Ordinary Council Meeting

23 June 2021

Minutes



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.

Agendas and Minutes are available on the City's website www.kwinana.wa.gov.au

TABLE OF CONTENTS

1 Opening and announcement of visitors 4
2 Acknowledgement of country 4
3 Dedication 4
4 Attendance, apologies, Leave(s) of absence (previously approved) 4
5 Public Question Time 5
6 Receiving of petitions, presentations and deputations: 5
6.1 Petitions: 5
6.2 Presentations: 5
6.3 Deputations: 5
6.3.1 Amanda White regarding item 14.2, Policy – Use of Recquatic Facilities Emergency Services Personnel 5
6.3.2 Matt Clarke on behalf of Mandogalup Bush Fire Brigade regarding item 14.2, Policy – Use of Recquatic Facilities Emergency Services Personnel 6
6.3.3 Terrance Loh on behalf of Synergy 17.1, Joint Development Assessment Panel Application for General Industry: Battery Energy Storage System – Lot 22 Weston Street, Naval Base 7
7 Confirmation of minutes 8
7.1 Ordinary Meeting of Council held on 26 May 2021: 8
8 Declarations of Interest (financial, proximity, impartiality – both real and perceived) by Members and City Officers 8
9 Requests for leave of absence 8
10 Items brought forward for the convenience of those in the public gallery 8
11 Any business left over from previous meeting 8
12 Recommendations of committees 9
12.1 Occupational Safety and Health (OSH) Statistical Data Report, the Safety and Health Management System Framework – Tier Three Document and LGIS WorkCare Performance Based Claims (Workers Compensation) Report 9
12.2 Risk Management Reporting 15
12.3 Crowe Australasia Audit of Developer Contribution Payments 18
12.4 Systems and Procedures Audit 2021 21
13 Enbloc reports 25
14 Reports - Community 26
14.1 City of Kwinana Social Strategy (2021-2025) 26
14.2 Policy - Use of Recquatic Facilities Emergency Services Personnel 34
14.3 Review and update of the Engagement Policy and Engagement Framework 40
15 Reports – Economic 47
16 Reports – Natural Environment 47
17 Reports – Built Infrastructure 48
17.1 Joint Development Assessment Panel Application for General Industry: Battery Energy Storage System – Lot 22 Weston Street, Naval Base 48
18 Reports – Civic Leadership 52
18.1 Budget Variations 52
18.2 Monthly Financial Report May 2021 58

18.3 Accounts for payment for the month ended 31 May 2021 60
18.4 Major Strategic Community Plan Review – Integrated Planning and Reporting Documents....63
18.5 Adoption of the 2021/2022 Annual Budget....76
18.6 Elected Member and Chief Executive Officer Attendance at Events Policy.90
19 Notices of motions of which previous notice has been given....94
20 Notices of motions for consideration at the following meeting if given during the meeting 94
21 Late and urgent Business 94
22 Reports of Elected Members....94
22.1 Deputy Mayor Peter Feasey 94
22.2 Councillor Wendy Cooper 94
22.3 Councillor Sandra Lee 95
22.4 Councillor Matthew Rowse 95
22.5 Councillor Sherilyn Wood 96
23 Answers to questions which were taken on notice 96
24 Mayoral Announcements 96
25 Confidential items 99
25.1 Variation to kerbside waste and recycling contract 1 July 2021 99
26 Close of meeting 100

Present:

MAYOR CAROL ADAMS, OAM
DEPUTY MAYOR PETER FEASEY
CR W COOPER
CR M KEARNEY
CR S LEE
CR M ROWSE
CR S WOOD

MR W JACK, Chief Executive Officer
MRS M COOKE, Director City Development and Sustainability
MR D ELKINS, Director City Infrastructure / Acting Director City Business
MRS B POWELL, Director City Engagement
MRS S HOBBINS, Manager Finance
MR R PRYCE, Coordinator City Strategy and Improvement
MS A MCKENZIE, Council Administration Officer

Members of the Press 5
Members of the Public 1

1 Opening and announcement of visitors

Presiding Member declared the meeting open at 5:30pm and welcomed all in attendance.

2 Acknowledgement of country

Presiding Member read the Acknowledgement of county

"It gives me great pleasure to welcome you all here and before commencing the proceedings, I would like to acknowledge that we come together tonight on the traditional land of the Noongar people and we pay our respects to their Elders past and present."

3 Dedication

Councillor Sherilyn Wood read the dedication

"May we, the Elected Members of the City of Kwinana, have the wisdom to consider all matters before us with due consideration, integrity and respect for the Council Chamber.

May the decisions made be in good faith and always in the best interest of the greater Kwinana community that we serve."

4 Attendance, apologies, Leave(s) of absence (previously approved)

Apologies

Councillor Dennis Wood

Leave(s) of Absence (previously approved):

Nil

5 Public Question Time

Nil

6 Receiving of petitions, presentations and deputations:

6.1 Petitions:

Nil

6.2 Presentations:

Nil

6.3 Deputations:

6.3.1 Amanda White regarding item 14.2, Policy – Use of Recquatic Facilities Emergency Services Personnel

I note that a report has been prepared by Council Officers recommending that the City's Councillors remove the granting of free memberships to the Kwinana Recquatic for emergency services personnel.

I support the removal of this benefit for paid employees e.g. Police, Ambulance and DFES personnel but believe that the provision of a free membership to volunteer bush fire brigade members should be retained.

My rationale for this position follows the 4 point methodology utilised in conducting the review.

1) Determining the current membership uptake
According to the report there is only 15% take up of the free membership by the bush fire volunteers (currently 13 active memberships out of a volunteer pool of approximately 100).

However, there is no mention if an attempt was made to engage with the brigades to determine true interest levels and therefore how valuable the free membership is to the volunteers. I also note that given recent global events these numbers may be misleading with many members not able to attend the Recquatic over the last 12 months due to the impact of COVID restrictions.

2) Financial impact of lost revenue on the City
The report acknowledges that the free memberships are cost neutral but still claims that they affect the City's revenue stream. For the free memberships to be impacting the City's revenue stream the free memberships would have to be displacing paid memberships. However, this is not the case with memberships at the Recquatic still open to the general public.

6.3 DEPUTATIONS

The quantification of the cost of the free memberships is also difficult to understand as it employs a rate of $642.73 per person per year with no indication of how this value has been derived. This value is then being used to quantify revenue forgone by the City but again this concept seems flawed given that paid members are not being precluded from joining the Recquatic by virtue of the volunteers holding a free membership.

I also note discussion of the recharging of costs between cost centres has been included supporting the assertion that the policy is not financially sustainable. As this is just a matter of setting up a robust internal recharge policy I do not believe this point is relevant to determining the future of this policy.

3) Comparison to other metropolitan Local Government policies
Of the 9 local governments included when comparing policies, it is noted that 4 of these (City of Canning, City of Rockingham, City of Stirling and City of Subiaco) do not have any volunteer bush fire brigades under their jurisdiction and thus including them for comparative policy analysis when considering this policy change is irrelevant.

4) An assessment of various Emergency Services positions.
The assessment criteria acknowledge the commitment level of the volunteer bush fire fighters over and above any other volunteer position considered. Reinforcing this point I think it is important to note that the inherent risk level, danger and inconvenience associated with the role of a volunteer bush fire fighter means that the role is not comparable to other volunteer roles within the city.

The bush fire volunteers are risking their lives to protect the community and as such the provision of a free gym membership which is cost neutral does not seem too much to ask. Further as the report has not proven the assertion that the policy is not financial sustainable I believe the provision of free gym memberships to volunteer bush fire fighters should be maintained.

6.3.2 Matt Clarke on behalf of Mandogalup Bush Fire Brigade regarding item 14.2, Policy – Use of Recquatic Facilities Emergency Services Personnel

It has come to the brigade's attention that a report has been prepared by Council Officers recommending that the City's Councillors remove the granting of free memberships to the Kwinana Recquatic for emergency services personnel.

This policy was initially introduced to help increase and sustain the fitness level of volunteer fire fighters after the untimely death of two volunteer fire fighters on the fire ground. The nature of work undertaken by a fire fighter is very physically demanding and as such the need for a good level of physical fitness remains paramount to ensuring the safety of our personnel as they carry out their duties.

For this reason the provision of this complementary membership is very much appreciated by our brigade members and is seen as an acknowledgement by the City of the importance placed on maintaining their health and fitness. To ensure the privilege is not abused access to this benefit is tightly controlled by the brigade, with only members who have served and continue to serve the community for a significant amount of time being granted the right to utilise it.

6.3 DEPUTATIONS

We note that the report presented asserts that only 13 volunteer fire fighters across both brigades in the City currently hold a membership under this policy. However, we note that somewhat sporadic usage can occur due to members personal circumstance e.g. physical injury, parental leave, holidays and personal commitments. As the Recquatic has a policy to only issue these memberships with a 3 month term the number of memberships at any one point in time (as has been utilised in the report findings) can be misleading.

We also note that the proposal contains a grandfathering clause for current attendees however for the reasons noted above this would be unfair to members who are currently unable to attend but intend to do so in the future.

The report recommends charging volunteers 50% of a standard membership fee however given the commitment exhibited by our active volunteers in fighting fires in the City the idea of charging them in our view is inequitable especially given the complimentary memberships are cost neutral.

In compiling this report City Officers did not approach the Brigade for input or comment. This oversight is disappointing as it would seem appropriate that our members be consulted given that they will be directly impacted by the outcome of this policy change.

Therefore for the reasons outlined we would ask that the Councillors vote against adopting this policy change until the impacted stakeholders are consulted and a more equitable policy is prepared.

