES PTY LTD HIRE FENCING	28/06/2019	1,896.40
EF122152	27052	EVENT MARQUEES MARQUEE HIRE	28/06/2019	4,235.40
EF122153	27054	VOCUS PTY LTD TELECOMMUNICATIONS	28/06/2019	4,646.40
EF122154	27059	FRONTLINE FIRE AND RESCUE EQUIPMENT MANUFACTURE-FIRE VEHICLES/EQUIPMENT	28/06/2019	8,913.35
EF122155	27061	BON LEISURE CONSULTANCY	28/06/2019	6,416.66
EF122156	27065	WESTBOOKS BOOKS	28/06/2019	2,404.39
EF122157	27069	HART SPORT SPORTS EQUIPMENT	28/06/2019	2,320.40
EF122158	27075	COLLEAGUES NAGELS PRINTING SERVICES	28/06/2019	1,981.30
EF122159	27080	TASK EXCHANGE PTY LTD COMPUTER SOFTWARE	28/06/2019	15,274.60
EF122160	27082	KULBARDI PTY LTD STATIONERY SUPPLIES	28/06/2019	1,435.51
EF122161	27093	MAGNETIC AUTOMATION PTY LTD GATES/BARRIERS	28/06/2019	1,892.00
EF122162	27098	Q2 (Q-SQUARED) DIGITAL DATA SERVICE	28/06/2019	2,863.85
EF122163	27099	LUDLOW TIMBER PRODUCTS TIMBER RECYCLING & PRODUCTS	28/06/2019	5,050.00

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EF122164	27119	MONITORED SECURITY SYSTEMS PTY LTD	28/06/2019	294.25
EF122165	27126	SECURITY	28/06/2019	600.00
EF122166	27130	LINDSAY MILES	28/06/2019	709.82
EF122167	27131	EDUCATION (SUSTAINABILITY)	28/06/2019	582.33
EF122168	27132	ADLINE MEDIA PTY LTD	28/06/2019	456.00
EF122169	27154	DIGITAL MARKETING & SOFTWARE SERVICE PRO	28/06/2019	17,859.47
EF122170	27161	WEST COAST COMMERCIAL INDUSTRIES	28/06/2019	2,144.88
EF122171	27165	LOCKERS	28/06/2019	37,028.46
EF122172	27177	WILMA SCENINI	28/06/2019	596.75
EF122173	27189	TRAINING & INSTRUCTOR	28/06/2019	544.50
EF122174	27195	SUEZ RECYCLING & RECOVERY PTY LTD	28/06/2019	320.05
EF122175	27198	WASTE SERVICES	28/06/2019	352.00
EF122176	27215	NEXT POWER	28/06/2019	6,000.50
EF122177	27217	SOLAR PANEL	28/06/2019	1,415,591.10
EF122178	27227	LYPA	28/06/2019	24,437.88
EF122179	27233	NATURE PLAY STYLE EQUIPMENT	28/06/2019	28,831.00
EF122180	27241	INITIAL HYGIENE	28/06/2019	42,527.76
EF122181	27242	HYGIENE	28/06/2019	11,607.03
EF122182	27245	HEALTHSTRONG PTY LTD	28/06/2019	1,670.00
EF122183	27246	HOME CARE	28/06/2019	2,387.00
EF122184	27263	ALLFLOW INDUSTRIAL	28/06/2019	9,941.25
EF122185	27269	OIL WATER SEPARATORS	28/06/2019	18,197.42
EF122186	27308	GREEN PROMOTIONS PTY LTD	28/06/2019	11,903.65
EF122187	27315	PROMOTIONAL SUPPLIES	28/06/2019	126.80
EF122188	27334	METAL WORKS PERTH	28/06/2019	379.50
EF122189	27348	SIGNAGE	28/06/2019	285.29
EF122190	27351	CROTHERS CONSTRUCTION PTY LTD	28/06/2019	2,475.36
EF122191	27361	BUILDING CONSTRUCTION SERVICES	28/06/2019	1,050.00
EF122192	27364	SURVEY RESULTS	28/06/2019	80.00
EF122193	27369	SURVEY SERVICES	28/06/2019	5,400.00
EF122194	27371	MALCO FLOORING PTY LTD	28/06/2019	770.00
EF122195	27374	FLOORING SERVICES	28/06/2019	12,535.01
EF122196	27377	LANDSCAPE ELEMENTS PTY LTD	28/06/2019	553.19
EF122197	27379	LANDSCAPING SERVICES	28/06/2019	74,195.00
EF122198	27381	KP ELECTRIC (AUSTRALIA) PTY LTD	28/06/2019	2,770.50
EF122199	27384	ELECTRICAL SERVICES	28/06/2019	8,475.58
EF122200	27388	BEAUMONDE CATERING	28/06/2019	2,818.20
EF122201	27392	CATERING	28/06/2019	3,156.83
EF122202	27396	VEALE AUTO PARTS	28/06/2019	91.22
EF122203	27401	SPARE PARTS MECHANICAL	28/06/2019	3,610.00
EF122204	27404	KOMPAN PLAYSCAPE PTY LTD	28/06/2019	4,702.50
EF122205	27406	PLAYGROUND EQUIPMENT/PARTS	28/06/2019	4,770.76
EF122206	27423	INTEGRAPAY PTY LTD	28/06/2019	3,349.31
EF122207	27437	PAYMENT PROCESSING	28/06/2019	1,439.35
EF122208	27444	JATU CLOTHING & PPE PTY LTD	28/06/2019	2,046.00
		CLOTHING PPE		
		YACHT GROT		
		MARINE AND GENERAL HARDWARE		
		WESTCARE PRINT		
		PRINTING SERVICES		
		MESSAGE MEDIA		
		TELECOMMUNICATIONS		
		PROGRAMMED PROPERTY SERVICES		
		PROPERTY MAINTENANCE		
		CHRISTAL CLEAR TRAINING		
		TRAINING		
		BALSHAWS FLORIST		
		FLORIST		
		AMA TRAINING SERVICES		
		TRAINING		
		AFFIRMATIVE GROUP 3		
		PAVING SERVICES		
		SOUTHERN CROSS CLEANING		
		COMMERCIAL CLEANING		
		ACCIDENTAL HEALTH AND SAFETY - PERTH		
		FIRST AID SUPPLIES		
		ESRI AUSTRALIA PTY LTD		
		GIS SOFTWARE		
		FIT FOR LIFE EXERCISE PHYSIOLOGY		
		EXERCISE CLASSES		
		SIFTING SANDS		
		SAND CLEANING		
		MARK-IT		
		SCREEN PRINTING		
		AXIS MAINTENANCE SERVICES PTY LTD		
		MAINTENANCE		
		ANKEET MEHTA SPEARWOOD NEWSPAPER ROUND DELIVERY		
		NEWSPAPER DELIVERY		
		EMPRISE MOBILITY PTY LTD		
		MOBILITY EQUIPMENT		
		K2 AUDIOVISUAL		
		AUDIO VISUAL EQUIPMENT		
		STRAKER PTY LTD		
		TRANSLATION SERVICES		
		MECHANICAL PROJECT SERVICES PTY LTD		
		AIRCONDITIONING SERVICES		
		PB RETICULATION & MAINTENANCE SERVICES PTY LTD		
		IRRIGATION SERVICES		
		VEEV GROUP PTY LTD		
		CONSULTANCY		

Payment Ref.	Account No.	Account/Payee	Date	\$ Value
EF122209	27448	SELECTRO SERVICES PTY LTD ELECTRICAL	28/06/2019	5,849.58
EF122210	27452	INTEGRATED FUEL SERVICES & SOLUTION PTY LTD PETROLEUM CHEMICAL	28/06/2019	35,130.50
EF122211	27455	SITE PROTECTIVE SERVICES CCTV PARTS	28/06/2019	20,940.15
EF122212	27456	SECUREPAY PTY LTD PAYMENT SOLUTIONS	28/06/2019	155.10
EF122213	27463	AGILE DOGS DOG TRAINING	28/06/2019	2,700.00
EF122214	27465	LEADING AGE SERVICES AUSTRALIA LTD TRAINING	28/06/2019	2,108.06
EF122215	27482	BILLI AUSTRALIA PTY LTD WATER FILTER TAPS	28/06/2019	9,560.10
EF122216	27493	PERITAS CIVIL PTY LTD CONSULTANCY	28/06/2019	579.70
EF122217	27500	ABSOLUTE BALANCE FITNESS PROGRAMMES	28/06/2019	16,000.00
EF122218	27505	DEC THE MALLS PTY LTD DISPALY EQUIPMENT	28/06/2019	3,179.00
EF122219	27507	FACILITIES FIRST AUSTRALIA CLEANING SERVICES	28/06/2019	112,607.54
EF122220	27511	CFAB PTY LTD FABRICATION SERVICES	28/06/2019	264.00
EF122221	27512	AGENT SALES & SERVICES PTY LTD POOL CHEMICALS	28/06/2019	2,462.35
EF122222	27518	KYOCERA DOCUMENT SOLUTIONS AUSTRALIA PTY LTD PHOTOCOPYING MACHINES	28/06/2019	5,037.93
EF122223	27523	ROBERT LAWRENCE TOOHEY HIGH PRESSURE CLEANING	28/06/2019	1,864.50
EF122224	27524	DAVID WILLS AND ASSOCIATES ENGINEERING SERVICES	28/06/2019	3,283.28
EF122225	27539	JASMIN CARPENTRY & MAINTENANCE CARPENTRY	28/06/2019	11,171.60
EF122226	27548	STANDING FORK CATERING	28/06/2019	2,666.40
EF122227	27553	TUNA BLUE PTY WORKSHOP	28/06/2019	2,970.00
EF122228	27566	THUROONA SERVICES ASBESTOS REMOVAL	28/06/2019	855.80
EF122229	27575	SHRED X SECURE DESTRUCTION DOCUMENT DESTRUCTION	28/06/2019	40.48
EF122230	27576	ZUMBA FITNESS WITH TRACY ZUMBA FITNESS CLASSES	28/06/2019	640.00
EF122231	27579	TRAVIS HAYTO PHOTOGRAPHY PHOTOGRAPHY SERVICES	28/06/2019	1,375.00
EF122232	27587	NEW GROUND WATER SERVICES PTY LTD IRRIGATION/RETICULATION	28/06/2019	15,356.00
EF122233	27596	ALLWEST PLANT HIRE AUSTRALIA PTY LTD PLANT HIRE AND CIVIL CONTRACTING	28/06/2019	17,923.40
EF122234	27598	ILLUMINATE GROUP TRAINING AND CONSULTING	28/06/2019	90.00
EF122235	27603	IRENE OSBORNE DIP.FA ARTIST	28/06/2019	4,000.00
EF122236	27605	BIOMONITORING INTERNATIONAL PTY LTD CONSULTING - ENVIROMENTAL	28/06/2019	3,285.00
EF122237	27617	GALAXY 42 PTY LTD CONSULTANCY - IT	28/06/2019	8,800.00
EF122238	27630	K-LINE FENCING GROUP FENCING	28/06/2019	27,295.40
EF122239	27631	AQUATIC SERVICES WA PTY LTD POOL EQUIPMENT & MAINTENANCE	28/06/2019	1,259.50
EF122240	27634	GREENING AUSTRALIA LTD REVEGETATION /LAND MANAGEMENT	28/06/2019	10,696.40
EF122241	27635	THREAT PROTECT SECURITY	28/06/2019	66.00
EF122242	27638	EAST WEST DESIGN PTY LTD FURNITURE	28/06/2019	8,849.20
EF122243	27639	PAUSE REWIND PLAY TRAINING SERVICES	28/06/2019	1,000.00
EF122244	27642	FINBRELLA UMBRELLAS PTY LTD SHADE UMBRELLAS	28/06/2019	10,999.73
EF122245	27643	DIAL BEFORE YOU DIG WA LTD DIAL BEFORE YOU DIG	28/06/2019	5,721.70
EF122246	27644	CMAK TECHNOLOGIES PTY LTD ICT ENGINEERING & CONSULTING	28/06/2019	31,090.28
EF122247	27651	FIREGUARD WESTERN AUSTRALIA FIRE PROTECTION SERVICES	28/06/2019	2,310.00
EF122248	27654	LEARNING FUNDAMENTALS TRAINING/WORKSHOP	28/06/2019	1,200.00
EF122249	27657	POSITIVE BALANCE MASSAGE MASSAGE THERAPY	28/06/2019	450.00
EF122250	27660	FUTURE POWER WA PTY LTD ELECTRICAL	28/06/2019	57,789.25
EF122251	27661	MATRIX PRODUCTIONS EVENT MNAGEMENT	28/06/2019	740.30
EF122252	27662	HOME NURSE MANDURAH PTY LTD NURSING SERVICES	28/06/2019	1,386.00
EF122253	27667	THE KP COLLECTIVE MARKETING	28/06/2019	2,922.48

Payment Ref.	Account No.	Account/Payee	Date	\$ Value
EF122254	27676	BLUE FORCE PTY LTD	28/06/2019	1,349.14
EF122255	27689	SECURITY SERVICES	28/06/2019	819.50
EF122256	27695	DIAMOND CUT CONCRETE	28/06/2019	136,603.33
EF122257	27700	CONCRETE SAWING	28/06/2019	7,260.00
EF122258	27701	QTM PTY LTD	28/06/2019	53,237.80
EF122259	27706	TRAFFIC MANAGEMENT	28/06/2019	990.00
EF122260	27707	IREDALE PEDERSEN HOOK ARCHITECTS PTY LTD	28/06/2019	7,854.00
EF122261	27708	ARCHITECTURAL SERVICES	28/06/2019	5,500.00
EF122262	27709	PERTH BETTER HOMES	28/06/2019	970.00
EF122263	27717	SHADE SAILS	28/06/2019	26,801.48
EF122264	27718	FLUFFY CLOUD MEDIA PTY LTD	28/06/2019	4,318.92
EF122265	27720	PRODUCTION SERVICES, VIDEOE, AD,S	28/06/2019	990.00
EF122266	27722	MARKET SOLUTIONS PTY LTD	28/06/2019	2,236.03
EF122267	27724	MARKETING	28/06/2019	9,647.00
EF122268	27725	FUNNELBACK PTY LTD	28/06/2019	29,290.24
EF122269	27726	IT SERVICES	28/06/2019	3,300.00
EF122270	27727	STUCK ON WORDS	28/06/2019	2,200.00
EF122271	27733	TRAINING	28/06/2019	29,040.00
EF122272	27735	MOORE STEPHENS (WA) PTY LTD	28/06/2019	30,338.18
EF122273	27738	ACCOUNTING SERVICES	28/06/2019	3,134.08
EF122274	27739	FINE PHOTOS	28/06/2019	10,103.50
EF122275	27740	PHOTOGRAPHY SERVICES	28/06/2019	1,292.50
EF122276	27741	BJ SYSTEMS	28/06/2019	750.00
EF122277	27745	SECURITY SERVICES	28/06/2019	350.00
EF122278	27758	METRA AUSTRALIA	28/06/2019	350.00
EF122279	10747	SOFTWARE	28/06/2019	1,136.32
EF122280	11758	ACTIVE XCHANGE PTY LTD	28/06/2019	37,043.72
		DATA ANALYSIS		
		UNIVERSAL MARINA SYSTEMS		
		MARINA CONSTRUCTION		
		JDSI CONSULTING ENGINEERS PTY LTD		
		CONSULTANCY - ENGINEERING		
		7 TO 1 PHOTOGRAPHY		
		PHOTOGRAPHY		
		MIDNIGHT TUESDAY		
		ARTISTIC		
		THE MARABOO ISLAND UNIT TRUST		
		PROPERTY DEVELOPMENT		
		TURNKEY INSTRUMENTS PTY LTD		
		CALIBRATION SERVICES		
		MY MAINTENANCE SYSTEMS PTY LTD		
		COMPUTER SOFTWARE		
		SODEXO - KUDITJ		
		CATERING		
		OH COOKIE CO.		
		CATERING - BAKERY PRODUCTS		
		VTP ENGINEERING		
		ENGINEERING - STRUCTURAL		
		SEASHORE ENGINEERING PYT LTD		
		COASTAL ENGINEERING		
		IINET LIMITED		
		INTERNET SERVICES		
		WATER CORP UTILITY ACCOUNT ONLY - PLEASE REFER TO 11760 WHEN RAISING PO		
		WATER USAGE / SUNDRY CHARGES		
TOTAL OF 700 EFT PAYMENTS				16,469,916.30
LESS CANCELLED PAYMENTS:				
EF120963		EMMANUEL CATHOLIC COLLEGE	5/06/2019 -	1,100.00
EF120951		JOSEPH CARRELLO	5/06/2019 -	2,255.00
EF120960		LOU CORTEEN	5/06/2019 -	1,330.00
EF120953		CHRISTINE DUCKHAM DUCKHAM	5/06/2019 -	1,888.75
EF121078		SOUTHWELL PRIMARY SCHOOL	5/06/2019 -	380.32
EF121106		JASON W MCNALLY	6/06/2019 -	300.00
EF121657		LOUISE CORTEEN	26/06/2019 -	1,330.00
EF121645		LACHLAN STEWART	27/06/2019 -	30.00
PAYMENT LIST TOTAL				16,461,302.23
BANK FEES AND CREDIT CARD PAYMENTS:				
		BANK FEES		6.30
		MERCHANT FEES COC		3,488.90
		MERCHANT FEES MARINA		431.18
		MERCHANT FEES ARC		2,423.83
		MERCHANT FEES VARIOUS OUT CENTRES		1,074.72
		NATIONAL BPAY CHARGE		1,497.60
		RTGS/ACLR FEE		
		NAB TRANSACT FEE		347.32
		MERCHANDISE / OTHER FEES		
		CBA CREDIT CARD PAYMENT		79,906.53
				89,176.38
PAYROLL PAYMENTS:				
		COC07/06/19 Pmt 000139411645 City of Cockburn	12/06/2019	1,368,065.38
		COC08/01/19 Pmt 000139618467 City of Cockburn	14/06/2019	952.66
		COC11/06/19 Pmt 000139783181 City of Cockburn	18/06/2019	7,291.32
		COC25/06/19 Pmt 000140297452 City of Cockburn	26/06/2019	1,347,887.63
		COC24/06/19 Pmt 000140433895 City of Cockburn	27/06/2019	7,087.38
		COC25/06/19 Pmt 000140434692 City of Cockburn	28/06/2019	4,182.72
				2,735,467.09

Payment Ref.	Account No.	Account/Payee	Date	\$ Value
TOTAL PAYMENTS				19,285,945.70



JUNE CREDIT CARD BREAKDOWN	
ALEXANDRA K MORTON	3,513.50
ALISON WATERS	1,572.74
ANDREW LEFORT	1,425.74
ANTON LEES	151.80
ASANKA VIDANAGE	779.03
BENJAMIN ROSER	995.50
CHERIE CABLE	715.00
CHRISTOPHER BEATON	1,448.45
CLIFF MCKINLEY	1,851.40
COLLEEN MILLER	100.55
COURTNEE THOMSON	11,957.85
DEAN BURTON	16.46
KAROLINE JAMIESON	1,220.00
LEAH NAPIER	1,362.57
LINDA SEYMOUR	3,973.77
LINDA WALKER	940.99
MARIE LA FRENAIS	323.82
MICHAEL EMERY	1,979.53
MIRANDO RADJA	1,876.11
MISS JESSICA DONALD	1,726.81
MR ANTONIO NATALE	2,613.60
MR BRETT FELLOWS	2,867.04
MR BRETT MCEWIN	2,401.31
MR CHARLES SULLIVAN	73.70
MR CLIFFORD RYAN	1,218.91
MR CLIVE J CROCKER	1,370.66
MR D VICKERY	190.00
MR DANIEL ARNDT	1,062.90
MR DONALD M GREEN	691.50
MR JOHN WEST	29.00
MR LYALL DAVIESON	3.40
MR MICHAEL HAYNES	736.70
MR NICHOLAS JONES	247.50
MR PAUL HOGAN	921.51
MR PAUL J DE BRUIN	403.09
MR S ATHERTON	1,201.65
MR S PALMER	1,064.00
MR STEPHEN G CAIN	99.42
MRS GLORIA ASKANDER	960.00
MRS JULIE MCDONALD	182.26
MRS KIM HUNTER	1,986.23
MRS S SEYMOUR-EYLES	1,848.48
MRS SANDRA TAYLOR	1,462.93
MRS SARAH KAHLE	364.64
MRS SHARON STILL	1,420.00
MS BARBARA FREEMAN	1,824.58
MS CAROLINE LINDSAY	1,997.67
MS DONNA JORDAN	497.30
MS GAIL M BOWMAN	979.26
MS JILL ZUMACH	240.00
MS MICHELLE CHAMPION	476.99
MS NICOLA JANE LEDGER	302.54
MS NICOLE CAMARDA	715.83
MS PENELOPE PRICE	3,920.49
MS SAMANTHA BARON	115.50
MS SAMANTHA STANDISH	293.62
MS SANDRA EDGAR	1,051.48
MS SIMONE SIEBER	1,376.48
STEVEN JOHN ELLIOT	1,069.39
STUART DOWNING	1,693.35
Grand Total	79,906.53

JUNE CREDIT CARD ITEMISATION - STEPHEN CAIN		
MR STEPHEN G CAIN	Amount	Narration
ALIMENT (WA) P/L	8.00	Entertainment - Mtg CEO Gosnells
CITY OF FREMANTLE	3.50	Parking - South West Group CEO Forum
CPP CONVENTION CENTRE	23.22	Parking 2019 LG Transformation Series
CPP CONVENTION CENTRE	12.12	Parking - Waterwise Breakfast
CPP STATE LIBRARY	8.08	Parking - Meeting with Austrade
GOOD FRIENDS PTY LTD	12.10	Enttmt-MTG wa Sports Foundation - CEO
RAINE SQUARE	32.40	Parking - Techone Mtg
Total	99.42	

15.2 (2019/MINUTE NO 0118) STATEMENT OF FINANCIAL ACTIVITY AND ASSOCIATED REPORTS - JUNE 2019

Author(s) N Mauricio

Attachments 1. Statement of Financial Activity - June 2019 [↓](#)

RECOMMENDATION

That Council:

- (1) adopt the Statement of Financial Activity and associated reports for June 2019, as attached to the Agenda; and
- (2) adopt a materiality threshold for the 2019-20 financial year of \$300,000 (applied at project and program level) for the purposes of reporting budget variances in accordance with Local Government (Financial Management) Regulation 34 (5).

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0

Background

Local Government (Financial Management) Regulations prescribe that a local government is to prepare each month a Statement of Financial Activity.

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

1. Details of the composition of the closing net current assets (less restricted and committed assets);
2. Explanation for each material variance identified between YTD budgets and actuals; and
3. Any other supporting information considered relevant by the local government.

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

The regulations require the information reported in the statement to be shown either by nature 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.

Regulation 34 (5) states “Each financial year, a local government is to adopt a percentage or value, calculated in accordance with the AAS, to be used in statements of financial activity for reporting material variances.”

This regulation requires Council to annually set a materiality threshold for the purpose of disclosing budget variances within monthly financial reporting and it is proposed that Council increase the materiality threshold slightly from \$200,000 to \$300,000 for the 2019-20 financial year as the size of Council business grows. The last increase occurred five years ago. This will be applied on a project by project basis or by recurrent services or works programs.

Detailed analysis of budget variances is an ongoing exercise, with any required budget amendments submitted to Council each month in this report or included in the City’s mid-year budget review as deemed appropriate.

Submission

N/A

Report

Opening Funds

The City brought forward \$11.97 million in opening funds from the previous year (confirmed by audit), which included \$9.56 million of municipal funding committed to carried forward works and projects. The remaining uncommitted \$2.41 million was \$410,382 above the \$2.0 million surplus estimate in the 2018/19 adopted budget. The additional \$410,382 was transferred to the Community Infrastructure Reserve (in line with Council policy).

Closing Funds

The City’s interim closing funds position for the month of \$16.02 million is currently \$15.83m up on the end of year budget position. However, this result is subject to ongoing end of financial year processing and contains the municipal funding for the yet to be determined carried forward works. It also reflects full year budget variances across the operating and capital programs as further detailed in this report.

The 2018/19 revised budget contains a closing surplus of \$193,620 (up from \$15,400 in the adopted budget). A reconciliation of the changes is included at note 3 to the financial report.



Operating Revenue

Operating revenue of \$155.18 million was ahead of the full year revised budget by \$4.79 million. A significant portion of the City's operating revenue is brought to account in July each year upon the issue of the annual rates notices. The remaining revenue, largely comprising service fees, operating grants, contributions and interest earnings, flows relatively uniformly over the remainder of the year.

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

Nature or Type Classification	Actual Revenue \$M	FY Revised Budget \$M	Variance to Budget \$M
Rates	103.65	103.75	(0.10)
Specified Area Rates	0.47	0.45	0.02
Fees & Charges	30.93	29.42	1.50
Operating Grants & Subsidies	12.76	10.26	2.50
Contributions, Donations, Reimbursements	1.67	1.49	0.19
Interest Earnings	5.70	5.02	0.69
Total	155.18	150.39	4.79

Material variance identified for the month included:

- Fees and Charges (\$1.50 million ahead of budget):
 - Landfill associated fee revenue of \$5.96 million was \$0.48 million or 8.8% ahead of YTD budget;
 - Revenue from ranger services (dog registrations, fines & infringements) was \$0.23m or 50% over YTD budget, with fines and penalties (an extra \$135k) and animal registrations (an extra \$98k) the main contributors;
 - A \$0.42 million variance against YTD budget for Port Coogee marina fees includes fees relating to the 2019-20 year and will be adjusted during end of financial year processing;

- Cockburn ARC revenue of \$11.08 million came in close to budget (\$19k behind).
- Operating Grants & Subsidies (\$2.50 million ahead of budget)
 - The federal government once again advanced half of the 2019-20 FAGS funding, contributing \$2.12 million to the variance. This will be quarantined in the City's reserves and utilised in 2019-20 as budgeted.
 - Child Care subsidies came in \$0.27 million ahead of budget (cost neutral as paid to care givers).
- Interest earned from invested funds and through rates payment plans finished the year \$0.68m ahead of budget with invested funds providing the biggest boost (an extra \$0.47m).

Operating Expenditure

Operating expenditure of \$145.50 million was under the full year budget by \$5.65 million (\$6.90m under last month).

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

Nature or Type Classification	Actual Expenses \$M	FY Revised Budget \$M	Variance to Budget \$M
Employee Costs - Direct	54.80	56.11	1.31
Employee Costs - Indirect	1.31	1.58	0.27
Materials and Contracts	40.58	43.83	3.25
Utilities	5.69	5.52	-0.17
Interest Expenses	0.72	0.71	-0.01
Insurances	1.75	1.49	-0.26
Other Expenses	9.40	9.56	0.15
Depreciation (non-cash)	32.01	32.19	0.18
Amortisation (non-cash)	1.09	1.14	0.05
Internal Recharging-	-1.84	-0.97	0.86



Nature or Type Classification	Actual Expenses \$M	FY Revised Budget \$M	Variance to Budget \$M
CAPEX			
Total	145.50	151.15	5.65

- Employee Costs – Direct (\$1.31 million or 2.3% under budget):
 - This variance will reduce by an estimated \$0.37 million once end of financial year accruals have been completed (3 days since last payroll 26-28 June).
 - Parks & Environment salaries were \$0.20 million (3.2%) under the full year budget of \$6.46 million;
 - Aged & Disabled Services salaries were \$0.26 million (10.9%) under the full year budget of \$2.38 million;
 - Lower annual and long service leave provisions across the board were contributing \$0.31 million towards the favourable budget variance.
- Material and Contracts (\$3.25 million or 7.4% under budget) included the following:
 - Waste Collection contract spending was down \$0.69 million, against full year budget, mainly due to lower RRRC entry fees (\$0.61 million under).
 - The Roe 8 rehabilitation project spending was \$0.67 million below the full year budget;
 - Information, Communication & Technology contracts spending came in \$0.32 million under full year budget.
 - Community Development Services (aged, seniors, youth, child, family) was collectively \$0.43 million (11.3%) under the full year budget of \$3.79 million;
 - coastal & marina infrastructure related projects were \$0.26 million under the full year budget;
 - Marketing & Media related projects were \$0.21 million under full year budget, with the biggest contributors being business engagement (\$85k under) and Cockburn Soundings (\$72k under).

- Other Expenses:
 - The annual Grants and Donations program spend of \$1.13m was \$0.21 million under the full year budget of \$1.35 million.
- Utility expenses were \$0.17 million over full year budget mainly due to an extra \$0.20 million for street lighting.
- Internal Recharging (\$0.86 million over recovered):
 - Internal project management charges of \$0.57 million were the main reason for an over recovery of costs against the City's capital works budget. This reduces net operating expenditure.

Capital Expenditure

The City's adopted budget capital budget of \$40.92 million increased to \$70.34 million, primarily due to the addition of carried forward projects and the mid-year review. To the end of the year, \$41.36 million had been spent, resulting in a budget variance of \$28.98 million. Most of this variance comprises unfinished works that will be included in the carried forwards budget amendment item to be presented to either the September or October Council meeting (subject to end of year processing and audit).

The following table details this budget variance by asset class:

Asset Class	Actuals \$M	Revised Budget \$M	Budget Variance \$M	Commit Orders \$M
Roads Infrastructure	17.35	23.74	6.39	1.42
Drainage	0.84	1.90	1.05	0.28
Footpaths	1.23	2.04	0.81	0.15
Parks Infrastructure	6.95	13.73	6.78	1.91
Landfill Infrastructure	0.23	0.58	0.35	0.16
Freehold Land	0.38	2.87	2.49	(0.00)
Buildings	10.14	17.13	6.99	2.12
Furniture & Equipment	(0.15)	0.10	0.24	0.00
Information	1.10	2.41	1.31	0.38
Plant & Machinery	2.60	4.20	1.60	1.03
Marina Infrastructure	0.69	1.64	0.95	0.15
Total	41.36	70.34	28.98	7.61



The significant project budget variances recorded for the completed financial year are detailed below:

- Roads Infrastructure (under by \$6.39 million) included the following material budget variances:
 - Jandakot Road (Berrigan to Solomon stage 1) was \$3.25 million behind its full year budget of \$3.53 million.
 - Jandakot Road Louisiana Glen - proposed right turn was \$0.51 million under its full year budget of \$0.53 million.
 - Rowley/Lyon Rd roundabout was \$0.20 million under its full year budget of \$0.21 million.
 - Karel Ave (Berrigan to Farrington) was \$0.49 million under its full year budget of \$2.0 million.
- The drainage renewal and upgrade program was \$1.05 million (55.3%) under the full year budget, with all uncompleted projects under \$200k each.
- The footpath infrastructure program (under by \$0.81 million) included the following budget variances:
 - Fawcett Rd (West Churchill to Ingrilli) was \$0.51 million under budget.
 - Sudlow Rd (Ambitious to Phoenix) was \$0.18 million under budget.
- Parks Infrastructure (under by \$6.78 million) included the following material budget variances:
 - Coogee Beach Master Plan expenditure was \$1.07 million under the full year budget of \$1.24 million
 - C.Y. O'Connor Reserve (North) Improvements were \$0.47 million under the full year budget of \$0.63 million
 - Len Packham Reserve, Coolbellup Nature Play Ground (\$0.50 million) under budget by \$0.45 million
 - Bibra Lake Master Plan (\$0.70 million) under budget by \$0.42 million
 - City Street Tree Planting Requests (\$0.65 million) under budget by \$0.29 million



- Treeby (Calleya) floodlighting (\$0.30 million) was \$0.29 million under budget
- Buildings (under by \$6.99 million) included the following material budget variances:
 - Wetlands Education Centre project (\$2.28 million) under by \$2.07 million
 - The Lakelands Reserve Hockey Facility & Clubrooms project (\$6.44 million) was \$0.41 million behind budget.
 - Operations Centre Upgrade (\$1.88 million) was \$1.49 million under YTD budget.
 - Frankland Park Recreation Centre & Ovals design (\$0.48 million) was \$0.46 million behind budget.
 - Calleya Estate 'Treeby' Community Centre design (\$0.40 million) was \$0.39 million behind budget.
 - Jandakot VBFB Construction (\$0.92 million) was \$0.45 million behind budget.
 - Malabar Park BMX Facility (\$0.30 million) was \$0.30 million under budget.
 - Port Coogee Marina Day Visitor Jetty Walkway Access budget of \$0.24 million was yet to commence.
- Information Technology (under by \$1.31 million):
 - The IT software and hardware capital program was \$1.27m (60.8%) under the full year budget.
- Plant & Machinery (under by \$1.60 million):
 - The major plant replacement program of \$2.95 million was \$1.34 million (45%) under YTD budget, although \$0.94 million in orders for waste and roads trucks was awaiting delivery.
 - The light vehicle replacement program was \$0.25 million under full year budget (of \$1.25 million), with \$94,000 on order and awaiting delivery.
- Freehold Land (under by \$2.49 million):
 - Delayed land acquisitions negotiations for Verde Drive and Prinsep Road resulted in a \$2.5 million budget variance.



- The landfill site capital program was under full year budget by \$0.35 million primarily due to underspending for design and documentation of proposed new facilities.
- Marina & Coastal Infrastructure (under by \$0.95 million):
 - Port Coogee Southern Peninsular Carpark & Napoleon Pde Extension was \$0.46 million under the full year budget setting.
 - Various marina infrastructure related projects were down a net \$0.38 million on the YTD budget.
- Furniture & Equipment is showing a net negative spend of \$0.15 million due to a requirement to derecognise all artwork pieces valued under \$5,000 each (total \$0.20 million) due to Local Government (Financial Management) Regulation changes.

Capital Funding

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

Material variances for the completed year included:

- Developer Contribution Plans (exceeded budget by \$0.76 million):
 - Contributions for the Community Infrastructure DCA were \$0.50 million ahead of budget (\$5.0 million received in total);
 - \$0.36 million in unbudgeted contributions received for Yangebup East DCA;
 - Success North DCA contributions were \$0.47 million ahead of budget (total received \$0.50 million);
 - \$0.35 million of budgeted contributions not received for Muriel Court DCA;
 - Hammond Park DCA was \$0.23 million under the budget target of \$0.47 million.
- Capital Grants & Subsidies (under budget by \$2.73 million)
 - Capital funding for road related projects was down \$2.07 million against full year budget, including the remaining \$1.69 million yet to be received for the Spearwood Ave duplication and bridge projects.



- \$0.18 million grant for the Port Coogee Marina day visitor jetty not yet received as project is yet to be completed;
- Grant funding of \$0.32 million not yet received for the Jandakot volunteer bush fire brigade shed given ongoing delays in completing the works.
- Non-Government Capital Contributions (under by \$2.28 million)
 - POS cash in lieu funding (held in trust) transferred for parks projects were under by \$1.48 million due to uncompleted projects.
 - \$0.50 million contribution towards Karel Ave not yet received as contract negotiations continue with Jandakot Airport Holdings.
 - Final \$0.25 million contribution towards Lakelands Hockey facility from Fremantle Hockey not yet received (completion and handover due in July).
- Proceeds from Sale of Assets (\$0.90 million under budget)
 - Proceeds from the sale of freehold land were \$0.70 million under the full year budget with the sale of lot 1300 Goldsmith Rd (budgeted at \$0.45 Million) the main contributor.
 - Proceeds from the sale of plant items were down a net \$0.20m against full year budget due to lagging replacement program.

Reserve Transfers

- Transfers from reserves of \$31.13 million were down a net \$16.05 million against full year budget with funding for capital projects down by \$14.16 million (most to be carried forward). Transfers from DCA reserves were also down \$1.63 million due to uncompleted capital projects.
- Transfers to Reserve of \$49.0 million were \$2.19 million higher than budgeted and included:
 - Reserved developer contribution area revenue up by \$0.60 million;
 - Unspent grant funding of \$1.42 million was reserved;
 - Additional landfill commercial revenue reserved of \$0.35 million;



- Transfer of interest revenue into reserves was up by \$0.58 million (total of \$2.47 million); and
- Transfers from land sales down by \$0.70 million.

Cash & Investments

The closing cash and financial investment holding at month's end totalled \$167.98 million, down from \$171.30 million the previous month. \$136.93 million of this balance was held for the City's financial reserves (up from \$123.16 last month). The remaining \$31.05 million represented municipal funds available to meet the City's operational requirements and also fund the uncompleted projects to be carried forward.

Investment Performance, Ratings and Maturity

The City's investment portfolio yielded a weighted annualised return of 2.64 percent for the month (down from 2.72% last month). This outperformed the City's target rate of 2.35 percent (RBA cash rate of 1.25 percent plus 1.10 percent performance margin) by 0.29 percent. Interest earnings on the investment portfolio finished the year at \$4.93 million, outperforming the full year budget by \$0.63 million.

The Reserve Bank of Australia (RBA) delivered another cut to the cash rate at its July monthly meeting (following the previous cut in June), reducing it by another 25 basis points to 1.00 percent. The decision stated "the Board will continue to monitor developments in the labour market closely and adjust monetary policy if needed to support sustainable growth in the economy and the achievement of the inflation target over time." This indicates that the RBA may need to reduce interests rates further with some analysts predicting a cash rate of 0.50 percent by early next year. Given this scenario, the City's interest revenue budget for 2019-20 of \$4.4 million would need to be revised downwards by up to \$0.5 million, although there is a general lag in the impact of lower interest rates due to placing term deposits for 10 to 12 month periods. However, funds flowing in during the annual rates collection period will be exposed to higher interest rate risk.

The majority of investments are currently held in term deposit (TD) products placed with highly rated APRA (Australian Prudential Regulation Authority) regulated Australian and foreign owned banks. All current investments are consistent with what's allowed under Council's Investment Policy, other than those made under previous statutory provisions and grandfathered by the updated legislation. These are in Australian reverse mortgage funds having a face value of \$2.575m and book value of \$1.0m (net of an impairment provision), with attractive interest coupons being paid on all three holdings.

The City's TD investments fall within the following Standard and Poor's short term risk rating categories. During the month, the A-2 holding reduced slightly, dropping from 58.0 percent to 55.0 percent. This holding remains well within the policy limit of 60 percent, with all other policy compliance requirements also being met by the portfolio:

FIIG Portfolio Limits

Compliant ☒
City of Cockburn
30 Jun 2019



Figure 1: Portfolio allocations compared to Investment Policy limits

Given the outlook for future interest rates, the current investment strategy aims to secure the highest possible rate on offer over the longest possible period (subject to cash flow planning and investment policy requirements). Best value is currently being obtained within the six to nine month investment range.

The City's TD investment portfolio duration as at 30 June was 152 days (up from 146 days last month). The maturity profile of the City's TD investments is graphically depicted below, showing sufficient maturities each month out to 9 months to meet liquidity requirements (at least \$15 million each month, except August where rates payment inflows will be high):



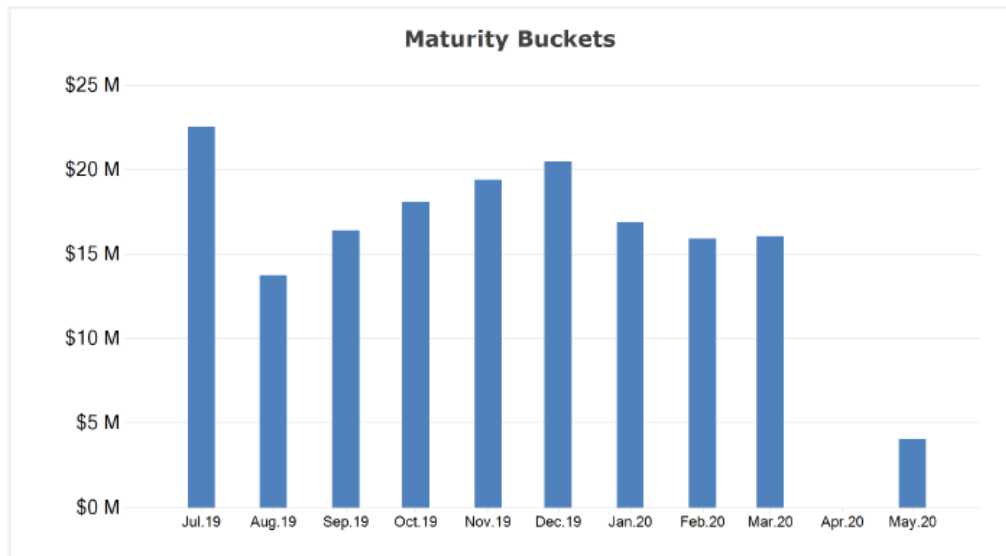


Figure 2: Council Investment Maturity Profile

Investment in Fossil Fuel Free Banks

At month end, the City held 61.0 percent of its TD investment portfolio with banks deemed free from funding fossil fuel related industries (down slightly from 64.0 percent last month). The amount invested with fossil fuel free banks will fluctuate month to month in line with policy limits and the deposit rates available at time of placement.

Rates Debt Recovery

At month's end, the City had \$3.64 million in outstanding rates and other property charges (not counting \$2.06 million in prepaid rates). This represents an uncollected 2.8% against the \$128.7 million of rates and other charges levied to year's end (inclusive of prior year outstanding balances and part year rating).

The City had 223 properties owing \$0.74 million under formal and legal debt recovery at the end of the month (down from 241 properties owing a total of \$0.76 million the previous month).

Budget Amendments

Given the 2018-19 financial year is now complete, there are no budget amendments being proposed.

Description of Graphs & Charts

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

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

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

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

Trust Fund

At month end, the City held \$6.29 million within its trust fund (down from \$12.07 million last month). This amount all relates to POS cash in lieu funds that are required to be held in the trust fund under planning legislation. During the month, \$5.94 million in developer, hirer and other refundable bonds and deposits were transferred into the City's municipal fund. This followed the issue of a position paper and formal accounting guidance by the Office of the Auditor General (OAG) to all local governments stating independent legal advice they obtained from the State Solicitor General was that these funds should not be held in the Trust Fund. The City believes this guidance by the OAG will improve consistency and comparability across the sector, which was previously lacking.

Strategic Plans/Policy Implications

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes

Listen to and engage with our residents, business community and ratepayers with greater use of social media

Budget/Financial Implications

The 2018/19 revised budget surplus of \$193,620 remains unchanged following the adoption of the budget amendments contained in this



report. A final position will be determined after all end of financial year processing is complete and audited by October 2019.