6.3.3 Terrance Loh on behalf of Synergy 17.1, Joint Development Assessment Panel Application for General Industry: Battery Energy Storage System – Lot 22 Weston Street, Naval Base

Speaking in support of the officer's recommendation to approve the proposed development. We will comment on the general and planning merits of the proposal from a local and state perspective, i.e.:

- An action within the WA Climate Policy, contributing to the creation of a low carbon future and supporting knowledge development regarding the design, manufacturer and application of battery technology.
- Supports the transformation of energy generation in south west interconnected system, by providing a storage function to reduce system volatility from renewables and soak up excess mid-day solar generation and facilitate more renewables in the future.
- Contributes to the repurposing of Synergy's Kwinana Power Station away from coal-fired power generation.

7 Confirmation of minutes

7.1 Ordinary Meeting of Council held on 26 May 2021:

COUNCIL DECISION
437
MOVED CR M KEARNEY **SECONDED CR S LEE**

That the Minutes of the Ordinary Meeting of Council held on 26 May 2021 be confirmed as a true and correct record of the meeting.

CARRIED
7/0

8 Declarations of Interest (financial, proximity, impartiality – both real and perceived) by Members and City Officers

Mayor Carol Adams declared an impartiality interest in item 17.1, Joint Development Assessment Panel Application for General Industry: Battery Energy Storage System – Lot 22 Weston Street, Naval Base, due to her spouse being employed as the Director Kwinana Industry Council. The proponent in this application is an industry member of the Kwinana Industry Council. Also, due to being a member of the JDAP that will be considering this matter on the 6 July 2021.

Councillor Matthew Rowse declared an impartiality interest in item 17.1, Joint Development Assessment Panel Application for General Industry: Battery Energy Storage System – Lot 22 Weston Street, Naval Base, due to being a member of the JDAP that will be considering this matter on the 6 July 2021.

9 Requests for leave of absence

COUNCIL DECISION
438
MOVED CR W COOPER **SECONDED CR S LEE**

That Mayor Carol Adams be granted a leave of absence from 12 July 2021 to 16 July 2021 inclusive.

CARRIED
7/0

10 Items brought forward for the convenience of those in the public gallery

Nil

11 Any business left over from previous meeting

Nil

12 Recommendations of committees

12.1 Occupational Safety and Health (OSH) Statistical Data Report, the Safety and Health Management System Framework – Tier Three Document and LGIS WorkCare Performance Based Claims (Workers Compensation) Report

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

This statistical data is provided to the Audit and Risk Committee for noting.

Council has endorsed a Health and Safety Policy to meet its moral and legal obligation to provide a safe and healthy work environment for all employees, contractors, customers and visitors. This commitment extends to ensuring the City's operations do not place the community at risk of injury, illness or property damage. At every Audit and Risk Committee Meeting the Committee receives a report detailing statistical data. This report entitled the City of Kwinana OSH Statistical Data Report is enclosed as Attachment A.

Relevant to the management of workplace safety is the City's Safety plan. Ultimately, this plan should be considered by the Audit and Risk Committee and, if appropriate, endorsed. Officers have determined that the current Safety Plan does not set out a suitable improvement strategy, and requires revision. Accordingly, Officers are currently developing a Safety and Health Management System Framework, using a risk approach to direct resources to address the City's biggest risks, with an overall approach of perpetual continuous improvement. The third tier of the framework has been completed and is enclosed as Attachment B.

LGIS WorkCare Performance Based Claims Report as Attachment C.

OFFICER RECOMMENDATION:

That the Audit and Risk Committee note:

1. City of Kwinana OSH Statistical Data Report detailed in Attachment A.
2. Safety and Health Management System Framework, Tier Three document detailed in Attachment B.
3. LGIS WorkCare Performance Based Claims Report as Attachment C.

AUDIT AND RISK COMMITTEE RECOMMENDATION:

That Council note:

1. City of Kwinana OSH Statistical Data Report detailed in Attachment A.
2. Safety and Health Management System Framework, Tier Three document detailed in Attachment B.
3. LGIS WorkCare Performance Based Claims Report as Attachment C.

12.1 OCCUPATIONAL SAFETY AND HEALTH (OSH) STATISTICAL DATA REPORT, THE SAFETY AND HEALTH MANAGEMENT SYSTEM FRAMEWORK – TIER THREE DOCUMENT AND LGIS WORKCARE PERFORMANCE BASED CLAIMS (WORKERS COMPENSATION) REPORT

Audit and Risk Committee comments:

- Continue to encourage the reporting of all incidents, injuries and near misses.
- The Incident frequency trend has reduced from previous months.
- Greater level of detail provided with the statistics would be appreciated.

Audit and Risk Committee noted:

- That N/A is the abbreviation for 'Not Available' in Attachment A, within the Bodily Location of Injury graph.
- Within Attachment A, the Events per Directorate does not refer to the current City directorates due to the data being collated in a register that is not easily amended throughout the year. Following 30 June 2021, it will allow amendments to be made, including the formalising of the organisational structure.
- Incidents are recorded on an incident register, then all information captured is provided within a report, the report includes the details of the incident, what the corrective actions were and lessons learnt.
- A lost time injury was reported within the City Development and Sustainability directorate and is currently under investigation. It was confirmed that the lost time injury is a Workers Compensation Claim, once the investigation is complete the City will be looking at processes, corrective actions and mitigation, all of which will be presented to the City's OSH Committee for implementation.
- That notification to the Audit and Risk Committee and Council of a severe incident individually depends on the nature of the incident as per Tier 1, being the overview of the City's Policy and Framework.
- The Occupational Safety and Health (OSH) Policy review is due for completion, following the recently passed *Work, Health and Safety Act 2020.* The City is awaiting the release of the relevant Regulations prior to commencing the policy review. In addition, the policy review is recorded as an action within the City's OSH Management Action Plan.
- That Reporting an Incident Flow Chart (documented in Promapp) within Attachment B refers to Outputs, this would include incidents being monitored and revised which currently the OSH Committee prepare a report to the Executive Team, this report has the intention of then being presented to the Audit and Risk Committee (currently yet to occur).
- In regards to Attachment B, Contractor Management it was confirmed that as a principal the City has a full legal responsibility to ensure every contractor has safety procedures and processes and part of procurement includes this check. The City has a system in place to register, track and monitor. The outsourcing of risk is not an option.
- Incident reporting is made available to City Officers due to the incidental statistics being provided within the Team Meeting Agenda Template, which is consistent across all City Departments. The template is issued from a central point, distributed to all teams and then the item in confirmed as being reviewed and noted within each teams meeting minutes.
- Attachment C, LGIS WorkCare Performance Based Claims was confirmed as a performance based program rewards strong performance in safety by allowing an overall lower insurance premium where the total value of claims in a year is low. However, where the value of claims exceeds a minimum threshold, the total premium paid increases to an upper cap. Accordingly, this method does create a risk that the total premium paid in a particular year will be higher.
- The City has requested that LGIS provide a flow chart for clearer explanation of the LGIS WorkCare Performance Based Claims system.

12.1 OCCUPATIONAL SAFETY AND HEALTH (OSH) STATISTICAL DATA REPORT, THE SAFETY AND HEALTH MANAGEMENT SYSTEM FRAMEWORK – TIER THREE DOCUMENT AND LGIS WORKCARE PERFORMANCE BASED CLAIMS (WORKERS COMPENSATION) REPORT

DISCUSSION:

The OSH Statistical Data Report is provided to the Audit and Risk Committee at each Audit and Risk Committee Meeting. The City assesses the incident reporting data to provide information on the nature and extent of injury and/or disease, including a comprehensive set of data for the workplace, to assist in the efficient allocation of resources, to identify appropriate preventative strategies and monitor the effectiveness of these strategies and to provide a set of data for benchmarking against other Local Governments. As a result, the City can adequately identify, evaluate and manage the safety and health aspects of its workforce operations.

Summary of Statistical Data:

The statistical data report details information over a three-month period, 1 March 2021 to 31 May 2021. From the represented data, it is noted a decrease in incident frequency trend with five incidents reported in March and the total incidents reported for April and May combined was five.

A total of 10 incidents were recorded for the three-month period. Five from the City Infrastructure directorate, three from the City Development and Sustainability directorate, and two from the City Engagement directorate. (Noting, the teams that are domiciled to these directorates and have reported incidents have teams that are considered as “high risk” teams due to their operational nature. One of the incidents was listed as a Lost Time Injury, two first aid, three near misses, and five reports only).

Of note, is the City’s current format for statistical data reporting is approaching one year’s collation of data, with reporting having commenced from 1 July 2020. From 1 July 2021, it is the intention to provide further information and trending of data to include the incident frequency rates.

Safety and Health Management System Framework:

The City is currently developing a Safety and Health Management System Framework which will provide a structured approach to the City’s safety and health activity, foster and protect personnel well-being, meet legislative requirements for safety and health, minimise overall risk from the City’s perspective and promote continuous improvement in safety and health performance.

The framework will comprise of a three-tiered approach, with the tier three documentation now finalised. Safety and Health management processes shall be implements based on the commitments in the City’s policy, and the performance requirements are outlined in this document. The tier three document has a focus on the procedures and standard operating protocols that comprise the framework.

LGIS WorkCare Performance Based Claims Report:

As part of the process of updating the Audit and Risk committee on the City’s insurance program, City Officers have provided a brief to the Committee on the performance based workers’ compensation insurance program utilised by the City. The performance based program rewards strong performance in safety by allowing an overall lower insurance premium where the total value of claims in a year is low. However, where the value of claims exceeds a minimum threshold, the total premium paid increases to an upper cap.

12.1 OCCUPATIONAL SAFETY AND HEALTH (OSH) STATISTICAL DATA REPORT, THE SAFETY AND HEALTH MANAGEMENT SYSTEM FRAMEWORK – TIER THREE DOCUMENT AND LGIS WORKCARE PERFORMANCE BASED CLAIMS (WORKERS COMPENSATION) REPORT

Accordingly, this method does create a risk that the total premium paid in a particular year will be higher.