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

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

Advice to Proponent(s)/Submissioners

N/A

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

Nil



STATEMENT OF FINANCIAL ACTIVITY

for the period ended 30 June 2019

	Actuals	YTD Revised Budget	Variance to YTD Budget	\$ Variance to YTD Budget		Revised Budget	Adopted Budget
	\$	\$	%	\$		\$	\$
Operating Revenue							
Financial Services	114,335,085	111,755,168	2%	2,579,917	✓	111,755,168	113,414,800
Information Services	2,409	1,500	61%	909		1,500	1,500
Human Resource Management	277,091	292,000	-5%	(14,909)		292,000	292,000
Library Services	47,870	54,346	-12%	(6,476)		54,346	54,346
Recreation & Community Safety	13,538,984	13,229,723	2%	309,261	✓	13,229,723	13,184,010
Community Development & Services	8,339,704	7,997,309	4%	342,395	✓	7,997,309	8,500,008
Corporate Communications	115,435	120,865	-4%	(5,430)		120,865	120,865
Governance & Risk	5,052	800	532%	4,252		800	800
Statutory Planning	941,217	985,446	-4%	(44,229)		985,446	977,000
Strategic Planning	3,740,053	3,421,662	9%	318,391	✓	3,421,662	3,087,944
Building Services	1,185,094	1,263,000	-6%	(77,906)		1,263,000	1,263,000
Environmental Health	367,956	324,610	13%	43,346		324,610	323,500
Waste Services	8,998,329	8,418,738	7%	579,591	✓	8,418,738	8,130,049
Parks & Environmental Services	1,192,931	1,026,580	16%	166,351		1,026,580	1,019,080
Engineering Services	406,558	286,709	42%	119,849		286,709	286,709
Infrastructure Services	1,525,053	1,050,558	45%	474,495	✓	1,050,558	961,000
	155,177,081	150,389,014	3%	4,788,067		150,389,014	151,616,611
Total Operating Revenue	155,177,081	150,389,014	3%	4,788,067		150,389,014	151,616,611
Operating Expenditure							
Governance	(3,145,693)	(3,205,256)	-2%	59,562		(3,205,256)	(3,660,479)
Strategy & Civic Support	(958,743)	(1,146,001)	-16%	187,258		(1,146,001)	(1,146,001)
Financial Services	(6,683,241)	(6,375,893)	5%	(307,347)	✗	(6,375,893)	(6,082,779)
Information Services	(5,470,377)	(5,926,207)	-8%	455,830	✓	(5,926,207)	(5,627,001)
Human Resource Management	(2,778,577)	(3,010,612)	-8%	232,035	✓	(3,010,612)	(2,853,188)
Library Services	(3,548,513)	(3,902,933)	-9%	354,420	✓	(3,902,933)	(3,896,274)
Recreation & Community Safety	(16,495,346)	(16,367,659)	1%	(127,687)		(16,367,659)	(16,391,491)
Community Development & Services	(11,298,912)	(12,538,839)	-10%	1,239,928	✓	(12,538,839)	(12,429,539)
Corporate Communications	(3,680,447)	(4,015,165)	-8%	334,718	✓	(4,015,165)	(3,880,774)
Governance & Risk	(428,228)	(479,330)	-11%	51,102		(479,330)	(479,330)
Statutory Planning	(1,245,116)	(1,443,587)	-14%	198,472		(1,443,587)	(1,435,141)
Strategic Planning	(2,359,010)	(2,222,801)	6%	(136,209)		(2,222,801)	(1,941,496)
Building Services	(1,616,349)	(1,702,643)	-5%	86,295		(1,702,643)	(1,637,643)
Environmental Health	(1,792,350)	(1,960,270)	-9%	167,920		(1,960,270)	(1,923,740)
Waste Services	(19,599,332)	(20,163,073)	-3%	563,741	✓	(20,163,073)	(19,593,906)
Parks & Environmental Services	(14,509,069)	(15,411,157)	-6%	902,088	✓	(15,411,157)	(15,210,682)
Engineering Services	(8,166,662)	(7,937,632)	3%	(229,030)	✗	(7,937,632)	(7,881,865)
Infrastructure Services	(10,468,003)	(10,982,461)	-5%	514,459	✓	(10,982,461)	(10,664,608)
	(114,243,966)	(118,791,519)	-4%	4,547,553		(118,791,519)	(116,735,938)

STATEMENT OF FINANCIAL ACTIVITY

for the period ended 30 June 2019

	Actuals	YTD Revised Budget	Variance to YTD Budget	\$ Variance to YTD Budget		Revised Budget	Adopted Budget
	\$	\$	%	\$		\$	\$
Less: Net Internal Recharging	1,836,755	974,082	89%	862,673	✓	974,082	986,570
Add: Depreciation & Amortisation on Non-Current Assets							
Computer Equipment	(1,210,874)	(1,222,203)	-1%	11,329		(1,222,203)	(1,010,616)
Furniture and Equipment	(366,955)	(379,764)	-3%	12,809		(379,764)	(379,764)
Plant & Machinery	(3,240,685)	(3,338,019)	-3%	97,334		(3,338,019)	(3,197,550)
Buildings	(6,300,600)	(6,156,336)	2%	(144,264)		(6,156,336)	(6,156,336)
Infrastructure - Roads	(11,468,029)	(11,562,551)	-1%	94,522		(11,562,551)	(11,369,220)
Infrastructure - Drainage	(2,610,054)	(2,608,404)	0%	(1,650)		(2,608,404)	(2,608,404)
Infrastructure - Footpaths	(1,382,530)	(1,410,360)	-2%	27,830		(1,410,360)	(1,410,360)
Infrastructure - Parks Equipment	(4,486,753)	(4,523,738)	-1%	36,985		(4,523,738)	(3,996,360)
Landfill Infrastructure	(1,085,573)	(1,139,280)	-5%	53,707		(1,139,280)	(1,139,280)
Marina Infrastructure	(943,223)	(993,108)	-5%	49,885		(993,108)	(993,108)
	(33,095,275)	(33,333,763)	-1%	238,488		(33,333,763)	(32,260,998)
Total Operating Expenditure	(145,502,486)	(151,151,201)	-4%	5,648,715		(151,151,201)	(148,010,366)
Change in Net Assets Resulting from Operations	9,674,595	(762,187)	-1369%	10,436,782		(762,187)	3,606,245
Non-Operating Activities							
Profit/(Loss) on Assets Disposal							
Plant and Machinery	257,753	(282,483)	-191%	540,236	✓	(282,483)	(410,272)
Freehold Land	2,041,838	5,345,734	-62%	(3,303,896)	X	5,345,734	2,170,000
Buildings	(281,916)	-	0%	(281,916)	X	-	-
	2,017,675	5,063,251	-60%	(3,045,576)		5,063,251	1,759,728
Capital Expenditure							
Computer Equipment	(1,102,639)	(2,413,920)	-54%	1,311,281	✓	(2,413,920)	(1,063,280)
Furniture and Equipment	145,246	(96,950)	-250%	242,196	✓	(96,950)	(30,000)
Plant & Machinery	(2,600,086)	(4,200,316)	-38%	1,600,230	✓	(4,200,316)	(4,161,000)
Land	(379,679)	(2,871,100)	-87%	2,491,421	✓	(2,871,100)	-
Buildings	(10,137,513)	(17,125,489)	-41%	6,987,976	✓	(17,125,489)	(9,362,800)
Infrastructure - Roads	(17,345,379)	(23,741,411)	-27%	6,396,032	✓	(23,741,411)	(14,162,636)
Infrastructure - Drainage	(844,226)	(1,899,311)	-56%	1,055,085	✓	(1,899,311)	(1,218,300)
Infrastructure - Footpaths	(1,228,420)	(2,042,561)	-40%	814,141	✓	(2,042,561)	(1,187,072)
Infrastructure - Parks Equipment	(5,566,723)	(11,391,142)	-51%	5,824,419	✓	(11,391,142)	(5,847,000)
Infrastructure - Parks Landscaping	(1,381,644)	(2,340,393)	-41%	958,749	✓	(2,340,393)	(1,980,000)
Landfill Infrastructure	(227,969)	(577,814)	-61%	349,845	✓	(577,814)	(360,000)
Marina Infrastructure	(691,259)	(1,643,904)	-58%	952,645	✓	(1,643,904)	(1,550,000)
Note 1.	(41,360,291)	(70,344,311)	-41%	28,984,020		(70,344,311)	(40,922,088)

STATEMENT OF FINANCIAL ACTIVITY

for the period ended 30 June 2019

	Actuals	YTD Revised Budget	Variance to YTD Budget	\$ Variance to YTD Budget	Revised Budget	Adopted Budget
	\$	\$	%	\$	\$	\$
Add: Land - Vested in Crown	(1,880,944)	(1,600,000)	18%	(280,944) X	(1,600,000)	-
Add: Transfer to Reserves	(49,004,166)	(46,811,356)	5%	(2,192,810) X	(46,811,356)	(31,528,907)
Add Funding from						
Non-Operating Grants and Subsidies	8,875,535	11,609,000	-24%	(2,733,465) X	11,609,000	7,341,695
Non-Government Contributions	918,698	3,201,745	-71%	(2,283,047) X	3,201,745	2,792,000
Developers Contributions Plans: Cash	8,493,232	7,731,052	10%	762,180 ✓	7,731,052	5,910,000
Proceeds on Sale of Assets	6,284,360	7,190,523	-13%	(906,163) X	7,190,523	3,887,000
Reserves	31,131,242	47,177,897	-34%	(16,046,656) X	47,177,897	17,168,457
	55,498,387	76,910,217	-28%	(21,411,830)	76,910,217	37,099,152
Non-Cash/Non-Current Item Adjustments						
Depreciation on Assets	32,009,702	32,194,483	-1%	(184,781)	32,194,483	31,121,718
Amortisation on Assets	1,085,573	1,139,280	-5%	(53,707)	1,139,280	1,139,280
Profit/(Loss) on Assets Disposal	(2,017,675)	(5,063,251)	-60%	3,045,576 X	(5,063,251)	(1,759,728)
Loan Repayments	(2,500,000)	(2,500,000)	0%	-	(2,500,000)	(2,500,000)
Non-Current Leave Provisions	374,128	-	0%	374,128 X	-	-
Deferred Pensioners Adjustment	(60,031)	-	0%	(60,031)	-	-
	28,891,697	25,770,512	12%	3,121,185	25,770,512	28,001,270
Opening Funds	11,967,494	11,967,494	0%	(0)	11,967,494	2,000,000
Closing Funds	15,804,447	193,620	8063%	15,610,826	193,620	15,400
	-	-	-	-	-	-

Notes to Statement of Financial Activity

Note 1.

Additional information on the capital works program including committed orders at end of month:

Assets Classification	Actuals \$	Commitments at Month End \$	Commitments & Actuals YTD	YTD Revised Budget	Full Year Revised Budget \$	Uncommitted at Month End \$
Computer Equipment	(1,102,639)	(417,531)	(1,520,170)	(2,413,920)	(2,413,920)	893,750
Furniture and Equipment	145,246	-	145,246	(96,950)	(96,950)	242,196
Plant & Machinery	(2,600,086)	(1,710,550)	(4,310,636)	(4,200,316)	(4,200,316)	(110,320)
Land	(379,679)	(3,590)	(383,269)	(2,871,100)	(2,871,100)	2,487,831
Buildings	(10,137,513)	(2,223,061)	(12,360,574)	(17,125,489)	(17,125,489)	4,764,915
Infrastructure - Roads	(17,345,379)	(1,215,073)	(18,560,451)	(23,741,411)	(23,741,411)	5,180,960
Infrastructure - Drainage	(844,226)	(137,797)	(982,024)	(1,899,311)	(1,899,311)	917,287
Infrastructure - Footpaths	(1,228,420)	(108,296)	(1,336,715)	(2,042,561)	(2,042,561)	705,846
Infrastructure - Parks Equipment	(5,566,723)	(1,775,939)	(7,342,662)	(11,391,142)	(11,391,142)	4,048,480
Infrastructure - Parks Landscaping	(1,381,644)	(233,532)	(1,615,176)	(2,340,393)	(2,340,393)	725,217
Landfill Infrastructure	(227,969)	(132,721)	(360,690)	(577,814)	(577,814)	217,124
Marina Infrastructure	(691,259)	(280,935)	(972,194)	(1,643,904)	(1,643,904)	671,710
	(41,360,291)	(8,239,025)	(49,599,316)	(70,344,311)	(70,344,311)	20,744,995

Note 2.

Closing Funds in the Financial Activity Statement are represented by:

	Actuals \$	YTD Revised Budget \$	Full Year Revised Budget \$	Adopted Budget \$
Current Assets				
Cash & Investments	166,980,789	126,781,817	113,947,104	126,585,931
Rates Outstanding	2,374,582	3,500,000	3,500,000	3,500,000
Rubbish Charges Outstanding	68,436	-	-	-
Sundry Debtors	1,473,859	3,200,000	3,200,000	3,200,000
GST Receivable	5,699,292	-	-	-
Prepayments	264,010	-	-	-
Accrued Debtors	97,256	-	-	-
Stock on Hand	33,335	-	-	-
	176,991,560	133,481,817	120,647,104	133,285,931
Current Liabilities				
Creditors	(8,718,475)	(7,898,311)	(7,898,311)	(7,898,311)
Income Received in Advance	(219,837)	(1,400,000)	(1,400,000)	(1,400,000)
GST Payable	(3,687,716)	-	-	-
Withholding Tax Payable	-	-	-	-
Provision for Annual Leave	(4,085,013)	(4,000,000)	(4,000,000)	(4,000,000)
Provision for Long Service Leave	(2,609,004)	(2,400,000)	(2,400,000)	(2,400,000)
	(19,320,046)	(15,698,311)	(15,698,311)	(15,698,311)
Net Current Assets	157,671,514	117,783,506	104,948,792	117,587,620
Add: Non Current Investments	1,000,894	1,100,000	1,100,000	1,100,000
	158,672,408	118,883,506	106,048,792	118,687,620
Less: Restricted/Committed Assets				
Cash Backed Reserves #	(136,929,351)	(118,689,886)	(118,689,886)	(118,672,220)
Deposits & Bonds Liability *	(5,938,610)	-	-	-
	15,804,447	193,620	(12,641,093)	15,400
Closing Funds (as per Financial Activity Statement)	15,804,447	193,620	(12,641,093)	15,400

See attached Reserve Fund Statement

* See attached Restricted Funds Analysis

Note 3.

Amendments to original budget since budget adoption. Surplus/(Deficit)

Ledger	Project/ Activity	Description	Council Resolution	Classification	Non Change (Non Cash Items) Adjust.	Increase in Available Cash	Decrease in Available Cash	Amended budget Running Balance
					\$	\$	\$	\$
Budget Adoption			Closing Funds Surplus(Deficit)					15,400
GL	235	Cockburn Parenting Service - minor income	OCM13/9/18	Income		500		15,900
GL	105	Increase in FAGS payment	OCM11/10/18	Income		85,977		101,877
OP	6830	New lease income from 159 Phoenix Road	OCM08/11/18	Income		9,000		110,877
								110,877
GL	836	Fuel royalty at the Marina	OCM13/12/18	Income		10,000		120,877
GL	790	Income and expenditure for the new EV Station	OCM13/12/18	Income		2,200		123,077
OP	8591	Better Bins milestone grant	OCM13/12/18	Income		281,700		404,777
		Increased contribution and expenditure for Report/Business						
OP	9008	Development	OCM13/12/18	Income		30,000		434,777
GL	505	Recoup DCA's review and admin costs	OCM14/02/19	Income		103,920		538,697
OP	9080	Adjust review costs for DCA 1-12	OCM14/02/19	Expenditure			9,080	529,617
OP	9081	Adjust review costs for DCA 13	OCM14/02/19	Expenditure			48,755	480,862
Various		Mid Year Budget Review	OCM14/02/19				314,869	165,993
OP	6801	Transfer lease income to Land Development Reserve	OCM14/03/19	Income			23,612	142,381
CW	5984	Atwell net and goals	OCM11/04/19	Expenditure			15,000	127,381
OP	6830	New lease income	OCM11/04/19	Income		5,800		133,181
GL	105	Other General Purpose Income	OCM09/05/19	Income		70,062		203,243
CW	5982	Hopbush Park Cricket Pitch - Correction to MYBR	OCM13/06/19	Expenditure			9,623	193,620
Closing Funds Surplus (Deficit)					0	599,159	420,939	193,620

Statement of Comprehensive Income *by Nature and Type*

for the period ended 30 June 2019

	Actual	Amended YTD Budget	\$ Variance to YTD Budget	Forecast	Amended Budget	Adopted Budget
	\$	\$	\$	\$	\$	\$
OPERATING REVENUE						
01 Rates	103,651,315	103,751,688	(100,373)	103,651,315	103,751,688	103,700,000
02 Specified Area Rates	467,651	450,000	17,651	467,651	450,000	450,000
05 Fees and Charges	30,925,431	29,421,194	1,504,237	30,925,431	29,421,194	28,988,612
10 Grants and Subsidies	12,755,925	10,260,465	2,495,460	12,755,925	10,260,465	12,233,842
15 Contributions, Donations and Reimbursements	1,674,721	1,489,199	185,522	1,674,721	1,489,199	1,249,689
20 Interest Earnings	5,702,039	5,016,467	685,572	5,702,039	5,016,467	4,994,467
25 Other revenue and Income	-	-	-	-	-	-
Total Operating Revenue	155,177,081	150,389,014	4,788,067	155,177,081	150,389,014	151,616,611
OPERATING EXPENDITURE						
50 Employee Costs - Salaries & Direct Oncosts	(54,796,771)	(56,111,649)	1,314,878	(54,796,771)	(56,111,649)	(55,123,882)
51 Employee Costs - Indirect Oncosts	(1,311,337)	(1,582,297)	270,961	(1,311,337)	(1,582,297)	(1,571,447)
55 Materials and Contracts	(40,580,952)	(43,831,006)	3,250,054	(40,580,952)	(43,831,006)	(42,879,374)
65 Utilities	(5,691,087)	(5,517,435)	(173,652)	(5,691,087)	(5,517,435)	(5,460,583)
70 Interest Expenses	(717,623)	(708,945)	(8,678)	(717,623)	(708,945)	(708,945)
75 Insurances	(1,745,071)	(1,485,000)	(260,071)	(1,745,071)	(1,485,000)	(1,485,000)
80 Other Expenses	(9,401,124)	(9,555,187)	154,063	(9,401,124)	(9,555,187)	(9,506,706)
85 Depreciation on Non Current Assets	(32,009,702)	(32,194,483)	184,781	(32,009,702)	(32,194,483)	(31,121,718)
86 Amortisation on Non Current Assets	(1,085,573)	(1,139,280)	53,707	(1,085,573)	(1,139,280)	(1,139,280)
Add Back: Indirect Costs Allocated to Capital Works	1,836,755	974,082	862,673	1,836,755	974,082	986,570
Total Operating Expenditure	(145,502,486)	(151,151,201)	5,648,715	(145,502,486)	(151,151,201)	(148,010,366)
CHANGE IN NET ASSETS RESULTING FROM OPERATING ACTIVITIES	9,674,595	(762,187)	10,436,782	9,674,595	(762,187)	3,606,245
NON-OPERATING ACTIVITIES						
11, 16 Non-Operating Grants, Subsidies and Contributions	9,794,232	14,810,745	(5,016,512)	9,794,232	14,810,745	10,133,695
18 Developers Contributions Plans: Cash	8,493,232	7,731,052	762,180	8,493,232	7,731,052	5,910,000
95 Profit/(Loss) on Sale of Assets	2,017,675	5,063,251	(3,045,576)	2,017,675	5,063,251	1,759,728
Total Non-Operating Activities	18,219,515	26,005,048	(7,785,532)	18,219,515	26,005,048	17,803,423
NET RESULT	27,894,111	25,242,861	2,651,250	27,894,111	25,242,861	21,409,668

Notes to Statement of Comprehensive Income

Note 1.

Additional information on main sources of revenue in fees & charges.

	Actual	Amended YTD Budget	Amended Budget	Adopted Budget
	\$	\$	\$	\$
<u>Recreation & Community Safety</u>				
Recreational Services	698,973	568,580	568,580	593,580
Law and Public Safety	699,103	465,596	465,596	465,596
Cockburn ARC	11,079,020	11,097,984	11,097,984	11,152,830
	12,477,097	12,132,160	12,132,160	12,212,006
<u>Waste Services:</u>				
Waste Collection Services	2,740,229	2,654,205	2,654,205	2,647,216
Waste Disposal Services	5,962,805	5,479,288	5,479,288	5,479,288
	8,703,035	8,133,493	8,133,493	8,126,504
<u>Infrastructure Services:</u>				
Port Coogee Marina	1,390,273	965,000	965,000	955,000
	1,390,273	965,000	965,000	955,000
	22,570,405	21,230,652	21,230,652	21,293,509

Note 2.

Additional information on Salaries and Direct On-Costs by each Division.

	Actual	Amended YTD Budget	Amended Budget	Adopted Budget
	\$	\$	\$	\$
Executive Services	(2,528,123)	(2,471,261)	(2,471,261)	(2,451,261)
Finance & Corporate Services Division	(7,848,563)	(7,974,734)	(7,974,734)	(7,437,105)
Governance & Community Services Division	(20,344,710)	(20,964,712)	(20,964,712)	(20,997,452)
Planning & Development Division	(5,494,015)	(5,819,016)	(5,819,016)	(5,754,016)
Engineering & Works Division	(18,581,361)	(18,881,926)	(18,881,926)	(18,484,048)
	(54,796,771)	(56,111,649)	(56,111,649)	(55,123,882)

Note 3

Additional information on Materials and Contracts by each Division.

	Actual	Amended YTD Budget	Amended Budget	Adopted Budget
	\$	\$	\$	\$
Executive Services	(934,363)	(1,234,792)	(1,234,792)	(1,710,015)
Finance & Corporate Services Division	(3,729,306)	(4,134,565)	(4,134,565)	(3,952,650)
Governance & Community Services Division	(11,986,865)	(13,109,439)	(13,109,439)	(12,658,920)
Planning & Development Division	(1,347,597)	(1,329,822)	(1,329,822)	(1,013,391)
Engineering & Works Division	(22,582,821)	(24,022,388)	(24,022,388)	(23,544,399)
Not Applicable	0	0	0	0
	(40,580,952)	(43,831,006)	(43,831,006)	(42,879,374)

City of Cockburn - Reserve Funds

Financial Statement for Period Ending 30 June 2019

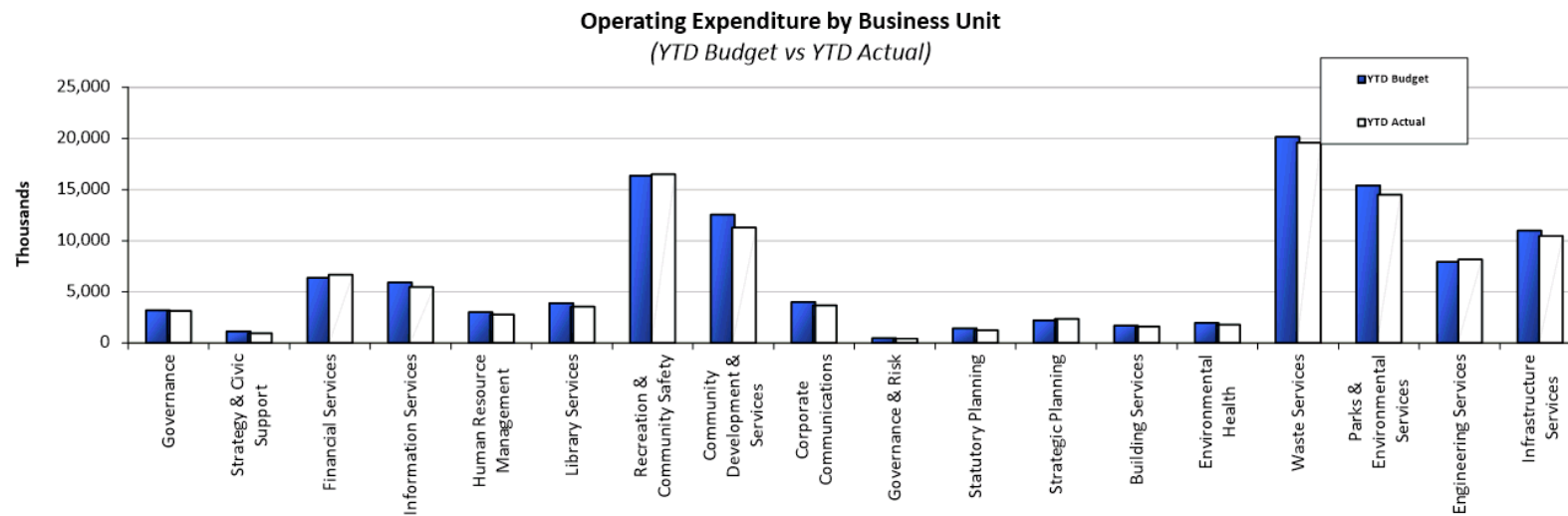
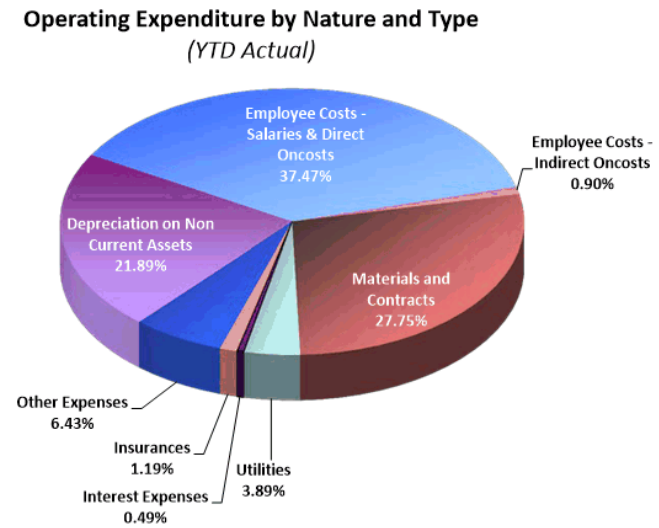
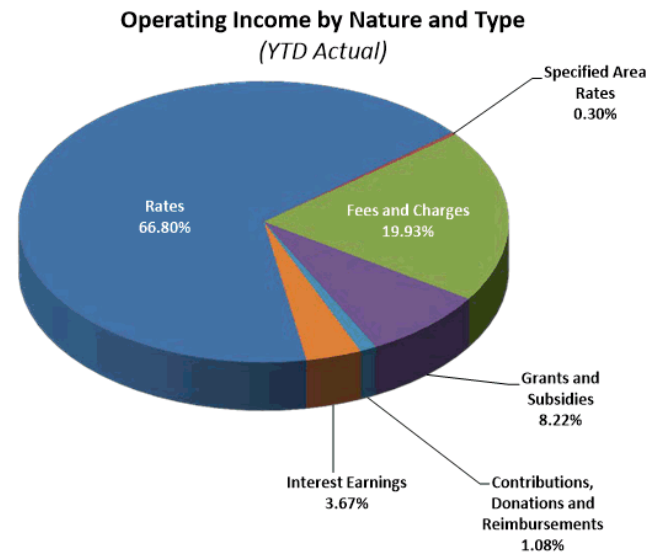
Account Details	Opening Balance		Interest Received		t/f's from Municipal		t/f's to Municipal		Closing Balance	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Council Funded										
Bibra Lake Management Plan	601,791	601,791	11,324	12,990	-	-	(100,000)	(26,690)	513,115	588,091
Carry Forward Projects	3,618,392	3,618,392	-	-	9,557,112	9,557,112	(10,973,286)	(7,379,450)	2,202,218	5,796,055
CIHCF Building Maintenance	6,150,813	6,150,813	5,641	145,790	1,456,941	1,450,088	-	-	7,613,395	7,746,691
Cockburn ARC Building Maintenance	2,010,608	2,010,608	53,573	43,738	-	-	-	-	2,064,181	2,054,346
Cockburn Coast SAR	897	897	-	180	13,500	19,217	(9,872)	(3,045)	4,525	17,248
Community Infrastructure	14,879,832	14,879,832	127,034	310,398	7,419,972	7,419,972	(5,665,836)	(2,952,475)	16,761,002	19,657,728
Community Surveillance	903,958	903,958	23,842	17,417	200,000	200,000	(414,238)	(317,464)	713,562	803,911
Environmental Offset	304,512	304,512	8,033	6,624	-	-	-	-	312,545	311,136
Greenhouse Action Fund	420,432	420,432	10,790	9,010	200,000	200,000	(81,000)	(56,550)	550,222	572,893
HWRP Post Closure Management & Contaminated	2,324,206	2,324,206	50,489	50,546	-	-	(135,000)	(997)	2,239,695	2,373,754
Information Technology	206,565	206,565	8,388	3,529	200,000	200,000	(121,250)	(107,375)	293,703	302,718
Insurance	1,262,819	1,262,819	8,801	35,853	550,000	550,000	(160,000)	(150,533)	1,661,620	1,698,139
Land Development and Investment Fund	3,756,615	3,756,615	256,447	132,184	6,768,578	6,075,894	(2,511,062)	(325,885)	8,270,578	9,638,807
Major Building Refurbishment	13,093,407	13,093,407	147,574	284,811	1,500,000	1,500,000	(175,000)	-	14,565,981	14,878,218
Municipal Elections	79,037	79,037	2,977	1,719	-	-	-	-	82,014	80,756
Naval Base Shacks	1,078,013	1,078,013	24,153	23,450	30,635	30,635	-	-	1,132,801	1,132,099
Plant & Vehicle Replacement	9,354,672	9,354,672	115,183	196,248	3,394,090	3,313,043	(3,433,880)	(1,847,759)	9,430,065	11,016,204
Port Coogee Marina Assets Replacement	285,423	285,423	-	6,209	1,000,000	1,000,000	-	-	1,285,423	1,291,632
Port Coogee Special Maintenance - SAR	1,418,130	1,418,130	28,417	33,852	387,000	399,283	(206,833)	(206,833)	1,626,714	1,644,432
Port Coogee Waterways - SAR	92,022	92,022	8,852	3,064	49,500	49,151	(50,000)	(50,000)	100,374	94,237
Port Coogee Waterways - WEMP	1,763,151	1,763,151	43,009	35,147	-	-	(593,533)	(437,588)	1,212,627	1,360,710
Roads & Drainage Infrastructure	15,446,223	15,446,223	81,300	288,766	2,000,000	2,000,000	(8,890,861)	(5,397,528)	8,636,662	12,337,461
Staff Payments & Entitlements	1,709,732	1,709,732	47,023	34,373	125,000	125,000	(190,000)	(180,263)	1,691,755	1,688,842
Waste & Recycling	14,136,202	14,136,202	363,713	305,589	1,020,065	1,372,541	(652,814)	(289,984)	14,867,166	15,524,347
Waste Collection	2,092,296	2,092,296	66,093	44,709	1,159,736	1,159,736	(91,207)	(8,201)	3,226,918	3,288,540
Welfare Redundancies	42,634	42,634	797	927	-	-	-	-	43,431	43,561
POS Cash in Lieu (Restricted Funds)	-	-	-	-	-	-	-	-	-	-
	97,032,383	97,032,383	1,493,453	2,027,123	37,032,129	36,621,671	(34,455,672)	(19,738,620)	101,102,293	115,942,557
Grant Funded										
Aged and Disabled Asset Replacement	191,003	191,003	8,628	4,837	81,645	81,645	-	-	281,276	277,485
Family Day Care Accumulation Fund	30,675	30,675	-	667	-	-	(20,000)	(20,000)	10,675	11,342
Naval Base Shack Removal	528,000	528,000	10,822	11,486	56,000	56,000	-	-	594,822	595,485
Restricted Grants & Contributions	4,532,938	4,532,938	-	-	-	1,419,141	(3,975,857)	(4,276,505)	557,080	1,675,575
Underground Power - Service Charge	-	0	-	-	-	-	-	-	-	0
Welfare Projects Employee Entitlements	708,130	708,130	9,223	15,568	20,000	20,000	(23,091)	(23,091)	714,262	720,608
	5,990,745	5,990,746	28,673	32,558	157,645	1,576,786	(4,018,948)	(4,319,596)	2,158,115	3,280,495
Development Cont. Plans										
Cockburn Coast DCP14	(112,255)	(112,255)	-	7,602	1,821,052	1,793,383	(1,656,061)	(1,615,347)	52,736	73,383
Community Infrastructure DCP 13	5,714,253	5,714,253	231,370	165,413	4,500,000	4,913,707	(6,903,706)	(5,077,433)	3,541,917	5,715,940
Hammond Park DCP	2,742,378	2,742,378	24,032	62,479	500,000	266,815	(9,005)	(2,497)	3,257,405	3,069,175
Munster Development	1,260,069	1,260,069	21,830	27,494	80,000	70,855	(13,921)	(7,672)	1,347,978	1,350,746

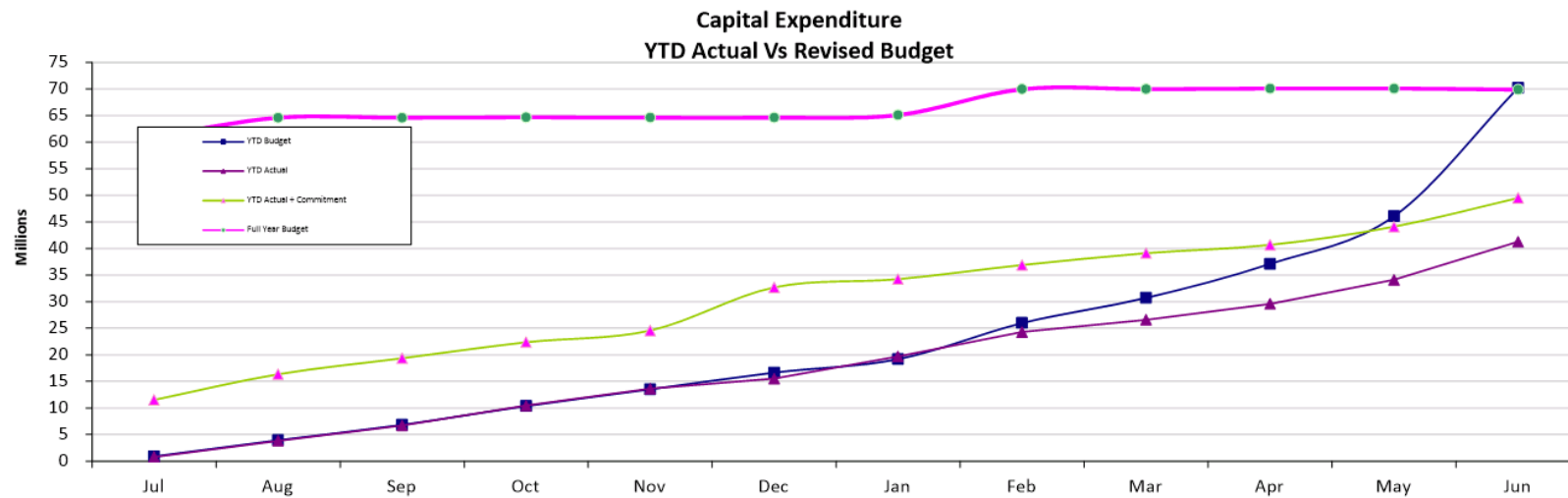
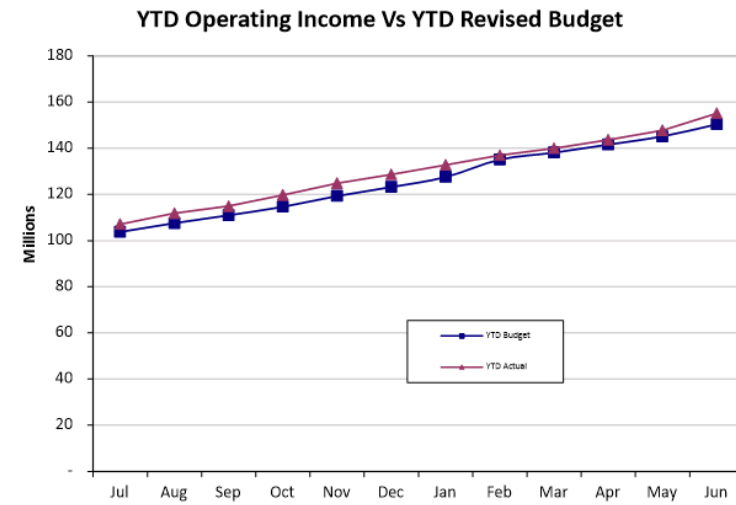
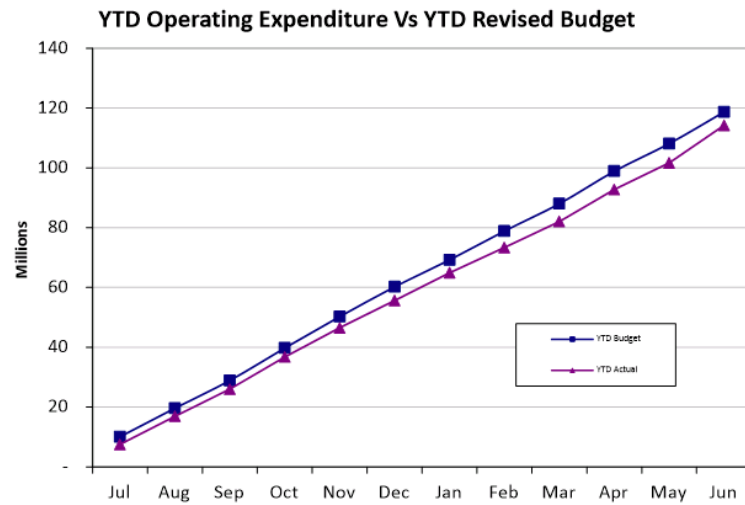
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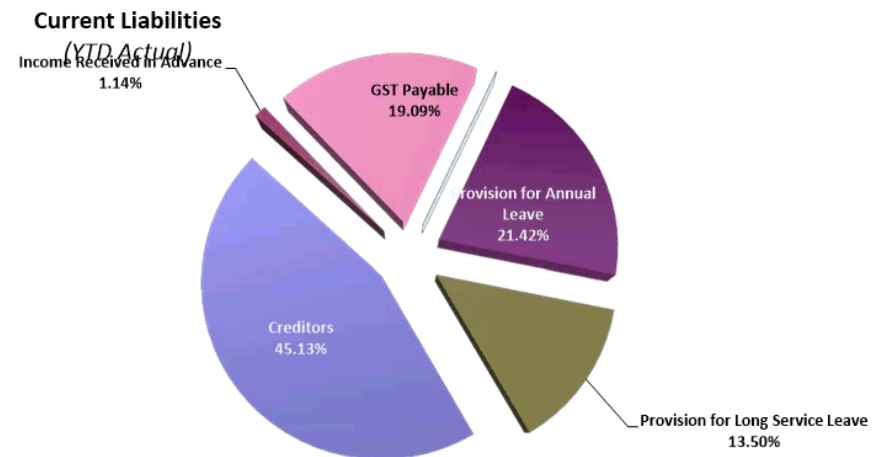
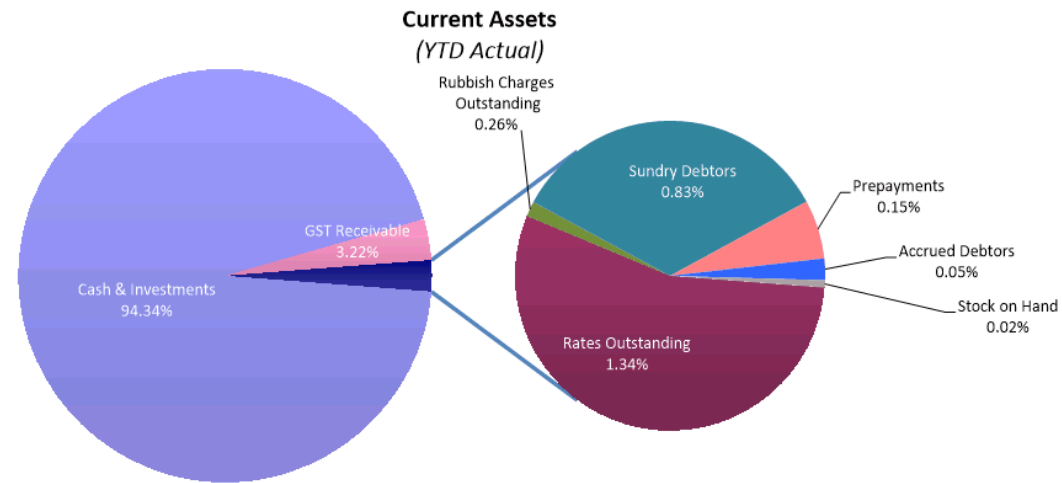
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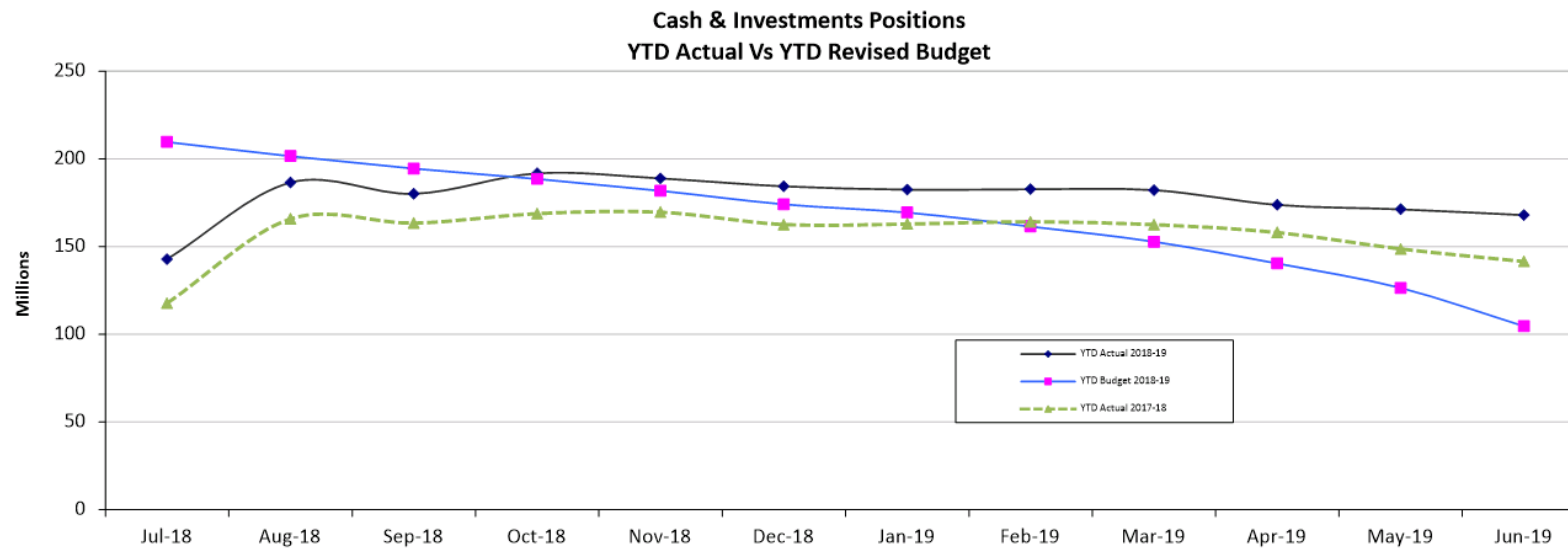
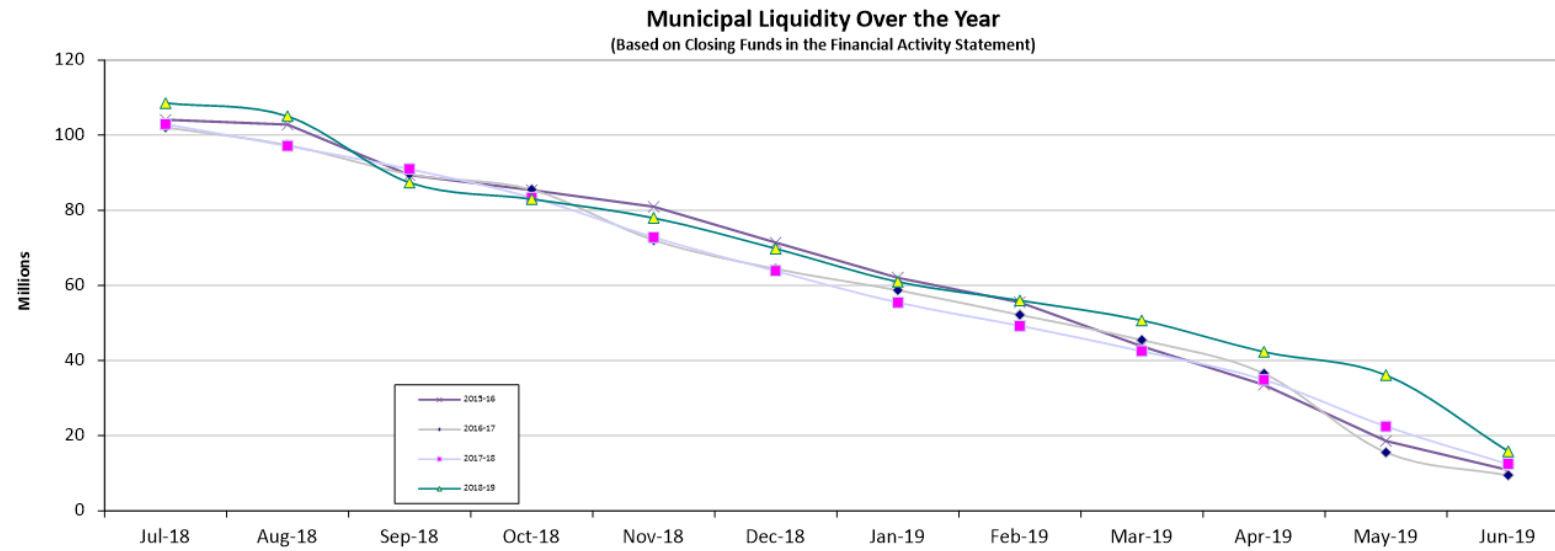
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Muriel Court Development Contribution	257,613	257,613	179	5,532	350,000	-	(76,613)	(73,271)	531,179	189,874
Packham North - DCP 12	15,021	15,021	1,146	1,203	100,000	106,748	(12,024)	(42,313)	104,143	80,659
Solomon Road DCP	639,757	639,757	16,500	13,902	-	-	(7,991)	(4,583)	648,266	649,076
Success Nth Development Cont. Plans	3,282,848	3,282,848	40,540	74,591	30,000	499,700	(7,916)	(5,361)	3,345,472	3,851,777
Thomas St Development Cont. Plans	13,262	13,262	294	288	-	-	-	-	13,556	13,550
Wattleup DCP 10	17,141	17,141	3,394	1,928	250,000	243,153	(9,005)	(242,888)	261,530	19,333
Yangebup East Development Cont. Plans	1,422,610	1,422,610	18,907	33,560	-	361,166	(3,656)	(398)	1,437,861	1,816,937
Yangebup West Development Cont. Plans	780,602	780,602	10,212	17,083	100,000	79,426	(3,376)	(1,263)	887,438	875,848
	16,033,299	16,033,299	368,404	411,075	7,731,052	8,334,952	(8,703,277)	(7,073,027)	15,429,478	17,706,299
<i>Total Reserves</i>	119,056,427	119,056,427	1,890,530	2,470,756	44,920,826	46,533,409	(47,177,898)	(31,131,242)	118,689,886	136,929,351