Relevant to this approach to workers' compensation insurance is appreciating that it is possible for a single relevantly minor incident, or a small number of incidents, to result in a higher premium (note, minor in terms of the cause, not the consequence – e.g. a twisted knee from uneven ground might result in ongoing rehabilitation and surgery). Accordingly, despite managing risk to the lowest reasonable level, it should still be expected that there will be incidents that result in the minimum threshold being exceeded in a year. For this reason, it is important to consider trends over time, to ensure the City is continuously improving its systems to manage workplace safety risks.

To mitigate the risk of a higher insurance premium in a single year, the Audit and Risk committee has previously recommended funds be allocated to a reserve, to be drawn on in the case of additional premiums (note premiums can be backdated, where an injury has an ongoing cost) for a given year. As part of the forward budget, City Officers have allowed for a standard premium of 2% of salaries (this is the premium the City would pay if it was not part of the performance-based system), with any savings being transferred to reserve. A reserve of $900k will allow for two years of maximum premiums. The reserve has a current balance of approximately $140k, with additional funds being transferred into the reserve at the end of the financial year, so is expected to have a closing balance of approximately $325k. Once a reasonable reserve balance has been reached, savings in premiums can be reallocated to other City programs or projects.

Attachment C provides the latest update from the City's insurer, LGIS (March 2021). To March 2021, this financial year, the City's claims total (including claims still to be paid) is just under $100k. The City's minimum threshold is $169,710. In the case that total claims exceed $169,710, the City will need to pay the full minimum premium of $311,842, representing 1.35% of total salaries. The minimum premium is $62,383 more than the discounted premium the City is charged if the minimum claims threshold is not exceeded (the City has only been charged $249,474 this financial year, receiving an additional discount on the minimum premium).

If the City is required to pay the minimum premium (i.e. the additional discount is lost due to exceeding $169,710 in claims), there are no further costs to the City until total claims for the year reach $233,881. In the case this latter threshold is exceeded, the City is charged 125% of the total cost of additional claims to a maximum total cost (including premiums already paid) of $692,982, representing 3% of the cost of salaries.

Based on the numbers above, if the City maintains the same claim rate for the remainder of the financial year, the City will receive a total benefit of $443,508 over the maximum possible premium, and $212,514 savings over the standard 2% of salaries based premium.

Attachment C also shows amounts outstanding from previous years, which are updated as old claims are finalised. Total additional premiums outstanding to date are just under $10,000.

The Audit and Risk Committee is asked to note the City's current performance, and the summary of the City's current position, as per Attachment C.

12.1 OCCUPATIONAL SAFETY AND HEALTH (OSH) STATISTICAL DATA REPORT, THE SAFETY AND HEALTH MANAGEMENT SYSTEM FRAMEWORK – TIER THREE DOCUMENT AND LGIS WORKCARE PERFORMANCE BASED CLAIMS (WORKERS COMPENSATION) REPORT

LEGAL/POLICY IMPLICATIONS:

Regulation 17 of the Local Government (Audit) Regulations 1996 provides:

17. CEO to review certain systems and procedures

(1) The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —
(a) risk management; and
(b) internal control; and
(c) legislative compliance.

(2) The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.
(3) The CEO is to report to the audit committee the results of that review.

FINANCIAL/BUDGET IMPLICATIONS:

There are no financial/budget implications as a result of this report.

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications as a result of this report.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

There are no environmental implications as a result of this report.

There are no implications on any determinants of health as a result of this report.

STRATEGIC/SOCIAL IMPLICATIONS:

This proposal will support the achievement of the following outcome and objective detailed in the Corporate Business Plan.

Plan	Outcome	Objective
Corporate Business Plan	Business Performance	7.1 Attract and retain a high quality, motivated and empowered workforce so as to position the organisation as an "Employer of Choice"

COMMUNITY ENGAGEMENT:

There are no community engagement implications as a result of this report.

12.1 OCCUPATIONAL SAFETY AND HEALTH (OSH) STATISTICAL DATA REPORT, THE SAFETY AND HEALTH MANAGEMENT SYSTEM FRAMEWORK – TIER THREE DOCUMENT AND LGIS WORKCARE PERFORMANCE BASED CLAIMS (WORKERS COMPENSATION) REPORT

COUNCIL DECISION

439

MOVED CR M KEARNEY **SECONDED CR S WOOD**

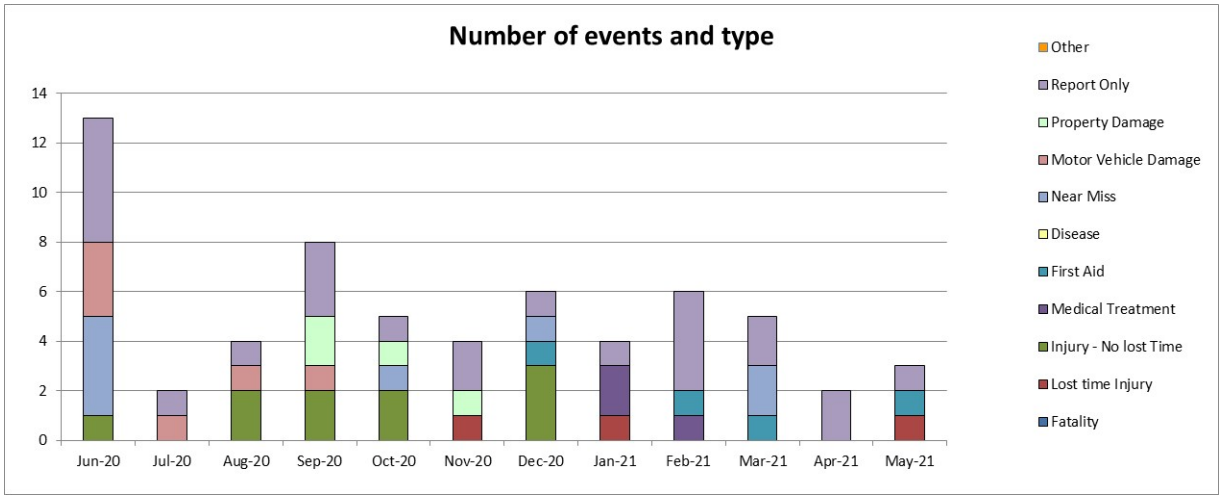
That Council note:

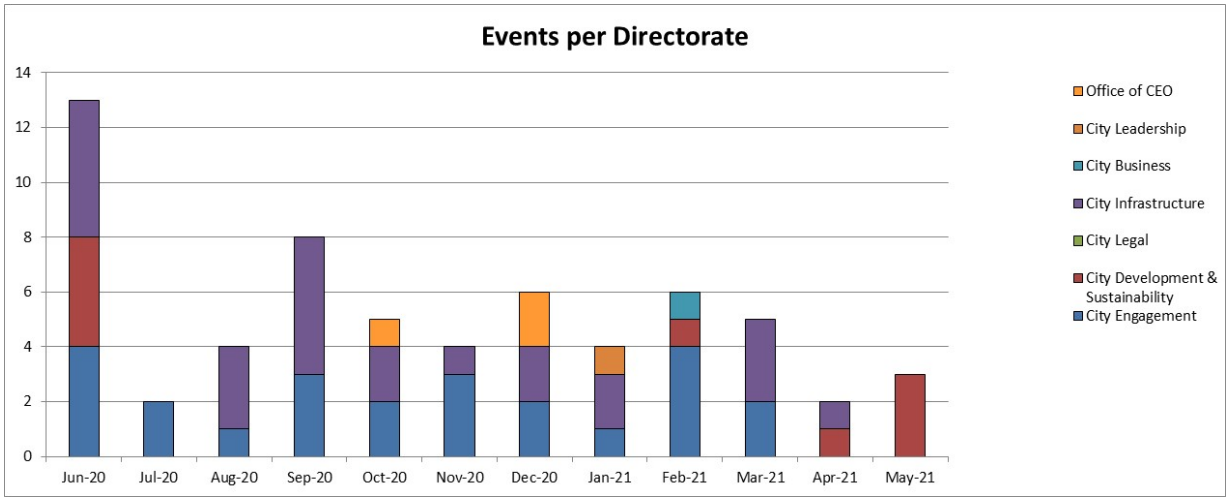
1. **City of Kwinana OSH Statistical Data Report detailed in Attachment A.**
2. **Safety and Health Management System Framework, Tier Three document detailed in Attachment B.**
3. **LGIS WorkCare Performance Based Claims Report as Attachment C.**