16. ENGINEERING & WORKS DIVISION ISSUES

16.1 (2019/MINUTE NO 0119) CURRENT PRACTICES IN THE CITY FOR MANAGING THE MAINTENANCE AND IMPROVEMENT OF VERGES AND WAYS TO IMPROVE DESIGN AND COMPLIANCE FOR THESE AREAS, PARTICULARLY IN NEW DEVELOPMENTS

Author(s) A Lees

Attachments

1. Review of other Local Government Verge Policies and Guidelines [↓](#)
2. Information Session - Consultation Analysis [↓](#)
3. Street Verge Improvement Policy [↓](#)

RECOMMENDATION

That Council receive the report.

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0

Background

At the August 2018 OCM, Council deferred acceptance of the current practices associated with maintaining and improving verges to allow for the following:

1. Urban Forest Briefing;
2. Investigate what other Councils have in place for verge policy;
3. Allow for community consultation prior to a further report on this matter in order for residents to forward ideas and provide feedback on the verge policy; and
4. Host an information session, open to residents reporting about what Councils, who are leaders on the topic, are doing and providing examples on what can be achieved at the City of Cockburn in this regard. Guest speakers to be invited should include but not be limited to:
 - Verge Projects Australia;
 - City of Bayswater;
 - Urban Food Street Story; and
 - LGIS Risk & Governance Team.

This report is a follow up to complete Council's decision.

Submission

N/A

Report

Following Council's decision to defer the August 2018 OCM agenda item to address a number of additional requirements a programme was developed in order to ensure compliance with the request items. The timeline created took into consideration the organisational policy and position statement review schedule for the Engineering and Works Directorate and the available resources to complete the investigation into items 2, 3 & 4.

It was determined that the engagement of a preeminent business in the field of environmental awareness, landscape architecture, ecological knowledge, sustainability and community consultation was warranted not only to deliver the three key aspects of the request but to mitigate any potential conflict of interest if the investigation was completed by City officers.

Following development of a brief and receipt of submissions, Josh Byrne & Associates was appointed in September 2018 to undertake the investigation of other local government policies, plan and facilitate a community information session with guest speakers and develop a new policy based on the information collected. A three month window was identified to deliver the scope of works however it became clear that to arrange an information session with the community and guest speakers was challenging, so an extension was granted. This additional time would still permit a revised verge improvement policy to be presented to the May 2019 DAPPS meeting.

The project was completed by Josh Byrne and Associates in March 2019 with the final report and revised policy. The review of other local government policies identified a number of similarities, differences and opportunities for the City to explore. The review outlined all Councils are very proactive in encouraging verge beautification; they all promote ongoing maintenance of the verge by the adjacent property owner and ensure safety concerns are managed accordingly.

The analysis of other Council's policies demonstrated variances in documentation detail and design, alternative frameworks for communicating verge improvements and approval processes. It also highlighted the City's proactive environment in verge improvements and was not out of touch with community expectations. The review also identified a number of opportunities to consider, which could be utilised to inform future policies and the delivery of demonstration verge trials should staff resources be available. A copy of the analysis is attached



under the title Review of Other Local Government Verge Policies and Guidelines (refer Attachment 1).

This analysis formed a part of the basis for the community forum which was held in February 2019 under the banner On the Verge with Josh Byrne. Approximately 80 people attended with presentations from Dr Josh Byrne, Dr Paul Barber and the City Manager Parks & Environment. The session was extremely productive with around 150 individual items of information received.

In parallel to this workshop an online survey was promoted through the City's 'Comment on Cockburn' consultation website. The consultation analysis (Attachment 2) provides an executive summary, background information, methodology and engagement summary highlighting the online feedback and the information received at the community forum.

Post completion of these key objectives a revised street verge improvement policy was developed by Josh Byrne and Associates for consideration by City officers. Following an internal review which highlighted some minor editing a revised street verge improvements policy was presented to the 23 May 2019 DAPPS meeting and subsequently adopted by Council at the 13 June 2019 OCM. A copy of the revised Street Verge Improvement Policy has been included as Attachment 3 to demonstrate the outcomes of the information session and community consultation.

A briefing to the Elected Members on the Urban Forest Plan 2018 – 2028 was held on 16 August 2018. The presentation outlined the following key points:

- City's vulnerability to the loss of trees by virtue of green and brown field development;
- Why an Urban Forest Plan was required;
- Current vegetation cover across the City's various land classifications;
- Current street tree analysis including species diversity;
- The community's concerns regarding street trees and what solutions can be applied;
- Objectives and targets of the urban Forest Plan; and
- Financial analysis.

Post the presentation a copy of the briefing was placed on the internal Council information platform (The Hub).

Strategic Plans/Policy Implications

Economic, Social & Environmental Responsibility



Sustainably manage our environment by protecting, managing and enhancing our unique natural resources and minimising risks to human health.

Improve the appearance of streetscapes, especially with trees suitable for shade.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

Community consultation has been conducted through the review of the Street Verge Improvement Policy.

Risk Management Implications

Refusal to accept this report would pose a significant risk to the implementation of the recently adopted street verge improvement policy.

Advice to Proponent(s)/Submitters

N/A

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

Nil



Review of Local Government Verge Policies and Procedures

Council	Verge Policy and/or Guidelines	Waterwise Verge Best Practice Guidelines (Water Corporation)	Incentives and assistance	Integration with key strategies and policies (Urban Forest strat/Climate Change strat/Street Tree policy)	Safety guidance	Additional info/other verge treatments specified (e.g. edible verge, water management)
City of Cockburn	<p>Verge Improvements Policy: https://www.cockburn.wa.gov.au/getattachment/014f5526-6e2a-4d3b-9904-8cdbbbf51675/EC_M_4132771_v5_S_treet-Verge-Improvements-AEW1-Policy-docx.aspx</p> <p>Guidelines: https://www.cockburn.wa.gov.au/getattachment/cbe6e3-70aa-4924-bc3a-b1c51a022255/EC_M_6640216_v1_Developing-Your-Verge-Guidelines-for-Good-Design-pdf.aspx</p>	<p>Approvals and controls: Residents must complete the Verge Landscaping Application Form for significant changes.</p> <p>Design: Design advice is provided in the guidelines for a range of different verges.</p> <p>Preliminary works and soil preparation: Use Dial before you dig. No information on soil preparation.</p> <p>Plant selection: Advice is provided in the guidelines and examples of waterwise native plants provided.</p> <p>Mulch: Advice on mulch application is provided in the guidelines.</p> <p>Irrigation: No irrigation is preferred but sub-surface drip should be used if required.</p> <p>Maintenance: Advice on maintenance provided in guidelines, City does not maintain verges except in limited circumstances.</p>	<p>Native Plant Subsidy Scheme</p> <p>Sustainability Grants for funding for DIY verge improvement projects</p> <p>Grow Local Brochures for plants/soil type info</p> <p>Street Tree Planting where residents entitled to a street tree to be planted on their verge</p> <p>Garden workshops which provide information on soil types, composting, plant choices, food gardening, waterwise tips and more.</p>	<p>AEW1 Street Verge Improvements</p> <p>APD58 Residential Design Codes</p> <p>APD70 Waste Management in Multiple Unit Developments</p> <p>PSEW5 Construction of footpaths</p> <p>PSEW11 Subdivision Construction Standards</p> <p>PSEW12 Standard Specifications and Cost of Crossovers</p> <p>PSEW15 Removing and Pruning of Trees</p> <p>PSEW16 Unkempt Verge Mowing</p> <p>SEW1 Maintenance of Verges following subdivision</p> <p>Urban Forest Plan 2018-2028</p>	<p>Safety is highlighted as a main component, particularly in regard to maintenance.</p>	<p>No more than 25% of verge is to be paved.</p> <p>Artificial turf not supported as not a waterwise treatment and requires approval.</p> <p>Edible gardens are supported.</p>

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City of Bayswater	Street Verge Policy http://www.bayswater.wa.gov.au/trees/verge-gardens	Approvals and controls: specified in Verge Greening Guidelines Design: In policy and further explored in Verge Greening Guidelines and Street Verge Greening Guide on verge gardens webpage) Preliminary works and soil preparation: not specified Plant selection: Street Verge Greening Guide provides links to the City's species lists (http://www.bayswater.wa.gov.au/cproot/926/2/local-native-plants-2016.pdf). Mulch: not specified Irrigation: not specified Maintenance: not specified	None specified online	The City of Bayswater has signed up to Vision 20-2020, which aims to provide 20 per cent more quality green spaces in urban environments by 2020.	Undue hazards (e.g. rocks, stakes) cannot be placed on verge, raised garden beds not more than 0.35m, vegetation not to obstruct sight lines, thoroughfare required. Residents required to meet hazard requirements or remove verge garden.	Bayswater has been given the praise by Urban Street Food as 'Australia's most progressive and forward thinking verge gardening municipality'. Council responded to 'guerrilla gardening movement' by providing updated guidelines. Offered a free Verge Gardening Workshop in 2018. Trial of 'turf paving' driveway by resident

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City of Fremantle	Verge Garden Policy Creating Your Verge Garden: https://www.fremantle.wa.gov.au/sites/default/files/Create%20Your%20Verge%20Garden_Rev1_20180525_Online.pdf	<p>Approvals and controls: Verge Garden Materials list (in policy) specifies what requires approval.</p> <p>Design: Detailed in 'Creating Your Verge Garden' resource</p> <p>Preliminary works and soil preparation: Detailed in the 'Creating Your Verge Garden' resource.</p> <p>Plant selection: Species list and photos detailed in the 'Creating Your Verge Garden' resource. Also refers to Water Corp guide to waterwise plants.</p> <p>Mulch: Policy and 'Creating Your Verge Garden' specifies mulch application.</p> <p>Irrigation: Detailed in the 'Creating Your Verge Garden' resource.</p> <p>Maintenance: Detailed in the 'Creating Your Verge Garden' resource.</p>	<p>Verge Preparation Assistance Scheme</p> <p>Plant subsidy scheme</p> <p>Mulch provided for residents (to be collected from depot)</p>	<p>Street trees in accordance with Street and Reserve Tree Policy.</p> <p>Verge gardens are a key element of the City's One Planet strategy and Greening Fremantle: Strategy 2020.</p>	<p>Materials or structures which are unsafe, block sight lines, are loose or slippery, present a hazard, are impermeable, are weeds, are sharp or prickly will be considered to be an unacceptable material.</p>	<p>The use of alternative materials such as benches, boulders, hardscapes (more than 1/3 of the verge), timber or raised garden beds, are only allowed on application to the City.</p> <p>The City encourages soft landscaping for verges for infiltration of rain water, reduced heat island effect, lower maintenance and improved aesthetics.</p> <p>Fremantle hosts a Verge Garden Open Day to provide inspiration.</p>

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City of Gosnells	Permissible Verge Treatments	Approvals and controls: Permissible verge treatments information sheet details acceptable treatments Design: Not specified Preliminary works and soil preparation: Not specified Plant selection: Not specified Mulch: No, however mulch is noted as an acceptable treatment. Irrigation: Not specified Maintenance: Not specified	None specified online	Street tree program and Street tree policy	Under Obstructions or barriers it is noted that no rocks or star pickets are allowed. Residents must comply to City notice to remove a non-permissible verge treatment.	Focus is on non-permissible treatments. No advice on waterwise verge practices. Permissible Verge Treatments doc needs updating (from 2011).
City of Joondalup	Street Verge Guidelines: https://www.joondalup.wa.gov.au/wp-content/uploads/2017/12/Street-Verge-Guidelines-3.pdf	Approvals and controls: Not specified, however approval is required if planting a tree on the verge. Design: General design sketches are provided. Permissible treatments and acceptable materials for hardstand surfaces included. Preliminary works and soil preparation: Dial before you dig is specified. Plant selection: No detailed species list, the City "encourages the installation of low water use plants, ground covers, edible planting (vegetables and herbs), lawns and landscape treatments". Mulch: Not specified. Irrigation: Yes, some advice provided for laying pipes, location and response to damage to services from installation. Maintenance: Not specified.	None specified online	Tree management guidelines (https://www.joondalup.wa.gov.au/wp-content/uploads/2017/12/Tree-Management-Guidelines.pdf)	Plant height must not exceed 600mm.	A variety of designs are included in the guidelines, however no detail on plant species. City is responsible for street trees, householders responsibility to maintain verge.

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City of Kwinana	<p>Street trees and Verge Treatments Policy: https://www.kwinana.wa.gov.au/our-services/engineering-and-parks/street-trees-verges/Document%20-%20Street%20Trees%20and%20Verge%20Treatments.pdf</p> <p>Verge Garden Tips: https://www.kwinana.wa.gov.au/our-services/engineering-and-parks/street-trees-verges/Document%20Verge%20Garden%20Tips_NOV_2016.pdf</p>	<p>Approvals and controls: No approval for permissible treatments. Approval for alternative treatments needs to align with objectives of City's Climate Change Mitigation and Adaptation Plan</p> <p>Design: not specified, links to Water Corporation verge pages are provided.</p> <p>Preliminary works and soil preparation: Advice on soil preparation is provided and Plantsman soil recipe provided.</p> <p>Plant selection: Natives are recommended in tips. Advice is to call the City's Bushcare officers for advice on plant selection.</p> <p>Mulch: Application advice is provided in tips.</p> <p>Irrigation: Specifications for lawn only are included in policy. Suggest that natives require watering for first two summers only.</p> <p>Maintenance: Tips highlight resident responsibility.</p>	none specified for verges. All residents are entitled to a street tree.	<p>Policy incorporates street trees.</p> <p>Clear alignment with Climate Change Mitigation and Adaptation Plan.</p>	<p>Dial before you dig.</p> <p>No planter boxes or built structures.</p> <p>Clear pedestrian access required.</p>	Tips document includes a mini checklist for residents.

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City of Melville	Verge Treatment Policy	<p>Approvals and controls: Not specified for verge treatments. Approvals required for structures.</p> <p>Design: Not specified.</p> <p>Preliminary works and soil preparation: Not specified.</p> <p>Plant selection: Preference for native plants, no species list provided.</p> <p>Mulch: Not specified.</p> <p>Irrigation: Advice provided on minimising spray, no tripping hazard, and minimal water usage/efficiency. No further details on watering times and exemption.</p> <p>Maintenance: Details provided on property owners responsibility.</p>	Native Plant Giveaway in April (and sometimes August) each year.	<p>Urban Forest Strategic Plan (2017-2036)</p> <p>Urban Forest and Green Space Policy (2017): City of Melville is committed to growing an urban forest.</p>	General safety conditions outlined such as set back, clear access, clear sight lines, no loose material, vegetation growth restrictions.	<p>The City encourages planting out the verge with ground cover, grass, small shrubs or an edible garden.</p> <p>Hard surfaces, including artificial turf, permitted on 50% of verge.</p>

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City of South Perth	<p>P210 Street Verges (2 pages)</p> <p>Street Verge Landscape Guidelines</p> <p>https://southperth.wa.gov.au/residents/services/verges</p>	<p>Approvals and controls: Residents must complete a written Application for Verge Treatment Approval and receive approval from the City prior to installation. Approval also required for paving or artificial turf.</p> <p>Design: Tips and informative sketches provided in Street Verge Landscape Guidelines</p> <p>Preliminary works and soil preparation: not specified.</p> <p>Plant selection: Detailed plant list provided in Guidelines, with photos and growth information.</p> <p>Mulch: Guidelines include a section on 'Mulching Guidelines'.</p> <p>Irrigation: Guidelines include advice on avoiding waste, sub-surface irrigation recommended.</p> <p>Maintenance: Further advice provided on Lawn Maintenance, Specific section in Guidelines on 'Maintaining Your Street Verge'.</p>	Free mulch for residents (to be picked up from Collier Park Waste Transfer Station)	City of South Perth Strategic Plan 2015-2025 P206 Urban Forest P350.5 Trees on Development Sites and Street Verges P503: Crossovers Urban Forest Management Plan Green Plan Street Verge Landscape Guidelines	Street Verge Landscape Guidelines include: Advice included in Planting Guidelines (e.g. plant height, clear footpaths). Advice on Dial Before You Dig Note on owner responsibility of verge	<p>The City's preference is for verge treatments to be predominantly planted lawn and/or garden, however other treatments such as brick paving and synthetic turf may be approved in certain circumstances (refer to Street Verge landscape Guidelines).</p> <p>Street Verge Landscape Guidelines have lots of extra links to further information e.g. Water Corporation waterwise plants, fertiliser use and lawn maintenance.</p>

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City of Stirling	<p>Verge website page</p> <p>Policy: https://www.stirling.wa.gov.au/your-city/documents-and-publications/your-city/about-council/governance-and-transparency/policies/verge-treatment-policy</p> <p>Verge Treatment Guidelines: https://www.stirling.wa.gov.au/your-city/documents-and-publications/services-and-support/in-your-street/verge-treatment-guidelines</p>	<p>Approvals and controls: Approval not required for lawn, plants and mulch. Paving, artificial turf and concrete do require approval.</p> <p>Design: Design considerations are provided in the Guidelines, with example plans.</p> <p>Preliminary works and soil preparation: Soil preparation advice provided for lawn installation.</p> <p>Plant selection: Recommended plant species lists, with photos, for groundcover and small shrubs, in Guidelines.</p> <p>Mulch: Application and use of mulch not specified. Mulch noted as a permitted treatment but must be part of a garden.</p> <p>Irrigation: Watering times and types of irrigation not specified. Reticulation noted as the responsibility of the householder.</p> <p>Maintenance: The policy clearly states that maintenance is the responsibility of the householder.</p>	Living Green Sustainability Grant for Verge Grass Replacement Rebate (\$250 for waterwise landscaping)	<p>Crossover Policy</p> <p>Street Tree Policy</p> <p>Sustainability Policy</p> <p>City of Stirling Verge Areas and Protection of City Property during Building Works - Permits to Use Form</p> <p>City of Stirling Verge Treatment Guidelines</p> <p>City of Stirling Verge Treatment Specifications</p>	<p>Wooden stakes in edible gardens must not pose a safety hazard.</p> <p>Sight lines need to be maintained.</p>	<p>Edible gardens are allowed.</p> <p>1/3 of verges permitted for hardstand verge treatments.</p>

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City of Subiaco	<p>Verge Policy Management Guidelines: https://www.subiaco.wa.gov.au/CityofSubiaco/media/City-of-Subiaco/Your-home/Trees-and-verges/Verge-Policy-Management-Guidelines-final-Mar-2015.pdf</p> <p>4 Policy Fact sheets available: Paving Guidelines, Verge Maintenance, Verge Development Application Guidelines, Verge Policy and Management Guidelines Overview.</p>	<p>Approvals and controls: All proposals require approval and must include a diagram of proposed work and species list. The council will inspect the location, approve the process and complete a further inspection upon completion.</p> <p>Design: none provided but residents can seek landscape design advice via the Verge Development Assistance Scheme.</p> <p>Preliminary works and soil preparation: not specified.</p> <p>Plant selection: natives encouraged, although no species list provided. Vegetable gardens also permitted.</p> <p>Mulch: not specified.</p> <p>Irrigation: Residents responsibility and sub-surface preferred.</p> <p>Maintenance: Specifications are included in the Management Guidelines and a fact sheet is available. The City will provide annual mowing to ensure public safety and amenity.</p>	Verge Development Assistance Scheme	Street Tree Policy	Safety guidance is provided in the Management Guidelines, landscaping of verges needs to meet the safety requirements of the community. Stakes in vegetable gardens not permitted, play equipment not permitted.	Guidelines highlight the importance of landscaping verges for water infiltration and stormwater management.

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City of Vincent	<p>Verge Policy (18 pages): https://www.vincents.wa.gov.au/documents/716/224-verge-treatments-plantings-and-beautification</p> <p>Waterwise Verge Guide (online): https://www.vincents.wa.gov.au/resources/environmental-health/environmental-sustainability/news-events/adopt-a-verge/waterwise-verge-guide.aspx</p>	<p>Approvals and controls: Beautification does not require approvals, consent from neighbours advised.</p> <p>Design: not specified.</p> <p>Preliminary works and soil preparation: Yes, included as per WC best practice guidelines.</p> <p>Plant selection: Yes, included as per WC best practice guidelines.</p> <p>Mulch: Yes, included as per WC best practice guidelines.</p> <p>Irrigation: Yes, included as per WC best practice guidelines.</p> <p>Maintenance: Yes, included as per WC best practice guidelines.</p> <p>Hyperlinks provided for more information on waterwise plants and waterwise irrigation.</p>	<p>Adopt a Verge Program</p> <p>Native plant subsidy available (sales in April and August each year)</p>	<p>Not explicitly mentioned. Could include: Greening Plan 2018 - 2023. Street tree policy</p>	<p>Clear lines of sight must be kept at all times, only use plant species that are safe.</p> <p>Contact 'Dial before you dig' before carrying out works. Any damage to services is at a cost to the resident.</p>	<p>Synthetic turf is not permitted.</p> <p>The City strongly encourages the use of waterwise plants, in particular natives, for planting on verges due to their ability to survive hot dry summers with little to no supplementary water.</p> <p>Permissible verge landscaping features include:</p> <ul style="list-style-type: none"> - raised garden beds - rocks/stones and/or logs - compacted crushed gravel pathways - paved pathways and/or bin stand areas - seating or benches - decorations and lighting - any other item (not listed above) may be considered at the discretion of the Director Engineering in accordance with the Policy
Interstate examples						

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City of Melbourne	Street Garden Guidelines (2015), provide advice on street gardening in high density areas. https://www.melbourne.vic.gov.au/SiteCollectionDocuments/street-garden-guidelines-booklet.pdf	Details provided on elements such as: location, planning and design, planter criteria, support and approval, permits, maintenance.	None specified, although there is a list of responsibilities for the City of Melbourne (including provision of information and gardening resources).	Not explicitly mentioned but connects with all Greening the City initiatives.	Safety guidance is provided for selecting a location, parking, and for the safety of the gardener.	The City of Melbourne support street gardening activities as a way of promoting sustainable living and community cohesion.

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Inner West Council (focus on Marrickville Syd, NSW)	<p>Verge Garden Guidelines and Checklist</p> <p>https://www.innerrwest.nsw.gov.au/ArticleDocuments/1027/Verge-Garden-Guidelines-and-Checklist-Marrickville.pdf.aspx</p> <p>https://www.innerrwest.nsw.gov.au/live/environment-and-sustainability/living-sustainably/sustainable-streets</p>	Focus of guidelines is to 'to inform gardeners of the risks associated with gardening in the public space and to help avoid potential problems'.	The Marrickville Sustainable Streets Program provides a process of collaboration with the community to create, manage and maintain nature strip gardens and has seen more sustainable streetscapes emerge.	none.	The guidelines have a focus on safety.	Checklist is required to be completed and submitted to council prior to installation of a verge garden. Edible gardens not recommended due to possible soil contamination.

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Randwick City Council	<p>Policy (2 pages): http://www.randwick.nsw.gov.au/data/assets/pdf_file/0007/26872/Street-Garden-Policy.pdf</p> <p>Guidelines (20 pages): http://www.randwick.nsw.gov.au/data/assets/pdf_file/0006/226887/Street-Garden-Guidelines.pdf</p>	Details provided on elements such as: exclusion zones, planning and design (includes topics such as access, neighbours, plant selection, existing street trees), compliance, utilities, safety, management and complaints.	not specified	not specified	Policy objectives focus on: Consider responsibility, service functions of the verge area, promote maintenance and reduce hazards.	<p>Need to complete a checklist after installation to ensure the nature strip garden meets the requirements of the Street Garden Policy. A completed signed copy of the checklist needs to be submitted to Council, with accompanying photo images showing your completed garden.</p> <p>Also includes opportunities for a laneway garden.</p>

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City of Salisbury (Adelaide, SA)	Verge Development Guidelines: http://www.salisbury.sa.gov.au/files/sharedassets/public/website_digitalpublications/build_-_parking_footpaths_and verges/verge_development_guidelines_for_web_nov_2017.pdf	Details provided on: development, verge treatments, written approval including a sketch plan, planting, synthetic turf requirements, solid construction, irrigation, reinstatement, footpath construction, removal and modification. One verge development plan sketch is provided.	Council will not subsidise or assist with the development of verges in any other form or manner.	Streetscape Renewal Policy	A Footpath Trading Policy is referred to for detailed information on pedestrian safety.	Guidelines are framed as 'Developing and maintaining a beautiful neighbourhood'.

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On The Verge

February 2019
Consultation Analysis



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1. Executive Summary

The City of Cockburn used a novel approach to seek feedback on drafting a new Street Verge Improvement Policy, hiring Josh Byrnes and Associates to host a forum and including a community member on the organising committee.

A forum was held on February 20 at Cockburn Bowling and Recreation Centre hall, attracting 80 people to provide input and hear from three guest speakers:

- City of Cockburn Parks Manager Anton Lees about the constraints of electrical, gas and communications utilities buried underground on verges
- Forest pathologist Dr Paul Barber about heat generated in suburbs without vegetation
- Gardening Australia's Dr Josh Byrne about great examples of verges.

2. Background

The City has a Street Verge Improvements Policy 2017 and supporting verge guidelines: Developing Your Verge: Guidelines for Good Design?

These documents provide advice and direction for residents about how to care for and enhance verges so that they contribute to a greener, cooler and more waterwise city. As well as supporting the City's Urban Forest Strategy, the policy provides direction on safety and accessibility within the streetscape.

The City is now updating this policy to provide further advice and direction to residents, particularly residents in new developments who may be unsure about what they can do and how to go about making improvements. The review includes an analysis of best practice initiatives in other councils.

To ensure that the policy continues to provide practical best practice guidance in line with community expectations it is critical that residents are given the opportunity to provide input into this review. The information received from this feedback process will be added to the research findings and used to inform the revised policy.

Street verges can offer many benefits to the community and our environment -- from cooling the air around our homes, to providing shelter and habitat provision for wildlife protection and creating a sense of pride via improved public amenity -- all of which help increase or maintain property values.

Verges are defined as a portion of Crown land that lies between the edge of a road and the adjacent property line. However residents in the City of Cockburn are encouraged to take "ownership" of their verges to beautify, maintain and improve.

3. Methodology

Residents have provided input via the forum and a survey on Comment on Cockburn. The opportunity to have a say was publicized by:

- Newspaper article
- Facebook posts
- Email newsletters to 3,700 Comment on Cockburn subscribers



GARDEN guru Josh Byrne said he hopes to get Cockburn residents more excited about one of the most controversial strips of greenery-the verge.

The Gardening Australia presenter will be a guest speaker at a City of Cockburn event focusing on improving verges and streetscapes.

Mr Byrne said verges could be polarising at time, with some loving them and others hating them, but that his talk aimed to show locals what was possible.

"Verges are really important green space and provide enormous opportunities for urban greening, shade through trees, opportunities for biodiversity and provide amazing amenity for the streetscape," he said.

"The thing is the idea that 'it's not my land, it's the city's land so I won't engage with it, I won't mow it, I won't take care of it'.

"That's what I want to try and challenge, we can encourage people to adopt their verges and manage them and engage with them.

"I'd encourage people to come along, it's a great opportunity for people to have their say about how verges should be managed and if you have any questions, this is an opportunity to ask them."

ArborCarbon director Paul Barber will also discuss the importance of urban forests.

The free event will act as a public consultation session as the City aims to review and update its Street Verge Improvements Policy 2017.

It will be held at the Cockburn Bowling and Recreation Centre on February 20 from 6pm.

RSVP at <https://comment.cockburn.wa.gov.au/verge-policy-what-can-we-plant-on-our-verges>.

4. Engagement Summary

Engagement summary	
We asked for feedback on verges	<p>You said:</p> <p>"Why allow fake lawns? They are hot and ugly."</p>
Key points raised: <ul style="list-style-type: none"> • Need advice on what to plant • Need advice on how to prepare verge for improvements • Grants to encourage verge improvements 	<p>"I'd love to be able to plant waterwise ground cover instead of lawn."</p> <p>"If the verge is in front of a house owner whom wishes to plant trees, shrubs and flowers to make the street appeal and safety better, they should be allowed."</p>
	<p>You participated</p> <p>Email newsletter to 3,700 people</p> <p>Evening with Josh Byrne: 80 people</p> <p>Online surveys: 25</p> <p>Web visits: 1,200</p>
Next steps	
We are now reviewing all community input.	

[Home](#) » [On the verge with Josh Byrne](#)

On the verge with Josh Byrne

Consultation has concluded

1 March 2019

Yes, we're talking verges and we want your input. Lawns, street trees, turf, gardens, water efficiency and the rest.

Benefits of verges

Our street verges can offer many benefits to the community and our environment – from cooling the air around our homes, to providing shelter and habitat provision for wildlife protection and creating a sense of pride via improved public amenity – all of which help increase or maintain property values.

Verges are defined as a portion of Crown land that lies between the edge of a road and the adjacent property line. However residents in the City of Cockburn are encouraged to take 'ownership' of their verges to beautify, maintain and improve.

Did you know that the City has a Street Verge Improvements Policy 2017 and supporting verge guidelines: Developing Your Verge: Guidelines for Good Design?

These documents provide advice and direction for residents about how to care for and enhance verges so that they contribute to a greener, cooler and more waterwise city. As well as supporting the City's Urban Forest Strategy, the policy provides direction on safety and accessibility within the streetscape.

The City is now reviewing and updating this policy to provide further advice and direction to residents, particularly residents in new developments who may be unsure about what they can do and how to go about making improvements. The review includes an analysis of best practice initiatives in other councils.

To ensure that the policy continues to provide practical best practice guidance in line with community expectations it is critical that residents are given the opportunity to provide input into this review. The information received from this feedback process will be added to the research findings and used to inform the revised policy.

Workshop

Thankyou to the 80 people who attended the discussion on 20 February 2019 at the Cockburn Bowling and Recreation Centre where Gardening Australia's Dr Josh Byrne and forest pathologist Dr Paul Barber shared their expertise and thoughts.

Have your say

Share your ideas below by Friday 1 March 2019

- Post a question or add your comment below
- Send an email to Community Engagement Officer Deanie Carbon at comment@cockburn.wa.gov.au by Friday 1 March 2019.



Key Dates

Consultation closes
01 March 2019

FAQ

1. What is a verge?
2. What can I plant on my verge?
3. What can't I have on my verge?
4. How can I request a tree for my verge?

Existing verge rules

Guidelines for good design

Who's listening

Parks team

Parks officers
City of Cockburn

Phone 08112444

PT

Comment on Cockburn views to 1 March 2019:

Highlights

TOTAL VISITS	MAX VISITORS PER DAY	NEW REGISTRATIONS
1.2 k	246	21
ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
70	260	1 k



5. Online responses

Q I attended the verge discussion tonight and found it to be very informative. I was impressed, not only by the effort Cockburn Council had gone too in setting up this event but also the commitment they showed in trying to do the best for our communities environment. Having recently landscaped a water wise verge, using WA natives, drip irrigation, mulch and with 2 trees planted by Cockburn Council, I am having trouble with people driving over the verge with their vehicles and damaging my plants. According to the Councils website, barriers, stakes and bollards are not permitted on verges so I am at a loss as how to protect my hard work until it becomes established. Your thoughts on this matter would be appreciated.

David1963 asked, 14 days ago

Thankyou David for attending and for your positive feedback. I will ask for advice and get back to you.

Q Has Cockburn considered giving interested and committed residents a one-off grant of (say) \$100 to get their verge gardens established? I am considering a verge garden but the cost would be considerable even once established. The criteria could include the condition of the resident's existing garden.

Fiona61 asked, 3 months ago

The City has the following funding programs

- Native Plant Subsidy Scheme - allows people to purchase up to 20 native plants for the verge in May each year
- Sustainability grants – allows collective households to apply for funding for DIY verge improvement projects
- Waterwise Verge Incentive scheme – allows people to apply for funding for verge improvements (currently closed)

Q Why the 600mm rule? Its overly restrictive - its more important to specify that sight lines are maintained. such as city of bayswater do ... <http://www.bayswater.wa.gov.au/cproot/6159/2/Street-Verge-Policy-24022017.pdf> Also why are street trees allowed (and provided by council), yet only shrubs (<600m high!) can be planted on peoples verges by people - this seems an inconsistent standard. The council website acknowledges the benefit of trees for amenity, wind breaks, heat island mitigation etc, yet the current verge policy does not support this. Raised veggie beds should be allowed as long as sufficiently set back and not interfering with sight lines. Again the city of bayswater has a more outcomes based (eg maintain sight lines) approach to specification.

mattyoga asked, 3 months ago

Food for thought! We're looking at what other local governments do and can harvest the best ideas.

The 600mm has been identified as a suitable height to ensure sight lines are achieved for vehicles, including neighbours, entering and exiting the road network from a crossover to the property. This is especially pertinent in newer suburbs where the verge width has been reduced significantly. In regards to trees, the placement of trees is permitted within a 2.4m to 3m setback from the front property boundary in order to mitigate damage to essential services such as water, power, gas, sewer pipes and the like within the road reserve. Allowing residents to plant of any species and location on the verge could result in the City being liable for future damages to these services.

Q Why is fake lawn allowed when other impermeable surfaces are not? They are hot and ugly. They're not water wise insofar as they do not comply with water sensitive urban design principles. I would fully support the City changing the verge policy to stop allowing fake lawns. I am not suggesting home owners with existing fake lawn should be forced to pull them up, simply that going forward they should not be allowed under the verge policy. I understand this will be difficult to police but the City has a responsibility to lead the community as well as to work for it. If new home owners are seeking guidance on verge treatments, the banning of fake lawn with a good explanation will be helpful to the City and future generations in so far as it will encourage alternatives that are more water sensitive and cooler.

Lou Corteen asked, 3 months ago

Those residents who like water-sensitive and low heat gardens steer away from fake lawns. Thanks for your suggestion.

As outlined in the current policy, the City is generally not supportive of synthetic turf, however will accept submissions based on compliance with a series of conditions that will mitigate the impact of heat island effects and water runoff.

Q I'd love to be able to plant water wise ground cover instead of lawn in the 1.5m setback from the kerb. Is there any chance the City will consider this in their revisions to the verge policy? Specifically I am thinking of things like hemiandra pungens, keneddia prostrata, carpobrotus, Enchylaena tomentosa. Perhaps the City could even include a list of acceptable species (and varieties). I'd love to be able to plant shrubs near my fence on my deep verge. The current policy doesn't allow this although the engineering department has assessed my verge as being safe with shrubs present in terms of line of sight. The City's verge policy used to include a series of allowable plants depending on the distance from the kerb (and line of sight). These shrubs are important for small birds which have been massively displaced in the metro area. Larger birds are happy to occupy taller trees, but small birds require the cover of dense shrubs and our current landscaping preference for low ground covers or grass with intermittent tall trees misses out this important habitat type.

Lou Corteen asked, 3 months ago

You seem to know your plants! Glad to have you on board for this project Lou.

A 1.5m strip behind the back of the kerb should be kept clear for pedestrians should they be walking along the road and need to find a safe refuge from a passing vehicle. Additionally, this area provides a safe set down area for property owners waste to place their rubbish bins and is the preferred location of a future footpath.

Q A tree should not be optional but mandatory on the verge.

Sofdemey asked, 3 months ago

This is a contentious one. When we survey residents each year they strongly encourage the planting of more trees and we're on board with that. With the recent adoption of the Urban Forest 2018-2028, the City will be engaging and education the community about the benefits and value of trees to the streetscape environment, including verges. Obtaining the buy-in of the adjacent property owner through these mechanisms is seen as a better way to improve the long term viability of a street tree.