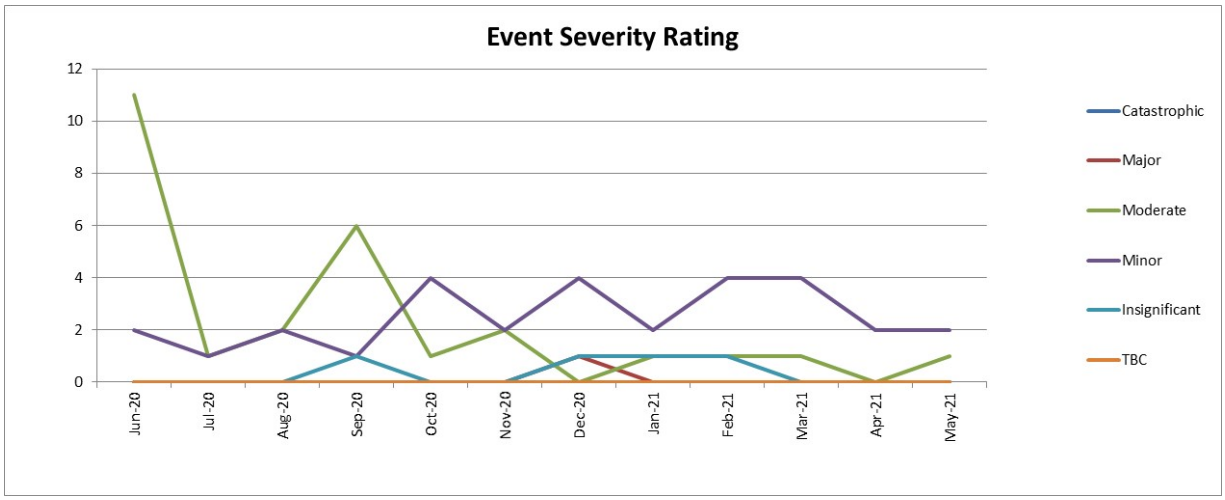
CARRIED
7/0

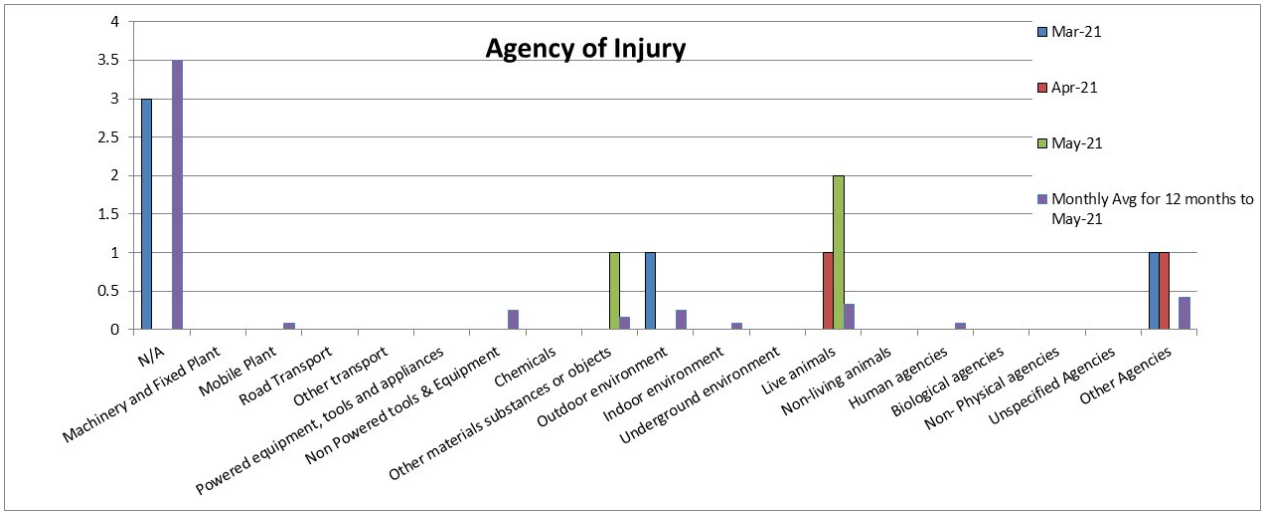
ATTACHMENT A

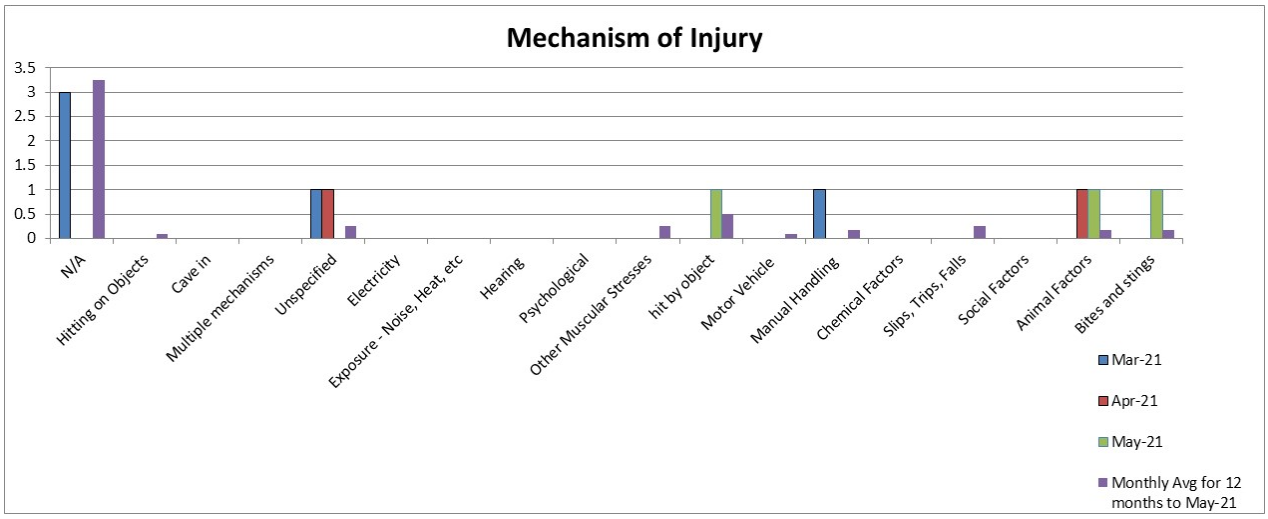
City of Kwinana – OSH Statistical Data Report – 31 May 2021

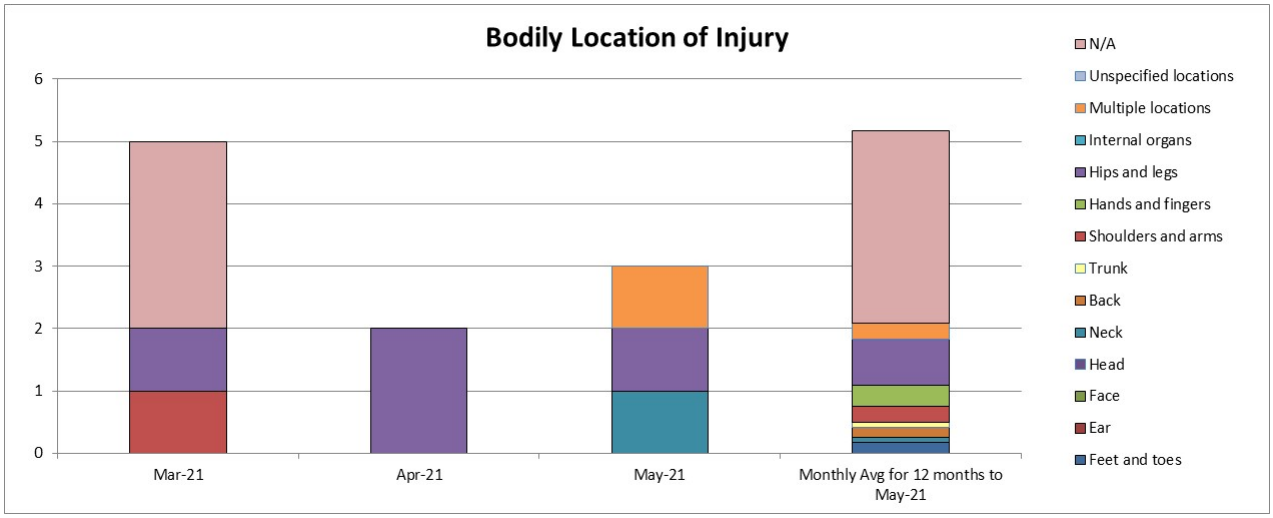


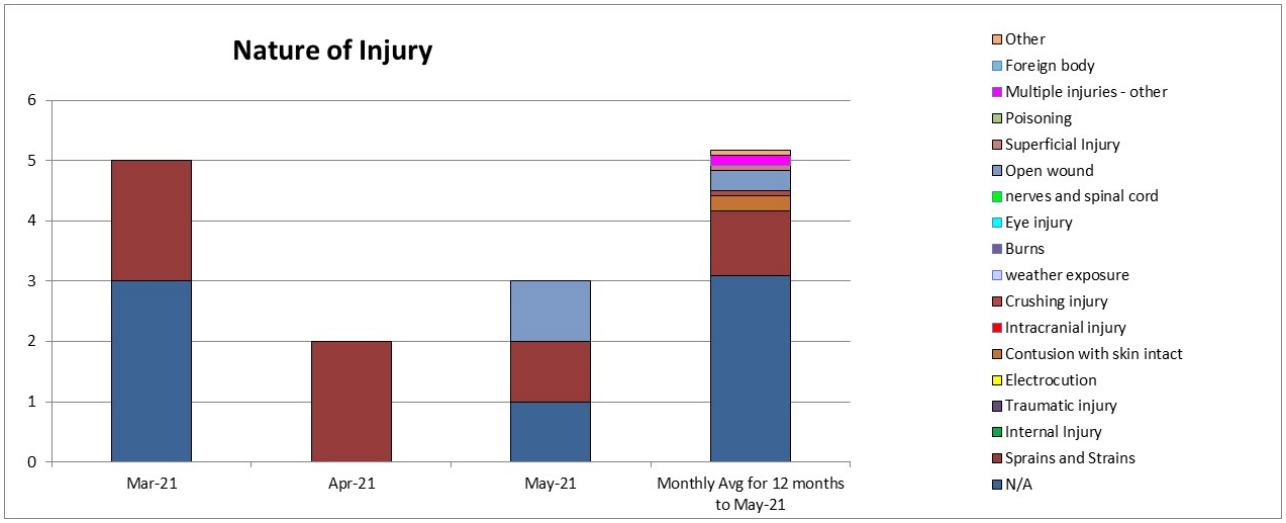


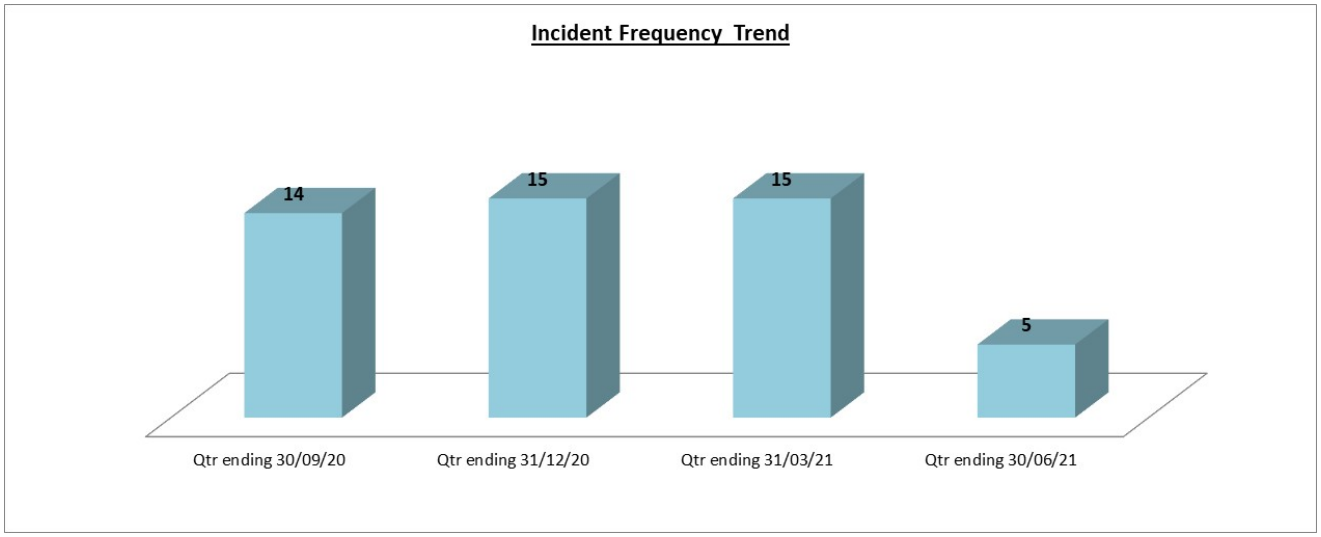


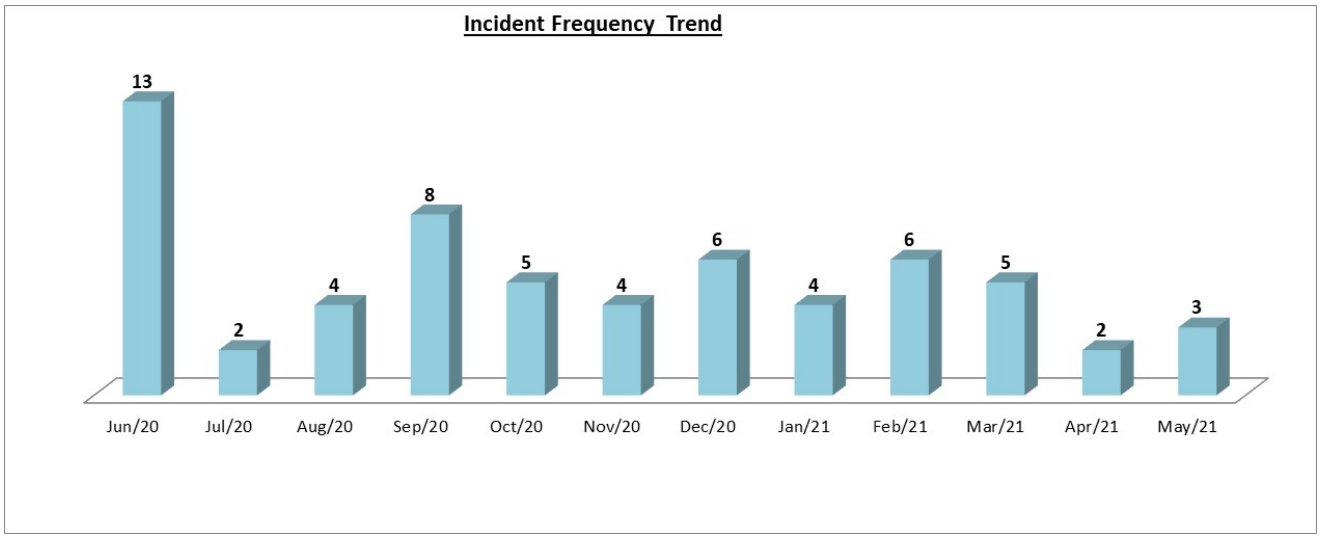

Agency of Injury
Mar-21
Apr-21
May-21
Monthly Avg for 12 months to May-21
N/A
Machinery and Fixed Plant
Mobile Plant
Road Transport
Other transport
Powered equipment, tools and appliances
Non Powered tools & Equipment
Chemicals
Other materials substances or objects
Outdoor environment
Indoor environment
Underground environment
Live animals
Non-living animals
Human agencies
Biological agencies
Non- Physical agencies
Unspecified Agencies
Other Agencies


Mechanism of Injury
N/A
Hitting on Objects
Cave in
Multiple mechanisms
Unspecified
Electricity
Exposure - Noise, Heat, etc
Hearing
Psychological
Other Muscular Stresses
hit by object
Motor Vehicle
Manual Handling
Chemical Factors
Slips, Trips, Falls
Social Factors
Animal Factors
Bites and stings
Mar-21
Apr-21
May-21
Monthly Avg for 12 months to May-21


Bodily Location of Injury
Mar-21
Apr-21
May-21
Monthly Avg for 12 months to May-21
N/A
Unspecified locations
Multiple locations
Internal organs
Hips and legs
Hands and fingers
Shoulders and arms
Trunk
Back
Neck
Head
Face
Ear
Feet and toes


Nature of Injury
6
5
4
3
2
1
0
Mar-21
Apr-21
May-21
Monthly Avg for 12 months to May-21
Other
Foreign body
Multiple injuries - other
Poisoning
Superficial Injury
Open wound
nerves and spinal cord
Eye injury
Burns
weather exposure
Crushing injury
Intracranial injury
Contusion with skin intact
Electrocution
Traumatic injury
Internal Injury
Sprains and Strains
N/A


Incident Frequency Trend
14
15
15
5
Qtr ending 30/09/20
Qtr ending 31/12/20
Qtr ending 31/03/21
Qtr ending 30/06/21


Incident Frequency Trend
13
2
4
8
5
4
6
4
6
5
2
3
Jun/20
Jul/20
Aug/20
Sep/20
Oct/20
Nov/20
Dec/20
Jan/21
Feb/21
Mar/21
Apr/21
May/21

ATTACHMENT B

Safety and Health Management System Framework Tier 3

Procedures and Standard Operating Protocols

CONTENTS

POLICY **3**

CITY OF KWINANA – SAFETY AND HEALTH PILLARS **4**

SAFETY AND HEALTH MANAGEMENT SYSTEM FRAMEWORK 5

Introduction *5*

Risk Matrix *6*

DEFINITIONS **7**

PLANNING AND RESOURCES **8**

Resources *8*

EMERGENCY PLANNING AND READINESS 8

Introduction *8*

Objective *8*

Emergency Planning *8*

Designated Staff *9*

Testing *10*

Review *10*

Evacuation Functions And Duties *10*

Guidance Notes for First Responder *10*

Disability (Personal emergency evacuation plan - PEEP) *11*

IMPLEMENTATION AND DELIVERY **11**

CITY RISK ASSESSMENT PROCESS 11

Risk Analysis *11*

Significant Hazard/Risk *11*

Control Measures *12*

RISK TREATMENT 13

Treatment Options *13*

Specialist Advice *15*

HAZARD MANAGEMENT 15

Introduction *15*

RISK ASSESSMENTS/SAFE WORK METHOD STATEMENT RISK ANALYSIS 15

The Customer Request Management System *15*

Hazardous Substance Management *16*

CHANGE MANAGEMENT STANDARD 16

Introduction *16*

Activities That Bring About Change *17*

Emergency Changes *18*

Authorising Changes *18*

HEALTH MONITORING 19

Introduction *19*
IMPLEMENTATION 21
Identification of Health Monitoring *21*
EMPLOYEE PARTICIPATION 21
Introduction *21*
Hazard And Improvement Reporting *22*
Business Unit/Department Meetings Or Tool Box Meetings *22*
Occupational Safety and Health Committee (OSH Committee) *22*
Safety and Health Representatives *23*
Safety Behavioural Observations *23*
SAFETY RECOGNITION PROGRAM 24
Introduction *24*
INFORMATION, TRAINING AND SUPERVISION 24
Introduction *24*
Induction *25*
Training Needs *25*
"On the Job Training" *26*
Trainer Selection *27*
Supervision *27*
Reporting *27*
MONITORING, MEASUREMENT AND EVALUATION 28
SAFETY AND HEALTH MANAGEMENT SYSTEM REVIEW 28
Safety Audits *28*
Safety AND HEALTH Action Plan *28*
REPORTING AND REVIEW 29
NEAR MISS INCIDENTS/ACCIDENT REPORTING AND INVESTIGATION 29
Introduction *29*
Incident Reporting And Investigation *29*
Reporting an Incident Flow Chart (documented in Promapp) *29*
Serious Injury Response *30*
Contractor Management *31*
FIT FOR WORK - REHABILITATION - RETURN TO WORK 31
THE CITY OF KWINANA'S COMMITMENTS AS EMPLOYER 33
DOCUMENT CONTROL 33
Document Control – Safety and Health Management System Framework Tier 3 ..... *33*
Version Control *34*
Related Documents *35*
Information *36*

POLICY

Occupational Safety and Health (OSH) Policy			
Approved by:	Executive Team		
Department:	Human Resources (Internal Policy)		
Original Approval Date	2006	Review Approval Date	October 2017
Next Review Deadline	March 2021	Document #	D16/34075 v*
Occupational Safety and Health Act 1984; *Occupational Safety and Health Regulations 1996*; *Workers Compensation and Injury Management Act 1981*;			

Policy Rationale:

The City of Kwinana (the **City**) recognises that it has a responsibility for the safety and health of all persons employed or engaged by the **City** and is committed to achieving zero harm within the **City's** working environment.

Occupational Safety and Health (OSH) Policy Statement(s):

The **City** recognizes its corporate responsibility under the *WA Occupational Safety and Health Act (1984)* and associated legislation and is fully committed to ensuring, that as far as practicable, it will provide a working environment that is without risk to its employees and others in the **City's** workplaces.