Survey participants provided the following comments:

Verges Policy	
1.	<p>If Engineering could advise re projected plans for future footpaths that would be helpful. I live on Chat Place and we probably don't need any. I'd rather keep my whole verge to offset the bitumen etc.</p> <p>If the Council could provide a list of plants, and plants compatible with the local bush reserves and bird life that we could use that would be helpful. Some kind of design input would be most useful. Perhaps a handful of design ideas that suit particular verge sizes.</p> <p>I like the idea of extending the urban forest like Josh has, through our verges.</p> <p>Thank you for the interesting informative event, and for the opportunity to be involved.</p>
2.	<p>If the verge is in front of a house owner whom wishes to plant trees, shrubs and flowers to make the street appeal and safety better they should be allowed. As long as it doesn't conflict with power water gas structures. The verge doesn't even get looked after by the council so if the owner is willing to look after it they should be allowed.</p>
3.	<p>Thank you for the sandwiches and tea that night.</p> <p>I would love to re verge my whole court but the main area is the corner block facing another street. They have a brick wall and park the trailer and car (plus bricks) they have also brick paved it. They mow and wippersnip ever few months. So for us it looks messy and unattractive (they look onto a park). Could you give more control to the street people than the closes land owner, so we can plant and develop with council permission.</p> <p>Also can we have "helpers" to come out and assist with ideas (I may have already planted incorrectly). Maybe have some nursery give a discount for our replanting. You can have discount tickets to give out. Any help would be great.</p>
4	<p>Pity I can't join the evening talking about the green on the verge because it is a topic that is really close to my heart.</p> <p>When we bought a house 3 years ago in Bullfinch Street, Spearwood there was grass in the front garden and we took that out straight away because it is strange to have green grass here in Australia , where we need the scarce water for other things.</p> <p>So we went to a small local nursery and informed us about native plants.</p> <p>We bought 15 natives plants and the rest we bartered with friends and neighbours. We also installed a rainwater tank.</p> <p>We still have the drainage in the garden that was already there and we use it only once in fortnight in Summer (on a scheduled day and time) if the rainwater tank is empty.</p> <p>We see people during the heat of the day watering their grass. No point to say something about it, they look at you if you are an alien Or they reply we have a bore.... Well I think that only people who live in a place where there is no water supply they are allowed to have a bore...It is everyone's water resource... And the water level in the ground is dropping for years now.</p> <p>The only thing what would help if council and water cooperation take action before it will be the same as in Capetown...Water supply price must come down a bit and water usage has to go up. In our case we pay \$150 for supply and only \$8 for the water.</p> <p>That is no encourage for people to save water . It has to be the other way around! That make people thinking, oh I have to take action...</p>

5	<p>Thank you for the opportunity to comment.</p> <p>Summary:</p> <ol style="list-style-type: none"> 1. Plant lots of medium and tall local native trees on verges 2. Expand the (very good) plant subsidy scheme to 40 plants 3. Ban fake lawn 4. If not banning fake lawn, double the council rates of people with fake lawn to subsidise the native plant scheme 5. Stronger discourage lawns <p>Longer story:</p> <p>I have lived in Cockburn for 8 years: Coogee, Beeliar and Spearwood. The only place with tall trees within 1 block is my current place in Spearwood, near Smart Park. Beeliar was desolate. Such terrible architecture and urban planning. Coogee wasn't much better.</p> <p>We bought here 2 years ago and while I initially thought that having the two olive trees on the verge wasn't too bad, I now wish that the council had told the previous owner that the only trees allowed to be planted were local native trees. My neighbour said that the previous owner got the council to plant them. The olive trees fit with the market gardens heritage, but surely the thousands or millions of years before that should take preference! Every possible opportunity needs to be taken to plant local native tall trees. The verge is the perfect opportunity.</p> <p>The Council loves saying the word sustainable, even though there is a lot of land being cleared for development. We can't get that beautiful banksia forest back, so the least the council can do is plant them on the verge.</p> <p>Black cockatoos are my favourite birds and I always go outside to see them fly past. I can only now imagine how great it would have been to have 2 mature banksia on my verge so they could stop for some food. Instead I have olive trees that drop lots of fruit that end up in the storm water. I don't see many, or any, birds on them either.</p>
6	<p>This sustainable verge policy rubbish is just resulting in ugly streets and lowering property values. Lawns with nice trees, similar to suburbs such as Applecross should be the aim, not overgrown native scrub like we see in suburbs such as Hamilton Hill.</p> <p>Cockburn now has one of the worst performing real estate markets in the country, this is part of the problem.</p>
7	<p>I think one of the most prohibitive aspects of improving a verge, is the initial clean up of the area. Spraying of weeds/grass, removal of turf and rubble.</p> <p>If Cockburn Council provided these services, even at a subsidized rate to property owners, then I think more people would look at revegetating their verge.</p> <p>Also, by Cockburn Council undertaking these works, correct heights, levels and gradients would be achieved and damage to services could be avoided.</p>
8	<p>When you have a bus stop outside unless you have a footpath you cant have plants on verge</p>
9	<p>We de-lawned and treed our side verge circa 2009 using CoC to supply mulch & trees under a previous scheme and then did our expansive corner verge in</p>

2017/18. It is not a food production verge but a native habitat and works well for both birds and our locals, especially the children. We get much positive feedback, interaction & interest.

I attended CoC's great forum on Verge Policy Reform and as the beleaguered Engineering Dept would know, have also frequently & passionately communicated my thoughts on the importance of verge design in reconnecting community. Thank you for the forum and all your work, once again I am so grateful to be in the CoC for your dynamism and responsiveness. I still wish to put my comments into a written submission. Many people at my table had the same comments as I am sure you have seen with repetition on the sticky notes from the evening. They are -

- Please don't be total slaves to liability in every situation; take into account verges that do not conform to the regular rectangle out front, and if necessary employ some-one to consult with people one-on-one about design requests – for example, on our big downward sloping corner verge, much of the council owned verge is very well set back from the trafficked corner, both in terms of vehicles and pedestrians. (& we do understand lines of vision, our verge was redone due to our concern for overgrown old shrubs obstructing lines of sight)
- One presenter talked about the absolute importance of footpaths. I agree. Our substantial cul-de-sac has none and our corner is heavily trafficked every day by school children, shoppers and dog walkers from adjoining cul de sacs. I know how much more our corner verge could be utilized and with safety with a proper council-standard footpath. It would invite & direct people to transit safely through the verge & therefore interact with plants & wildlife. I know in an effort to save money most re-vergers go for compacted limestone at best, but most owner-done verge paths I have seen are not suitable for strollers or wheelchairs being too narrow & of inappropriate material which may also project debris on the adjacent road. At least suggest suitable contractors. Consider subsidizing. I believe it is council's role to provide footpaths when a community or individual requests them.
- Where requested in highly trafficked areas if landowners could either order from council or have approved by council park seating or similar, to a suitable standard to enable further interaction. Whilst developing our verge we daily had several elderly walkers pass through, to whom we could offer a temporary chair if they wished to stay to interact with us or the verge habitat. We understand the need for a quality durable product.
- Although not directly relating to verges, certainly a lowering of speed limits or traffic calming off main streets would encourage more community play – we are lucky to have a street where children play on the street and on the verges, but we have speeders – lowering the limit to 40 would send a clear message.

- I know budgetary constraints will be cited to above ideas. However any amount of money is spent on adventure playgrounds, Cockburn ARC, the Bowling Club, recreational facilities etc when reality is that many people don't leave their own streets to utilize such facilities. The streetbound part of the community needs funding sent their way too – so important for connectiveness.
- Please do not limit the length of Guidelines for easy consumption without covering different scenarios and allowances well, or otherwise showing some flexibility.
- Please consider bringing back complimentary delivery of mulch to re-vergers who have stripped lawns & roots away. By doing it properly and at great expense, we were left with a huge area and depth to fill, & despite recommendations wound up with questionable mulch full of unhygienic domestic rubbish. We know CoC has free mulch but then there's the difficulty of getting it to site if your contractor doesn't work to/with Henderson tip. Ours used return trips when he disposed of the lawn to backload mulch.
- Allow involvement of local community, where willing, to develop co-operative projects with CoC – eg. If Council could landscape more conventional verges on the promise that street inhabitants/custodians then maintain it.
- Have regular rounds of funding for neighboring verges to be developed in co-operation. Eg Along with our neighbor we have a vast conjoined verge that forms the entrance to a series of cul de sacs. But we could not access funding to develop a community garden in a previous round due to over-subscription, she couldn't afford to go it alone in time, effort or money but was keen for me to help her submit that plan. Now that verge is dry, deteriorated and has an inappropriate tree jammed in, as well as attracting dumping of rubbish. Opportunity lost.
- Make policy about all verges, not just prospective re-verge projects, and have a patrol and action plan on completely unmaintained, unruly verges, especially side verges that become havens for rubbish, dumping, snakes & feral cats and foxes, which sadly will always be out there. As well as people who repeatedly park cars on verge corners, as lines of vision do matter. Have guidelines for assisting occupiers for whom maintaining verges is not possible due to physical or mental incapacity.
- Lastly how can council be so prescriptive on liability issues on verges then allow this below with verge junk collections. That our suburbs can look like a rubbish tip, literally, for a few weeks a year begs belief. The junk collection in our suburb increasingly attracts outside dumping & undesirables with each successive collection – street crawlers who are not even interested in the verge content use it to case our homes - I see this all the time when working in our verge garden and there is much community comment about this. Why cant CoC employ the dial-a-skip-bin junk system used by other councils? One pities any owner trying to

sell while a suburb looks like this.

- If in future CoC employs verge policing officers, may they be consultative, collaborative and not seem punitive. It is a huge undertaking for individuals to do a large verge well, in physical labour, effort & finances for the benefit of a community. Overly dictatorial guidelines are a BIG disincentive

The real verge problems lie with the unregulated & unpoliced, not with the people who apply with thought through correct processes... many of us have these issues close to home.

Thankyou for the opportunity to submit on what a perfect verge world might look like.



City of Cockburn

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Title	Street Verge Improvements
Policy Number (Governance Purpose)	



Policy Type

Council

Policy Purpose

This policy details the key considerations for the development, improvement, enhancement and maintenance of verges within the City of Cockburn. This policy must be read in conjunction with the City's 'Verge Guidelines'.

This policy aligns with the City's Sustainability Strategy, Sustainability Action Plan, Strategic Community Plan and Urban Forest Plan.

Policy Statement

The City of Cockburn defines verges as the portion of Crown land which lies between the edge of a road and the adjacent property line. The verge is a shared area, important for access and services including utilities, crossovers, street trees and footpaths.

(1) Design Considerations

Well-designed verges can play an important role in enhancing the liveability of a suburb. The design of a verge should consider utilities, safety, urban cooling, biodiversity, functionality, Water Sensitive Urban Design and permeability, whilst also enhancing human and neighbourhood interaction.

1. Permissible verge treatments include approved trees, mulched gardens, edible gardens, drought tolerant lawn, low groundcovers and mid-level shrubs. Verges can also include slight depressions or in some instances; rain gardens that act as water catchments and assist in stormwater retention and treatment. Structures such as fruit and vegetable planters and other street furniture items are permitted although approval by the City is first required to ensure public safety.
2. Shrubs and approved structures should be set back and clear of kerbs and footpaths by 500mm whilst hardy and dense groundcovers are acceptable in areas adjacent to road kerbs. Clear pedestrian and traffic sight lines must be maintained at all times and can be achieved via a scaled approach to planting heights: a maximum 600mm within 1.0m from the crossover or road network, 800mm between 1.0-2.0m, and a maximum 1.2m height beyond 2.0m from the crossover or road network. Where no footpath is present, a clear unplanted space of 1.5m from the road kerb is required to facilitate pedestrian movement off the road.
3. Where adequate soil volume is available, every verge is required to have a street tree to assist in creating a mature tree canopy for the future. Trees will be supplied, installed and maintained by the City. The City's Urban Forest Plan will inform the preferred street tree.

[1]

Title	Street Verge Improvements
Policy Number (Governance Purpose)	



4. Unacceptable verge treatments include signs, fences, barriers, lighting, unsafe materials that produce a loose or slippery surface, rocks, stakes, synthetic turf and impermeable surfaces. The City will ask property owners or managers to undertake remedial works to meet requirements should verge treatments present a hazard.
5. Design examples are included in the City's 'Verge Guidelines' and the City can provide further advice in regard to uncommon or difficult verge situations such as bus stops and corner blocks.

(2) Approvals and Controls

1. Approval is required for street furniture, play equipment and hard surface treatments where more than 25% of the verge is paved. Verges with hard paved areas must demonstrate mitigation of urban heat island through street tree planting or landscaping and verge permeability.
2. When developing a verge landscape, property owners or property managers should be aware of utility alignments for both underground and overhead services and must refer to the Utility Providers Code of Practice and Dial Before You Dig. Utilities have the right to dig up verges to access, upgrade or repair services and rectification of the verge may be the responsibility of the property owner.

(3) Preliminary Works and Soil Preparation

Ground preparation and soil improvements play a significant role in the success of a verge garden and should be integral to the design and implementation of your verge. The City's 'Verge Guidelines' provides detail on how to best prepare your verge.

(4) Plant Selection

Lists of Waterwise plants suitable for your area are available in the City's Verge Guidelines, from the Water Corporation website and at Waterwise Garden Centres. Subsidised native plants and Sustainability grants are also available to City of Cockburn residents on a seasonal basis. When selecting plants for your verge, be careful not to plant declared weeds, prickly or poisonous plants as they are not permitted.

(5) Mulch

Coarse Waterwise mulch should be used to reduce evaporation, maintain soil temperature, reduce plant stress and suppress weed growth. Mulch should be maintained below the adjoining kerbs and footpaths with a depth of 50mm-100mm.

[2]

Title	Street Verge Improvements
Policy Number (Governance Purpose)	



(6) Irrigation

The City promotes Waterwise unirrigated verges though if planning to irrigate, property owners or property managers should consult a Waterwise Garden Irrigator via the Water Corporation and only water during specified days and times.

(7) Maintenance

1. The City of Cockburn is responsible for maintaining all verge trees. Property owners, property managers or residents that require maintenance to their verge tree must contact the City.
2. Property owners, property managers or residents whose property is connected or adjacent to the verge are responsible for verge maintenance including mowing, weeding, pruning, mulching and maintaining any approved structures or furniture in a safe condition.
3. The City will provide a minimum service to ensure unkempt verges are maintained, please refer to Public Open Space Strategy.
4. Where Water Sensitive Urban Design (WSUD) features such as swales or rain gardens are installed on residential verges, they should be designed with minimal maintenance in mind and it is the responsibility of the property owners, property managers or residents to maintain them.

(8) Further Information

Property owners, property managers and residents should reference the City of Cockburn 'Verge Guidelines' for more detailed information on verge design, preparation, installation and maintenance.

Strategic Link:	Sustainability Strategy Urban Forest Plan
Category	Street Trees and Verges
Lead Business Unit:	Parks and Environment
Public Consultation: (Yes or No)	Yes
Adoption Date: (Governance Purpose Only)	13 June 2019
Next Review Due: (Governance Purpose Only)	June 2021
ECM Doc Set ID: (Governance Purpose Only)	8503806

[3]

17. COMMUNITY SERVICES DIVISION ISSUES

Nil

**(2019/MINUTE NO 0120) MEETING TO PROCEED BEHIND
CLOSED DOORS****COUNCIL DECISION**

MOVED Cr S Pratt SECONDED Cr C Sands

That Council go behind closed doors, the time being 7.30pm to discuss
Item 18.1

CARRIED 10/0**(2019/MINUTE NO 0121) SUSPENSION OF STANDING ORDERS****COUNCIL DECISION**

MOVED Cr S Pratt SECONDED Cr M Separovich

That Council suspend Standing Orders pursuant to Clause 22.1 to
allow discussion on Item 13.2 (Minute No.0005) CEO's Key
Performance Indicators and Contract Review.

CARRIED 10/0**(2019/MINUTE NO 0122) RESUMPTION OF STANDING
ORDERS****COUNCIL DECISION**

MOVED Cr S Pratt SECONDED Cr M Separovich

That Council resume Standing Orders the time being 7.40pm.

CARRIED 10/0

18. EXECUTIVE DIVISION ISSUES**18.1 (2019/MINUTE NO 0123) MINUTES OF CHIEF EXECUTIVE OFFICER PERFORMANCE & SENIOR STAFF KEY PROJECTS APPRAISAL COMMITTEE MEETING - 19 MARCH 2019****Author(s)** S Cain**Attachment** 1. Minutes of Chief Executive Officer Performance & Senior Staff Key Projects Appraisal Committee Meeting - 19 March 2019 **(CONFIDENTIAL)****RECOMMENDATION**

That Council receive the Minutes of the Confidential Chief Executive Officer Performance & Senior Staff Key Projects Appraisal Committee Meeting held on Tuesday, 19 March 2019, and adopt the recommendations contained therein.

COUNCIL DECISION

MOVED Cr S Pratt SECONDED Cr C Sands

That Council adopt the recommendation, subject to amending Minute No 005 "CEO Key Performance Indicators and Contract Review" in accordance with the alternative motion presented to the Meeting behind closed doors.

MOVED Cr Sands SECONDED Cr Separovich that the motion be put

CARRIED 8/2

MOTION PUT AND CARRIED 7/3

Reason for Decision

In accordance with the resolution of Council passed while the Meeting proceeded behind closed doors.

Background

At the Ordinary Council Meeting of 11 April 2019, the decision of Council was to defer the Minutes of The Chief Executive Officer Performance & Senior Staff Key Projects Appraisal Committee Meeting, conducted on 19 March 2019, until after the Strategic Planning Workshop held in June 2019. These Minutes of the meeting are now presented to Council for adoption.



Submission

N/A

Report

The Strategic Planning workshop was conducted on 9 June 2019, with a further review session held with Elected Members on 24 July 2019 and accepting the draft versions of new Vision and Purpose statements for the City. The strategic planning process will continue through 2019-2020, so that Council can finalise its new Strategic Community Plan by June 2020.

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 consultant's final summary report is also attached to the agenda item.

Strategic Plans/Policy ImplicationsLeading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Budget/Financial Implications

Nil

Legal Implications

The conduct of the appraisal is part of the contractual agreement with the CEO.

Community Consultation

Minutes of the Committee refer.

Risk Management Implications

The tri-annual meetings of the CEO Committee have been designed to ensure Council manages its employer obligations to the CEO and minimises any risks that could come from a breakdown in relationships.

Advice to Proponent(s)/Submissioners

The CEO has been advised that this matter will be presented to the August 2019 Ordinary Council Meeting.

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

Sections 5.38 and 5.39 LGA detail the reporting and contractual requirement for the CEO. The completion of this assessment is in accordance with these provisions.

(2019/MINUTE NO 0124) MEETING TO PROCEED WITH OPEN DOORS**COUNCIL DECISION**

MOVED Cr C Sands SECONDED Cr S Pratt

That the meeting be resumed and doors be re-opened to the public, the time being 8.08pm

CARRIED 10/01



18.2 (2019/MINUTE NO 0125) MINUTES OF CHIEF EXECUTIVE OFFICER PERFORMANCE & SENIOR STAFF KEY PROJECTS APPRAISAL COMMITTEE MEETING - 23 JULY 2019

Author(s) S Cain

Attachment 1. Minutes of the Chief Executive Officer Performance & Senior Staff Key Projects Appraisal Committee Meeting - 23 July 2019
(CONFIDENTIAL)

RECOMMENDATION

That Council receive the Minutes of the Chief Executive Officer Performance & Senior Staff Key Projects Appraisal Committee Meeting held on Tuesday 23 July 2019, and adopt the recommendations contained therein.

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0

Background

The Chief Executive Officer's Performance and Senior Staff Key Projects Appraisal Committee met on 23 July 2019. The minutes of that meeting are required to be presented to Council and its recommendations considered by Council.

Submission

N/A

Report

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

The primary focus of this meeting was to consider the outcomes of the projects for FY 2018-2019 and advise the CEO on the selection of projects for the Directors for FY 2019-2020.

With regard to the new projects for FY 2019-2020, the Chief Executive Officer has considered the recommendations made to him by the Committee and is happy with the proposed priority listing. This information has been communicated to the Directors.

Strategic Plans/Policy Implications

Leading & Listening

Attract, engage, develop and retain our employees in accordance with the Workforce and Long Term Financial Plan.

Provide for community and civic infrastructure in a planned and sustainable manner, including administration, operations and waste management.

Budget/Financial Implications

Committee Minutes refer

Legal Implications

Committee Minutes refer

Community Consultation

N/A

Risk Management Implications

Committee Minutes refer

Advice to Proponent(s)/Submissioners

The CEO and Senior Staff have been advised that this item will be considered at the August 2019 Ordinary Council Meeting.

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

Nil



19. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**19.1 (2019/MINUTE NO 0126) PROPOSED NEW REFERENCE GROUP TO INVESTIGATE SUITABLE LAND - OFF ROAD MOTOR VEHICLE / MOTOR CYCLE USE****Author(s)** D Green**Attachments** 1. Treeby Lots and Intramaps [↓](#)**RECOMMENDATION**

That Council coordinate a meeting with the Treeby Community Association and WA Police to discuss the extent of off – road vehicle activity occurring in the Treeby locality and investigate solutions to these concerns.

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0

Background

By email received 24 July 2019, Deputy Mayor Smith submitted the following Notice of Motion:

“That Council set up a reference group to investigate suitable land within the City for off road motor vehicle / motor cycle use”

Reason:

The demand for recreational off road use has increased across the City. Damage is being caused at substantial cost to the city, risk to residents and causing frustration to those wishing to use land for recreational purposes”

Submission

N/A

Report

The issue of off road four - wheel drive vehicles and trail /quad bikes has been a matter of concern for the residents of Treeby in recent times.



The areas of greatest concern to the local community is the vacant land immediately to the east of Clementine Boulevard which accommodates a number of new residential properties and the large undeveloped area to the north of Armadale Road, which is comprised of several privately owned broad acre lots which are likely to be developed in the future. In addition, there is a parcel of land owned by the State Government which is a natural bush Reserve and classified as "Bush Forever".

The reported problems involve both licensed and unlicensed vehicles accessing these areas for recreational purposes.

While there are no formal vehicular access points provided for entry and / or egress purposes to these areas, there are no physical barriers in situ to obstruct any vehicle with basic off road capability from doing so. Accordingly, it has been reported that several vehicles are regularly accessing these properties and using them for recreational purposes. It is technically an offence to access privately owned land without the permission of the owner and it is unlikely that permission has been provided on these occasions, prior to the vehicles entering the land.

With the exception of Clementine Park, for which the City of Cockburn is the managing authority, there is limited authority for the City to administer any punitive action against persons illegally entering the affected properties, apart from issuing an infringement against the driver, or vehicle owner, if they are caught or the offending vehicle is identifiable.

The Police have much greater powers to discourage offences of this type however they are not always able to attend reported incidents at short notice, due to other priorities.

Accordingly, it is understandable that people are frustrated by what appears to be inaction by the relevant authorities in attending to or addressing these incidents.

However, this is a matter which has confronted local governments in this state for many years as urban areas extend and competition for the use of vacant or open space intensifies.

The relevant legislation is the Control of Vehicles (Off Road Areas) Act and Regulations. This enables authorised officers (including those appointed by local government) to issue infringements against offenders who breach the provisions of the legislation. However, often it is difficult to catch an offender in order to do so.

This legislation also provides for areas to be set aside for approved Off Road vehicle activities. Currently within the metropolitan area, there are three (3) such areas gazetted, two in the City of Wanneroo (Gnangara and Pinjar) and one in the City of Kwinana (off Thomas Road). There is



another currently under consideration in the City of Rockingham (East Keralup).