The **City** is committed to meeting its moral and legal obligation to provide a safe and healthy work environment for employees, contractors, customers and visitors. This commitment extends to ensuring the **City's** operations do not place the community at risk of injury or illness.

The **City**, in partnership with its employees, will have systems and processes to recognize the potential risks associated with hazards that may exist within the workplace and will take practical steps to provide and maintain a safe and healthy work environment for all persons.

The **City** will encourage and promote a culture of hazard identification, injury prevention and OSH awareness throughout the organization. In particular, the **City** will:-

- Be responsive to the needs and diversity of the organisation through the principles of equity, equality, access and participation;
- Recognise that all persons in the workplace are valued and that all reasonable endeavours will be undertaken to ensure their safety;
- Foster an organizational culture where all employees share their safety responsibilities;
- Consult with employees and management by means of the **City's** OSH Committee, safety and healthy representatives, risk assessments and hazard identification and prevention;
- Comply with all relevant legislation and seek to implement best practice;
- Ensure risk management processes are effectively being undertaken to eliminate or control risk exposure to the **City** as well as identify, promote and continuously improve safety and health performance within the organization;
- Provide and maintain relevant policies, procedures, systems, workplace information and training, associated programs and consultative mechanisms to support safety and health in the workplace; and
- Monitor the **City's** safety and health performance.

_____ _____

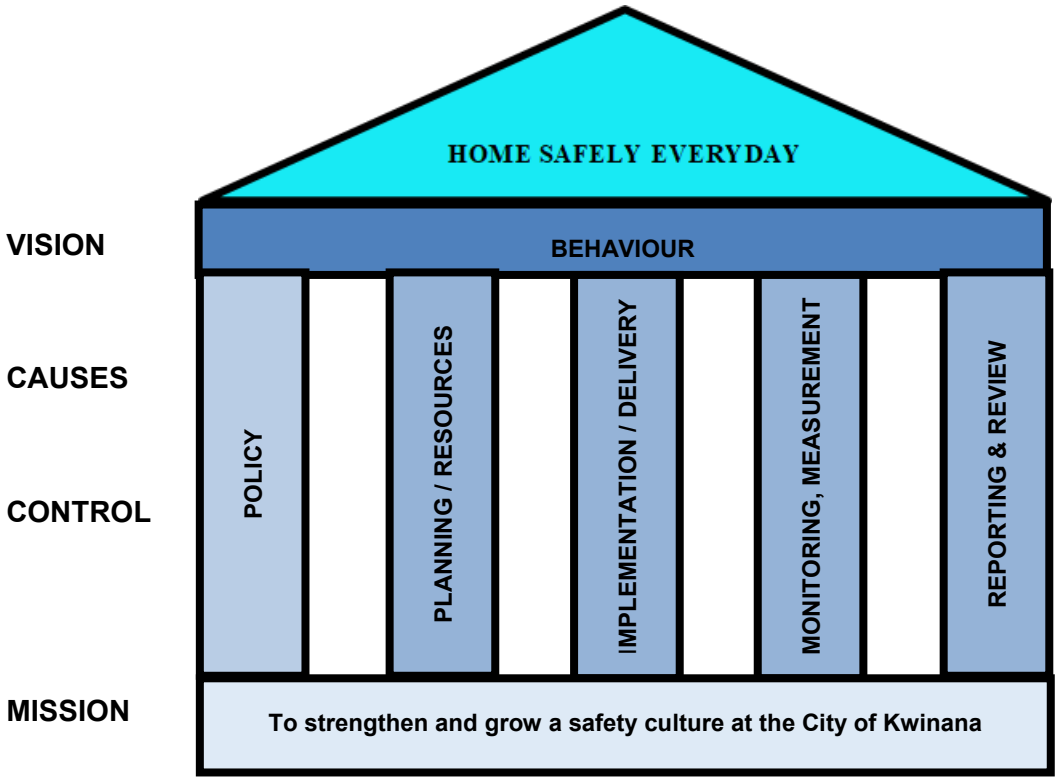
Wayne Jack Date

Chief Executive Officer

CITY OF KWINANA – SAFETY AND HEALTH PILLARS

Safety and Health Management is an integral part of business planning with Safety and Health Management goals and targets established to drive continual improvement in performance.

Safety and Health Foundations



SAFETY Control Pillars

POLICY

- OSH Policy & Statement
- Safety & Health Framework
- Take 5, JSAs, SWMS, Procedures / Guidelines, Registers
- Finance / Budgets

PLANNING/ RESOURCES

- OSH Action Plan
- Leadership & Accountability
- Safety Reps
- Terms of Reference /Duty Statements
- Employee Communication & Consultation
- Emergency Preparedness
- Risk Procedures

IMPLEMENTA-TION / DELIVERY

- Safety Inductions
- Annual Training Program Compliance Training
- Well-being Programs
- Return to Work Programs
- Systems – ChemAlert, Rapid Induct
- Ergonomic Program

MONITORING, MEASUREMENT & EVALUATION

- Contractor Audits
- Internal Audits
- External Audits
- KPIs
- Safety & Health Awards
- Appraisals
- Surveys

REPORTING & REVIEW

- Monthly Reporting
- OSH Committee Reporting
- Statistics and Trends
- Executive Reporting
- Audit & Risk ¼ Reporting

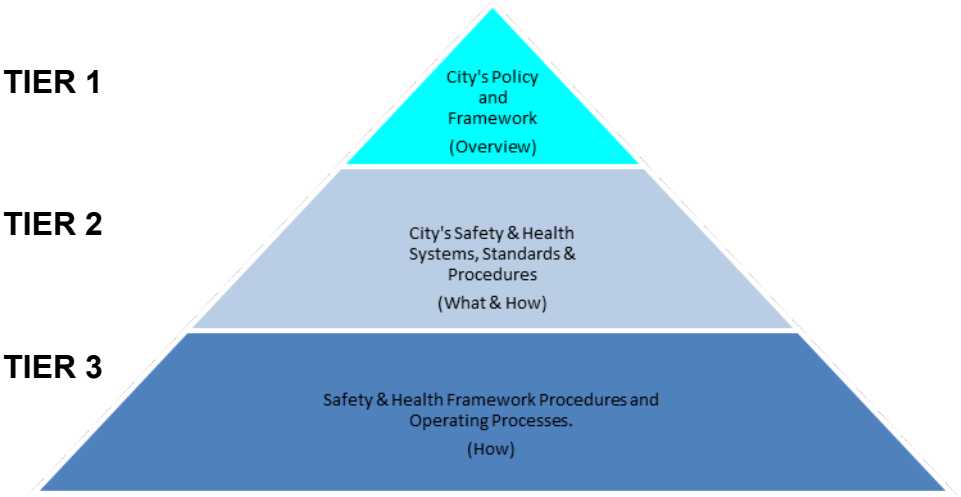
SAFETY AND HEALTH MANAGEMENT SYSTEM FRAMEWORK

INTRODUCTION

The purpose of the City of Kwinana's (the **City**) Safety and Health Management System Framework is to:

1. Provide a structured approach to the **City's** safety and health activity.
2. Foster and protect personnel well-being.
3. Meet legislative requirements for safety and health.
4. Minimise overall risk from the **City's** perspective.
5. Promote continuous improvement in safety and health performance.

These documents set out policy and specifies desired outcomes. It defines responsibilities and accountabilities, provides guidance on where to obtain additional information, and is the basis against which Safety and Health programs will be audited and appraised.



Tier 1: City's Safety and Health Framework
This is mandatory to all City operations as defined in the Framework. Safety and Health management processes shall be implemented based on the commitments in the Policy, and the Performance Requirements outlined in the Framework Tier 1.

Tier 2: City's Safety and Health Systems, Standards and Procedures
These are mandatory to all City operations as defined in this Framework. Safety and Health Standards are performance based in nature and typically focus on more specific areas of risk. Procedures are typically prescriptive in nature and address specific areas e.g. incident reporting and investigation, hazard and risk management, where it is important that activities are carried out consistently across the City.

Tier 3: Safety and Health Framework Procedures and Standard Operating Protocols
Each Business Unit shall apply Tier 1, 2 & 3 Systems and Procedures. In applying the Framework Tier 3 Procedure, the Business Unit will in addition develop its own processes, procedures, SWMS's, SOP's etc, and that will act as the basis for developing safety and health competencies of people.

RISK MATRIX

The following is the Risk Matrix used by the City. (For a comprehensive overview of the City's commitment and management of Risk across the organisation, please refer to the City's Council Policy – Risk Management D15/57852 v*)

Consequences:
Focuses on the potential consequence/s presented by the hazard in its assessed state of control. The consequences are those of credible scenarios (taking the prevailing circumstances into consideration) that can develop from the hazard. These can be thought of as the consequences that could have resulted from the release of the hazard if circumstances had been less favourable.

Likelihood:
Likelihood is estimated on the basis of historical evidence or experience that such severity has materialised within the industry the hazard is primarily associated with, or the company.

Cross-reference the Consequence and Likelihood to determine the Risk score. The colours within the matrix are aligned with the level of risk. The level of risk is utilised to determine the controls, communication and monitoring requirements of the hazard.