The process for approving these areas is long and rigorous with sites having to be approved by the Minister, upon the recommendation of a state government Advisory Committee established for this purpose and following the identification and adoption of a satisfactory location by the relevant local government, in conjunction with affected stakeholders. This process involves an extensive period of consulting with stakeholders (adversely impacted land owners, relevant government agencies and owners of potential Off Road vehicle sites), and would not ensure any positive outcome could be achieved.

With so few approved sites to allow this activity within the metropolitan area, it is understandable that people would choose not to utilise them, when there are many other closer, more convenient options available where vacant land is located nearby, as is the case in Treeby.

Accordingly, it is considered that it would be of more value for the City to initially engage with the affected Treeby community and the Police to identify strategies which may be effective in resolving the concerns of both the residents and those who wish to undertake off road activities

Strategic Plans/Policy Implications

City Growth

Ensure growing high density living is balanced with the provision of open space and social spaces.

Ensure planning facilitates a desirable living environment and meets growth targets.

Community, Lifestyle & Security

Provide for community facilities and infrastructure in a planned and sustainable manner.

Economic, Social & Environmental Responsibility

Sustainably manage our environment by protecting, managing and enhancing our unique natural resources and minimising risks to human health.

Budget/Financial Implications

Nil

Legal Implications



Control of Vehicles (Off Road Areas) Act 1978 and Regulations 1979
refer

Community Consultation

It is proposed to arrange an initial meeting with the Treeby Community Group and WA Police to discuss

Risk Management Implications

There is a “Moderate” level of Brand / Reputation” risk associated with this item

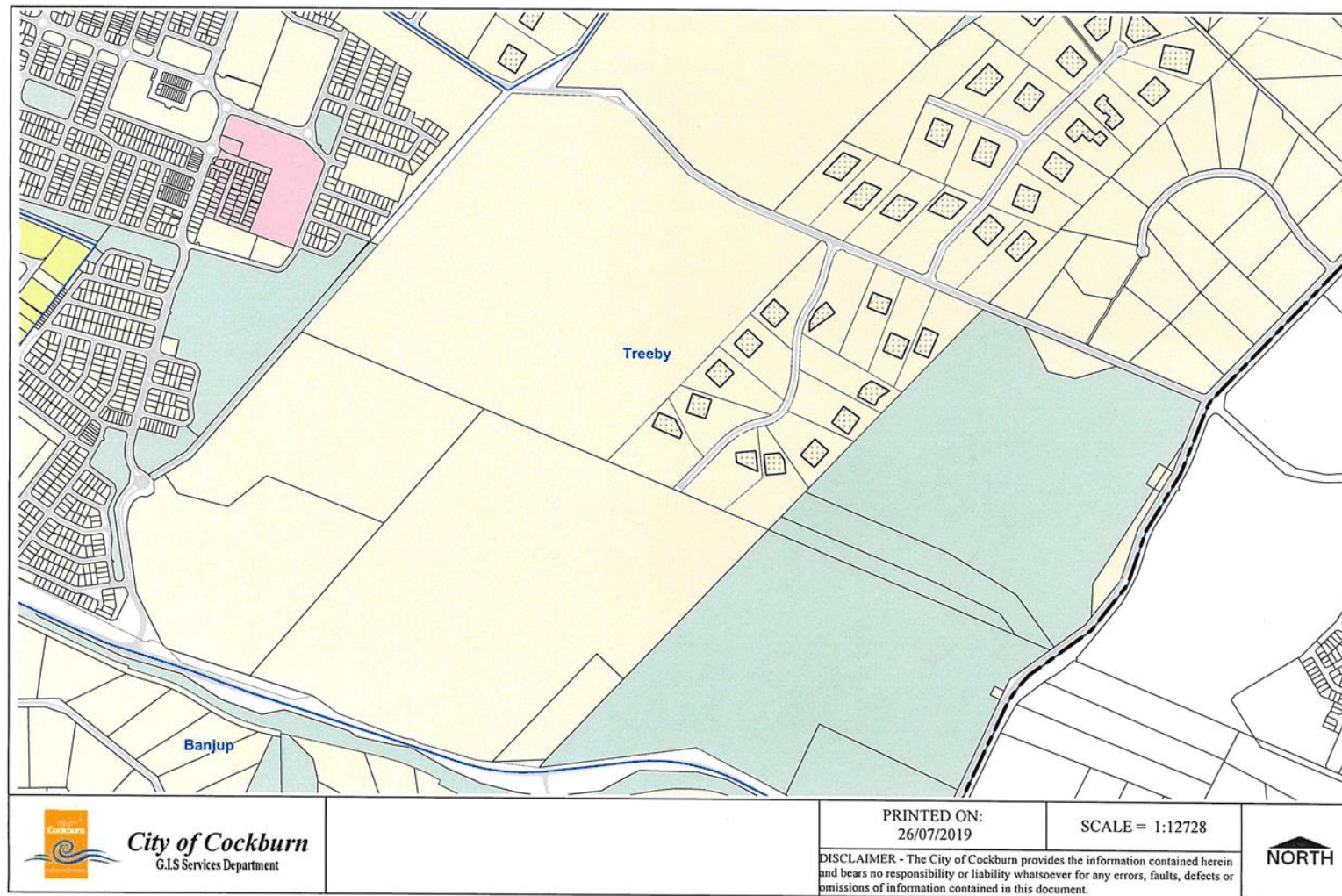
Advice to Proponent(s)/Submitters

N/A

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

Nil







**20. NOTICES OF MOTION GIVEN AT THE MEETING FOR
CONSIDERATION AT NEXT MEETING**

Nil

**21. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY
MEMBERS OR OFFICERS**

Nil

22. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE

22.1 (2019/MINUTE NO 0127) PROPOSAL TO RELOCATE SCULPTURES BY THE SEA TO COOGEE BEACH AT THE CITY'S COOGEE LIVE EVENT

Author(s) M La Frenais

Attachments 1. Newspaper Report Sculptures by the Sea [↓](#)

RECOMMENDATION
That Council note the report.
COUNCIL DECISION
MOVED Deputy Mayor L Smith SECONDED Cr K Allen
That the recommendation be adopted.
<u>CARRIED 8/2</u>

Background

Deputy Mayor Smith requested a report be prepared for a future Council Meeting on the potential to have the “Sculptures by the Sea” event relocated to Coogee Beach, to be held in conjunction with the City’s “Coogee Live” event.

Reason

This could be a great opportunity to attract and increase attendance at the City’s “Coogee Live” Festival.

In its 15th year, the exhibition is one of Perth’s largest free public events, attracting an estimated 250,000 visitors over the 2 week period.

Cockburn is currently not an iconic tourist destination, however, this may assist.

A report was to include costs, benefits and the feasibility of such a move.

Submission

N/A



Report

Deputy Mayor Smith presented a Matter for Investigation at the March 2019 OCM for a proposal to relocate Sculptures by the Sea to Coogee in conjunction with Coogee Live.

This was based on reports that sponsorship for the event at Cottesloe had been withdrawn and that it may have been possible for organisers to relocate the event to Coogee, with City of Cockburn support.

The organisers of the event stated that they will not be exploring alternative sites for the event unless their options for continuing to do so were exhausted.

A recent three year sponsorship agreement has been gained by the event organisers to retain the event at Cottesloe, as noted in the recent report in the "West Australian" newspaper, as attached.

Strategic Plans/Policy ImplicationsCommunity, Lifestyle & Security

Provide residents with a range of high quality accessible programs and services.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

There is a "Low" level of "Brand / Reputation" risk associated with this item.

Advice to Proponent(s)/Submitters

N/A

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

Nil



Wildcats owner saves Cott icon

Beach art a shore thing for next year



Picture: Daniel Wilkins

EXCLUSIVE TREVOR PADDENBURG

Cottesloe's Sculpture by the Sea exhibition has been saved from the axe by an 11th-hour lifeline from Perth Wildcats owner and philanthropist Jack Bendat.

Organisers in March warned that the world-famous event, which has run for 15 years and attracts more than 200,000 people, was in funding crisis and would not return unless corporate or government sponsors came forward. Founding director David Handley said Sculpture by the Sea — the biggest free public art exhibition in WA — cost about \$2.3 million to stage but sponsorship had



event's popularity was its biggest downfall because organisers had to find funding to cater for so many visitors.

But the event will be back next March thanks to a lifeline from The Bendat Family Foundation signing on as

and 13 "angel donors" including mining magnate Andrew Forrest and Multiplex heir Tim Roberts also making substantial donations.

"Sculpture by the Sea is an incredibly important cultural experience for the WA community and visitors to

Perth," Dr Bendat, pictured left, said.

"It would be a great shame for it not to continue, which is why we're thrilled to be involved in providing financial support for its return."

Mr Handley said the exhibition had become part of the fabric of Perth.

"The exhibition not only has a significant artistic, cultural, education, tourism and economic impact on Perth and WA but it brings great joy to its people and the thousands who travel from interstate and overseas each year to visit the exhibition," he said.

"We're deeply grateful to The Bendat Family Foundation and the Angel Donors for their generous support."

Star rushes to woman's aid

Idris Elba rushed to help a fainting woman during a performance of his new play.

The Luther actor — a front-runner to be the next James Bond — halted his play, Tree, to check the audience member was treated by paramedics at the Upper Campfield Market Hall in Manchester.

Most of the audience stands for much of the 90-minute performance, which is a mix of acting and dance.

Elba, pictured, was standing next to the woman in the audience when she collapsed.

"She was right next to Idris so he was there trying to help out," a production spokesman said. "The lady is now well but it was helpful that Idris was there."



Cricket payday

Female cricketers in the Twenty 20 World Cup will get the same pay as men in an unprecedented gender equality initiative.

Cricket Australia is set to override the ICC's gender pay gap by topping up the Southern Stars' prizemoney at next year's Twenty20 World Cup.

It is understood CA power-brokers have held talks about ensuring Meg Lanning's team takes home just as much cash as a men's team would in the 2020 tournaments.

If Southern Stars can defend their crown, that could have CA shell out more than \$1 million.

The International Cricket Council said last night its prize-

22.2 (2019/MINUTE NO 0128) SECURE ON LINE VOTING / POLLING SYSTEM

Author(s) D Green

Attachments N/A

RECOMMENDATION

That Council note the Report

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0

Background

At the May 2018 Council Meeting Cr Terblanche lodged the following Matter for Investigation:

The possibility to use, for various Council business topics, online polling / voting tools, which are verified and secure (excluding Local Government elections which are subject to legislative control)

Submission

N/A

Report

One of the more notable recent expectations of the community from its local government is the desire for public participation and engagement to be an integral part of Council decisions made which impact on people. Accordingly, many progressive local governments, including the City of Cockburn, now have a genuine regard for community engagement and consultation as part of the decision making process for its Council.

To demonstrate this commitment to its community, the City of Cockburn recently (in February 2019) adopted a new Community Engagement Framework and Policy which clearly emphasises the importance of seeking input from its stakeholders and the principle of public participation more broadly. This commitment is underpinned by the seven (7) core values adopted by the International Association of Public Participation (IAP2) as the basis by which the City ensures it involves

the community in important matters and functions it undertakes and for which the Council is the decision maker.

This includes a participation “spectrum” which provides for the City’s engagement processes to consider the extent to which the community will be involved in providing feedback to Council on matters it will be considering in the future. The type of public participation can range from being “informed” to being “empowered”, depending on the level of localised impact that a specific Council decision will have.

While the Framework adopted by the City of Cockburn contains the principles of engagement and the occasions on which it is expected to be undertaken, there is no mention of any specific mechanism which would be used to conduct any form of community engagement / feedback. Accordingly, any consultative process will be undertaken using the most appropriate methodology deemed to best fit the issue and the relevant community. There remains a strong focus on face to face presentations where particular information is being provided to the community or hard copy / email and digital options where feedback is being sought on Council related matters or initiatives.

For instance, the City’s Facebook platform is increasingly used as a feedback mechanism to gauge community opinion. Another on line facility that has been introduced by the City in recent times is the “Comment on Cockburn” portal which is now the most extensively used and highly rated stakeholder feedback system used by the City.

While “Comment on Cockburn” is now the most prolific consultation tool available for use by the City, it is not sophisticated enough to be defined as one which can verify the identity of a user and provide a secure and authenticated log in process for individuals. In essence, the system relies on the integrity of the person providing the feedback to insert valid details of their identity and contact information. While these details can be cross checked against the City’s data bases of personal information to verify the accuracy of the input, this cannot be easily achieved unless a separate check is performed. As this is a time consuming and largely unnecessary exercise, it is not considered to represent an unacceptable level of risk when assessing the overall value of the feedback gained against the purpose of the consultation.

In terms of the practical implementation of introducing a secure on line polling / voting capability into the City’s Information Services suite, this is a much more complex matter. The issue of how to manage the end product was raised by staff as the most crucial element of such an exercise. Brief research has identified that to integrate such a system with an authenticated on line and secure facility to be available for access by a verification only method would require a sophisticated product.



The process involves installing a mechanism which can verify the credentials of the user as being a valid contributor by comparing the user details to a data matching record provided by a bona fide third party such as Australia Post or the Electoral Commission, where up to date accuracy of the information used is paramount. In this way, the system can match the user to an authenticated data base to ensure any entry can be attributed to a direct City of Cockburn stakeholder. It is costly to implement, as linkages and access to other large data bases is required as a pre – requisite. A former employee of the City undertook a similar exercise in a previous role in the education sector at a direct cost to the organisation in the vicinity of \$90,000 to establish. Obviously, if Council wished to pursue this option, funds would need to be allocated to cater for this.

There is no local government in this State known to have such a facility, however, it is understood that the City of Brisbane has this capability. However, given that it services a population of nearly 2.5 million residents, installing such a system could be justifiable.

In order to establish whether there needs to be a significant change in the manner by which the City's current consultation / engagement processes are dealt with by Council, some consideration should be given to whether it is relevant to introduce such a form of sophistication in this time of "instantaneous" communication availability. The City of Cockburn has made great advancements in the methods it uses to engage, consult and inform its community since it has become a broad public expectation to do so.

The City's current processes involve far greater use of personal contact and digital communication in order to identify, address and resolve community concerns. Accordingly, it is considered that the need to include an additional avenue for stakeholder consultation purposes is probably superfluous in the current climate.

Strategic Plans/Policy Implications

Leading & Listening

Deliver sustainable governance through transparent and robust policy and processes.

Listen to and engage with our residents, business community and ratepayers with greater use of social media.

Budget/Financial Implications

N/A

Legal Implications



N/A

Community Consultation

N/A

Risk Management Implications

There is a “Low” level of “Financial Impact” risk and a “Moderate” level of “Service Disruption” risk associated with this item.

Advice to Proponent(s)/Submitters

N/A

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

Nil



**22.3 (2019/MINUTE NO 0129) LEGISLATIVE PROVISIONS
ADDRESSING ABORIGINAL HERITAGE SIGNIFICANT SITES
INCLUDING SCARRED AND CARVED TREES.**

Author(s) R Adam

Attachments N/A

RECOMMENDATION

That Council note the report.

COUNCIL DECISION

MOVED Cr M Separovich SECONDED Cr P Eva

That the recommendation be adopted.

CARRIED 10/0

Background

At the Ordinary Council Meeting of 13 June 2019 Cr Chontelle Sands requested the following under Matters to be noted for Investigation without Debate:

That a report be presented to a future Council Meeting that identifies what Local and State Planning measures provide for the protection of Aboriginal Sites including scar trees within the City.

Submission

N/A

Report

Aboriginal scarred and carved trees

There are two types of trees that Aboriginal people refer to as being 'cut'. They are *scarred trees* which were used to create tools including food implements, canoes and temporary shelters. Whereas *carved trees* were used as markers for sites of special significance and is understood to be a form of visual communication to mark sites of significance including initiation or burial sites.

The protection of Aboriginal sites including culturally significant trees is protected by Commonwealth and State legislation.

Commonwealth legislation

Aboriginal cultural heritage places, sites and objects including culturally significant trees are protected by the Aboriginal and Torres Strait Islander Heritage Protection Act 1984. This Act makes provision for the reporting of significant sites including for example culturally significant trees.

Western Australia State Legislation

In Western Australia the protection of Aboriginal sites is primarily provided for under the *Aboriginal Heritage Act 1972* (AHA) (WA). Under this Act the protection of Aboriginal sites automatically applies to places, sites or objects which are of importance or significance to Aboriginal culture. Under the Act consent is required from the Minister for Aboriginal Affairs for any activity which will negatively impact Aboriginal heritage sites, objects and ancestral remains and it is considered an offence to disturb Aboriginal sites or cultural material, and offenders can face prosecution.

Noted is the current ongoing review of the Aboriginal Heritage Act 1972 launched in March 2018 with the release of a consultation paper. Included in the paper is the proposal to update definitions and scope of new Aboriginal heritage legislation to be consistent with the Australia ICOMOS Burra Charter¹ definition of place. Unlike the current definition the proposed definition makes reference specifically to trees and as a result makes it very clear significant trees are given greater prominence in emerging legislative change discussions.

More generally the review is seen as better reflecting a living culture that is central to the wellbeing of Aboriginal culture, makes provision for a more streamlined approvals pathway for land use proposals that avoid or minimise impact on Aboriginal heritage and improve services.

Finally at a State level in Western Australia, in certain circumstances protection is possible under the *Heritage Act 2018* (WA) however this Act does not apply to a place that has heritage significance solely on account of its connection with Aboriginal tradition or culture.

Local Planning Framework

As a result of the provisions made within the above-mentioned Commonwealth and State legislation the City's framework does not specifically state further obligations with regard to Aboriginal heritage. However there are information requirements to be provided at various stages of the planning approval process including addressing Commonwealth and State legislation at structure plan, subdivision and development application approval stages.



With regard to land use planning the City also has the opportunity to refer proposals to the City's Aboriginal Reference Group.

It is noted within the local planning framework we do provide the scope for significant trees including Aboriginal significant trees through the maintaining of a Significant Tree List contained within the Local Government Inventory. These trees are afforded statutory protection under the Town Planning Scheme Clause 4.18:

"Planning approval is required prior to the removal, destruction of and/or interference with any tree included on the Local Government Inventory."

In order to be deemed "significant" and thus warrant inclusion within the City of Cockburn inventory, a nomination must adequately demonstrate compliance with one or more of these criteria:

- Historical significance;
- Horticultural value;
- Rare or localised distribution;
- Location or context (contribution to character);
- Exceptional size, age and form;
- Indigenous association; and
- Social, cultural or spiritual value.

Nomination forms are available via online on the City's website or form the City's Administration.

The City's local planning framework responds appropriately for the protection of Aboriginal significant sites including trees and as a result no further recommendations are proposed.

During the next community and stakeholder engagement stage of the emerging review of the Aboriginal Heritage Act 1972 the City will make relevant submission comments including supported the stated intent to include trees in the new definition for 'place.'

Strategic Plans/Policy Implications

Economic, Social & Environmental Responsibility

Sustainably manage our environment by protecting, managing and enhancing our unique natural resources and minimising risks to human health.

Continue to recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups.

Budget/Financial Implications



N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

There is considered to be no risk in Council considering and receiving this report as this is simply recounting the framework which applies.

Advice to Proponent(s)/Submitters

N/A

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

Nil



22.4 ROAD SAFETY ISSUES AT THE INTERSECTION OF NORTH LAKE AND WAVERLEY ROADS, COOLBELLUP**Author(s)** C Sullivan

Cr Pratt requested a report be presented to a future Council meeting on the road safety issues at the intersection of North Lake and Waverley Roads. The report to include details of any improvements that can be made to the intersection, such as signage and improved markings and costing for these measures; as well as details of the relevant authority that has control over the intersection

Reason

There needs to be an improvement to road safety at this intersection. If control of this is not the responsibility of the City then it will allow the City to advocate to the relevant State Government Minister



22.5 REDEVELOPMENT PLANNING ADMINISTRATION CENTRE SITE**Author(s)** D Arndt

Cr Reeve-Fowkes requested a report be presented to a future Council meeting on the progress of the Phoenix Revitalisation Plan and update on the redevelopment planning for the current Administration Centre site.

Reason

The Phoenix Revitalisation Plan was the first of the City's revitalisation plans, with a core element of this being redevelopment of the shopping centre precinct, upgrades to Rockingham Road and provision of new community facilities on the current Administration Centre site. Progress has been slower than sections of the community had expected, so receiving an update will help inform the community on the current status



22.6 POSSIBLE MODIFICATIONS TO MARINA SERVICES BUILDING

Author(s) C Sullivan

Cr Terblanche requested a report be presented to a future Council meeting on possible modifications that could be made to the Marina Services Building to add a commercial food and beverage business in order to make the marina a better tourist destination.

Reason

There is a large shortage of upmarket social spaces and food and beverage outlets in Cockburn. The marina provides for the perfect setting for this and would support increasing coastal tourism and in return desperate economical influx for our flagship coastal space in Cockburn.



23. CONFIDENTIAL BUSINESS

Nil

24. (2019/MINUTE NO 0130) RESOLUTION OF COMPLIANCE

RECOMMENDATION

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

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

COUNCIL DECISION

MOVED Cr C Reeve-Fowkes SECONDED Cr M Separovich

That the recommendation be adopted.

CARRIED 10/0

25. CLOSURE OF MEETING

The meeting closed at 8.20pm.