RISK MATRIX					
Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Severe
Almost Certain	Medium	Medium	High	Extreme	Extreme
Likely	Medium	Medium	High	Extreme	Extreme
Possible	Low	Medium	High	High	Extreme
Unlikely	Low	Low	Medium	High	Extreme
Remote	Low	Low	Medium	Medium	High

DEFINITIONS

BCP	Business Continuity Plan which is designed to address the operations of the City in the event of a business disruption(s).
Crisis Management Team	A designated team who have the responsibility of implementing the Business Continuity Plan.
Employee	Any direct employee of City of Kwinana
ECO	Emergency Control Organisation Committee
ERP	Emergency Response Plan
LEMC	Local Emergency Management Committee. The committee contains members from State agencies and Local authorities (which includes the City) who implement the planned response under the *Emergency Management Act 2005* (WA) to provide prompt and coordinated responses to declared emergencies. The LEMC ensure that emergency management arrangements are prepared and maintained.
PCBU	Person conducting a business or undertaking
Officer	A person's position that has significant influence over the management of a business, eg: the CEO
Volunteer	A person who volunteers their own free time, for no financial payment, to undertake activities on behalf of the City.
Worker	Any person who carries out work in any capacity regardless of employment class e.g. employee or contractor.
Workplace	A place where work is being carried out. Or is customarily carried out.
Reasonably practicable	That which is or was, at a particular time, reasonably able to be done in relation to ensuring safety and health, taking into account and weighing up all relevant matters.
SSSP	Site Specific Safety Plan
SWMS	Safe Work Method Statement
SOP	Safe Operating Procedure
JSA	Job Safety Analysis
TA	Task Analysis
KPI's	Key Performance Indicators

PLANNING AND RESOURCES

RESOURCES

Specific information relating to Safety and Health is held on “The Hub” (Intranet) on the home page under the Health, Safety and Emergency icon for the reference of all staff.



Extensive information on safety and health including guidelines are available on the intranet.

EMERGENCY PLANNING AND READINESS

INTRODUCTION

The City is committed to having effective and reliable emergency planning and responsiveness in the workplace and will provide the best possible protection for all those in the workplace in the event of an emergency.

The involvement of employees in emergency planning, training, testing and evaluation is an important part of protecting both people and assets, and provides assurance that information from all areas of the organisation is considered in ongoing planning and continuous improvements.

OBJECTIVE

The City will ensure that it has effective general emergency plans in place to manage emergencies likely to occur within any part of the organisation's operation and to comply with legislative requirements.

EMERGENCY PLANNING

The City strives to achieve the principles set out in the Australian Standard AS 3745-2010 (June 2018) planning for emergencies in facilities (workplaces) by applying the Preparedness, Prevention, Response and Recovery (PPRR) framework.

- Prevention – actions undertaken in advance. Sometimes this is referred to as mitigation.
- Preparedness – making arrangements, creating and testing plans, training, educating and sharing information to prepare should an emergency eventuate.
- Response – the assistance and intervention during or immediately after an emergency.
- Recovery – the coordinated process of supporting emergency-affected areas.

The following set out the principles applying to workplace emergency management: -

- Leadership – Management team retains responsibility for emergency management
- Safety – Individual safety, wellbeing and protection of life are paramount
- Response – Incident response is adapted in accordance with the level dictated by the circumstances at the time of an incident
- Support – Support is coordinated, integrated, timely, equitable, culturally appropriate and enhances resilience
- Communication – Communication is based on verified information and is timely and appropriate
- Ongoing Risk Identification – Risk identification efforts are continuous to ensure the mitigation of negative risks
- Support Agencies – The roles and responsibilities of external support agencies are understood and respected
- Confidentiality – The principles of confidentiality are respected.

The City will ensure there is a documented emergency plan that identifies potential emergency situations and meets relevant emergency service requirements that may be relevant to the particular workplace locations. The City will:

- Consider that evacuation may not always be the most appropriate response for dealing with an emergency and containment or other measures to manage the situation, rather than evacuation, may be the most appropriate response.
- Ensure that emergency procedures have been implemented and communicated to all employees, volunteers and contract staff.
- Will take into consideration any specific emergency service requirements for the emergency situations that have been identified. For example, fire evacuation procedures approved and tested by the fire service.

Please note: for emergencies relating to the continuation of business refer to the City's BCP or emergencies identified as responses to declared emergency situations refer to the Local Emergency Management Committee. (Further information is detailed in the City's Safety and Health Management System Framework – Tier 1).

Documented response plans will be included for each potential emergency situation identified. These response plans will be created by the Emergency Planning Committee (see below). Refer to your area workplace emergency management documents or the OSH - Emergency Procedures Flip Chart. (D19/51603 v*)

DESIGNATED STAFF

The City will maintain two designated committees for emergency planning and management. These being:-

- Emergency Planning Committee (EPC) – oversees the planning and arrangements for workplace emergency management; and
- Emergency Control Organisation (ECO) – has the responsibility for managing emergency events.

The EPC meet twice yearly to discuss learnings from the year and to plan the following year's requirements. The ECO will meet more regularly specifically after a drill or incident to "debrief" the process. The Emergency Report (D15/10402 v*) will be completed and actioned.
A list of designated employees who have been identified as emergency personnel is available to all staff on the Hub (Intranet) and on applicable notice boards.
Training schedules and records are to be kept and maintained by HR. (e.g. Emergency Evacuation Wardens training).

TESTING/EXERCISES

There will be periodic testing of emergency evacuation procedures at regular intervals, of no longer than 6 months apart, and a record of emergency evacuation drills is to be kept.

The EPC sets out the minimum requirements for emergency exercises, such as BCP testing, for each facility per year. The ECO plan, arrange and conduct exercises as part of operational activities in accordance with the set schedule.

REVIEW

There is a consultative meeting (ECO) to review emergency response procedures, after any practice drills and after any actual emergency event, with the Emergency Report (D15/10402 v*) being completed and actioned.

EVACUATION FUNCTIONS AND DUTIES

Employers are required to meet their obligations under the *Occupational Safety and Health Act 1984* and the *Occupational Safety and Health Regulations 1996* with respect to evacuation procedures. In accordance with Regulation 3.10 persons in control of a workplace are required to:-

- Develop an evacuation procedure for fire or other emergencies at the workplace;
- Display the evacuation procedures and a diagram, showing the exits and the position in relation to the exits, clearly and prominently at the workplace, where practicable;
- Practice the evacuation procedure at reasonable intervals, where practicable; and
- Train persons who would be required to help or control or extinguish a fire and provide appropriate protective clothing and equipment to these persons.

Steps for identified emergency events may include:-

a) Assist persons in immediate danger – if safe to do so.
b) Restrict the danger – if safe to do so. For example, close doors, turn off machine, shut off gas cylinder, stop process, and turn off power.
c) Raise the alarm – notify emergency services – provide contact details.
d) Attend to the emergency – if safe to do so. For example, attempt to extinguish the fire (trained persons only).
e) Evacuate to nominated assembly area.
f) Remain at the assembly area and ensure everybody is accounted for.

GUIDANCE NOTES FOR FIRST RESPONDER

As a first responder to any emergency, the responder will need to make an evaluation and act quickly with the appropriate response. It is important not to over-react, but if the responder cannot contain an emergency situation immediately and it has the potential to spread and place other people in immediate danger then the responder must activate the evacuation alarm.

Some situations that specifically require general evacuation are:

FIRE - A Fire that the responder cannot extinguish immediately with on-hand fire extinguishing equipment as required by the responder's training.
Example – The responder discovers a small fire and believes they have the right training and experience to put it out but there is a distance to walk to retrieve the fire extinguisher. Activate

the evacuation alarm before returning with the extinguisher. It is important that the general evacuation procedure has already begun in case the responder's attempt to contain the fire is unsuccessful.

HAZARDOUS MATERIALS - An uncontrolled release of a hazardous material that cannot be promptly contained without danger to any occupants.

Most releases of hazardous materials, for example spills of cleaning chemicals, are highly localised and can be easily contained without the need for a general evacuation.

Some hazardous materials or chemicals require a specific response for their containment and clean up. The respondent needs to know which of these materials are present in the area they are working and be familiar with the correct response to a spill.

DISABILITY (PERSONAL EMERGENCY EVACUATION PLAN - PEEP)

As per AS 3745 – Planning for emergencies in facilities, provisions should be considered for occupants with a disability. There is a requirement for the City to identify an employee with a disability who may need assistance during an emergency. In this instance, an individualised emergency plan is designed for the employee with a disability. If an individual plan is required, this will be prepared by the Health, Safety and Injury Management Advisor. (Noting, a requirement for a plan could be identified through the on-boarding process, worker's compensation process or a return to work program).

IMPLEMENTATION AND DELIVERY

CITY RISK ASSESSMENT PROCESS

RISK ANALYSIS

The City's Risk Assessment Process is used in the evaluation of a hazard, for example in a Safe Work Method Statement, Risk Assessment of an event and Change Management. The process has been developed to qualify the risk by considering the Likelihood and Consequence. (For a comprehensive overview of the City's commitment and management of Risk across the organisation, please refer to the City's Risk Management Strategy – D20/44400 v*. This strategy applies to all areas within the City's planning and organizational structure, operations and facilities.)

SIGNIFICANT HAZARD/RISK

Significant Hazard/Risk Assessment means a hazard or risk that is an actual or potential cause or source of;

a) Notifiable Event; or

b) Harm (being harm that is more than trivial) the severity of whose effects on any person depend (entirely or among other things) on the extent or frequency of the person's exposure to the hazard/risk; or

c) Harm that does not usually occur, or usually is not easily detectable, until a significant time after exposure to the hazard.

CONTROL MEASURES

Controls are those policies, procedures, plans, processes and systems that have been designed and implemented over time in response to hazards/risks/issues that have or may occur. Most hazards/risks identified will not be new or unique, and there may be some controls already in place to manage them.

Controls typically fit into three distinct types:

1. **Preventative Controls** - aimed at preventing the risk occurring in the first place. They include policies, procedures, plans processes and systems;

2. **Detective Controls** - used to identify when a risk has become an issue/incident. They include audits, stocktakes, reviews, etc; and

3. **Mitigating Controls** - aimed at minimising the consequences that arise from the issue/incident. They include Business Continuity Plans, Disaster Recovery Plans, personal protective equipment, etc.

Following the identification of existing controls, it is necessary to evaluate them for effectiveness. The fact that proven processes are being followed does not necessarily mean that hazard/risk is being mitigated. The experience level of the personnel undertaking the processes and the rigour with which the processes are being followed and supervised will also impact upon the control effectiveness.

For each hazard/risk identified, the following questions need to be asked:

1. Is there anything in place at the moment that would effectively decrease the likelihood or the impact of this hazard/risk? If the answer is yes, then:
2. How effective are the current controls in preventing this hazard/risk from occurring or reducing the impact?

There is usually a direct correlation between the effectiveness of an existing control and the likelihood of the risk occurring (i.e. the more effective the control, the less likely the risk is to occur) and/or the impact of the risk (i.e. non effective controls may increase the impact).
The outcome of this evaluation should influence further analysis of the likelihood and potential consequences of the hazard/risk.

The table below shows the rating and description for the effectiveness of current controls at the City.

Table: Effectiveness of Control Measures

Effectiveness Rating	Description
Fully Effective	Fully effective at all times (i.e. will significantly reduce the likelihood and/or consequence of the risk at all times).
Substantially Effective	Effective in most circumstances (i.e. will have a reasonably significant effect in terms of reducing the likelihood and/or consequence of the risk)
Partially Effective	Partial control most of the time (i.e. will have some effect in terms of reducing the likelihood and/or consequence of the risk)
Largely Ineffective	Partial control in some circumstances (i.e. will have very little effect in terms of reducing the likelihood and/or consequence of the risk)
Totally Ineffective	Not effective at all in mitigating the risk (i.e. will not have any effect in terms of reducing the likelihood and/or consequence of the risk)

When determining the controls to be applied to a hazard/risk the following should be considered: -

RISK TREATMENT

Risk treatment consists of determining what will be done in response to the identified, analysed and evaluated risks, including identifying resource implications for the implementation of the treatment actions.

Risk treatment involves a cyclical process of:

a) Assessing a risk;
b) Deciding whether residual risk levels are tolerable;
c) If not tolerable, generating a new risk treatment; and
d) Assessing the effectiveness of that treatment.

Once implemented, risk treatments may become risk controls.

TREATMENT OPTIONS

Risk treatment decisions are guided by a series of questions:

1. Can the risk be avoided altogether by not undertaking the activity?
2. Can the likelihood of the risk occurring be reduced by strengthening/ensuring the effectiveness of current controls?
3. Can the likelihood of the risk occurring be reduced by adding new controls (i.e. initial treatments)?
4. If the event occurs, can the consequences be reduced through sharing the risk with another party or by a Business Continuity Plan/Crisis Management Plan?

Where risk treatment options can impact on risk elsewhere in the City, relevant staff or contractors they should be included in the decision making.

Selecting the most appropriate risk treatment option involves balancing the costs of implementation against the benefits with regard to legal, regulatory and other requirements. Decision making should also take into account such risks where risk treatment is not justifiable (e.g. severe consequence but rare likelihood).

There are four main treatment options for the mitigation of identified hazards/risks at the City.

These are listed in more detail below.

1. Avoid

Avoiding a risk/event with detrimental consequences by deciding not to proceed with the activity likely to create the risk, or by disposing of the asset, etc.

2. Treat

Treating risks to reduce the likelihood and/or consequence of the risk. (Refer to the table below for treatment of hazards/risks)

3. Transfer/Share

Risk transfer/share involves transferring part of the risk (i.e. either management of the activity/service or consequences) to another party. Sharing risk does not mean that the responsibility/accountability for the risk has been transferred.

Examples of transferring or sharing of risk include:

a) **Contracting and/or Insurance** - the most widely used forms of risk transfer. In practice, it is virtually impossible to transfer all of the risk to a third party (e.g. transferring a risk to a contractor could still see the City's reputation damaged should an adverse event/incident occur).

b) **Escalation** – occurs when there is a requirement for a higher level of line management within the City to take action in relation to a risk. When a risk has been escalated, management of the risk has not been transferred as the consequences will still impact on the area concerned.

The overarching principle in relation to risk transfer/share is that if the City owns all or part of the consequences then it still owns the risk.

4. Accept

Accepting the consequences of the risk occurring.

Risks are accepted or retained for a number of reasons, including:

a) Risk treatment is not cost effective;
b) The risk is at or below the acceptable level for that type of risk;
c) The risk is outside the control of the Council; or
d) The risk exceeds the acceptable level for that type of risk but nothing more can be done to reduce the risk (if this is the case it needs to be escalated and well documented).

All risks, including those risks that are accepted with details on decision to accept, the risk needs to be recorded in the Risk Register (Camms System) along with the reason(s) for the decision not to treat the risk.

Table: Treatment of Hazards/Risks – Hierarchy of Control

ELIMINATE the hazard altogether **For example - get rid of the dangerous machine**	**Most Effective Control**
If the hazard cannot be eliminated then:	
SUBSTITUTE the hazard for a safer alternative **For example - replace the machine with a safer one**	
ISOLATE the hazard from anyone who could be harmed **For example – keep the machine in a closed room and operate it remotely**	
Use **ENGINEERING CONTROLS** to reduce the risk **For example – attach guards to the machine to protect users**	
Use **ADMINISTRATIVE CONTROLS** to reduce the risk **For example – train workers how to use the machine safely**	
Use **PERSONAL PROTECTIVE EQUIPMENT (PPE)** **For example – use gloves and goggles to use the machine**	**Least Effective Control**

When a decision has been made to treat the hazard/risk the hierarchy of controls can be utilised (Table above). This is with the aim to manage the hazard/risk to as low as reasonably practicable. The hierarchy of controls follows the premise that elimination is always the first choice as it is the best solution to get rid of the hazard/risk completely.

Administration and the use of personal protective equipment are the least effective of the hierarchy of controls. These types of controls should NOT be relied on as the primary means of hazard/risk control unless the options higher in the hierarchy have been exhausted.

SPECIALIST ADVICE

Administration
Where the competency for managing specific hazards is not available through internal staff, external specialists are to be contacted and involved in any review process.

HAZARD MANAGEMENT

INTRODUCTION

The City uses Risk Assessments/SWMS's and/or Work Instructions/Process Maps (Promapps)/ SOPs to systematically assess and control hazards associated with specific job/tasks.

The Customer Request Management system (CRM – Authority) is used to record hazards which is used across the organisation. Alternatively, hazards can be recorded via the hazard reporting form D14/75246v*, noting the information is taken from the form and entered into the CRM system.

The CRMs can be used to record, identify, assess and control hazards identified from sources such as;

- Event Reports
- Department meetings
- Safety committee meetings
- Audit findings
- Safety observations
- Legislation change
- Occupational Health Monitoring

RISK ASSESSMENTS/SAFE WORK METHOD STATEMENT RISK ANALYSIS

The City's Risk Assessments and/or Safe Work Method Statement (SWMS) processes are the systematic method(s) to identify, assess and control hazards/risks associated with tasks performed in the workplace. For the process to work effectively, a systematic approach must be taken in developing and constructing the Risk Assessment/SWMS's.

New equipment will require an approved SWMS, and a training schedule, prior to purchase and implementation.

Risk Assessments/SWMS's and Work Instructions/Process Maps (Promapps)/SOPs are reviewed at least annually. All scheduled reviews are to have employee involvement. The date and who was involved with the review is to be recorded on a copy of the document(s).

THE CUSTOMER REQUEST MANAGEMENT SYSTEM

Hazard Identification process:
The Hazard identification process can be used by any person to register a safety and health issue/concern (either directly in the CRM system or via the Hazard Report form D14/75246 v*). These are tracked and reviewed in the (Customer Request Management – CRM) system.

Electrical Equipment

Electrical equipment will be checked for safe operation in accordance and in compliance with AS/NZS 3760:2010 (In-service safety inspection and testing of electrical equipment).

HAZARDOUS SUBSTANCE MANAGEMENT

Introduction
The *Occupational Safety and Health Regulations* 1996, Part 5 stipulates that before a hazardous substance can be introduced into the workplace, the following must be undertaken:

- Obtain a copy of the Material Safety Data Sheet (MSDS);
- Conduct a risk assessment in consultation with person(s) likely to use the product;
- Notify the Health, Safety and Injury Management Advisor.

Information pertaining to Hazardous Substance Management is detailed in the Guideline D14/78154v*. Material Safety Data Sheet (MSDS), chemical supplier recommendations and safety and health considerations are incorporated into Business Unit document(s) such as SWMS/Work Instructions/SOPs. Refer to these prior to commencing any work. Only people trained in the use of hazardous substances may use hazardous substances.

All hazardous substances/chemicals must be approved by the **City**, prior to being brought in/on site. The master Hazardous Substance register, copies of current Material Safety Data Sheets are maintained in the Chem Alert software system. The procedure to introduce a new chemical is detailed in the Guideline D14/78154 v*.

Personal products which include for example; underarm deodorant, hand sanitiser, lipstick, make-up etc. do not require the same restrictions as other chemicals. The volume and risks of these are considered low.

Where products are purchased by the City, and the City has restricted the type and quantity (volume) of products available to staff, this information has been listed on the City's Intranet (Health, Safety and Emergency Management – Hazardous Substances).

Hazardous Substance and Chemical Inventory
Each business unit will be responsible for the management of Hazardous Substances/Chemical on site and will appoint a person to maintain the inventory and ensure that current MSDS's are available in Chem Alert (if applicable).

Where a contractor requires a hazardous substance on site, they must ensure that a current Material Safety Data Sheet (MSDS) for each hazardous substance is available at the point of use and applicable controls are listed in the task specific JSA or SWMS/Work Instruction/SOP. Where the volume of hazardous substance exceeds the quantities for transport of dangerous goods by rail or road, then the contractor is responsible for appropriate storage and handling in accordance with the appropriate Australian Standards.

CHANGE MANAGEMENT STANDARD

INTRODUCTION

Purpose

The purpose of this standard requirement is to ensure changes that have a reasonable potential to impact safety and health are effectively risk managed to eliminate or mitigate risks and ensure safety and health regulatory, certification and council requirements are able to be maintained prior to implementation of the change.

Change Management

Change is defined as an addition, revision, deletion, modification or replacement that is not “Replacement in Kind”. Examples of change include, but are not limited to the following:

- Deviation from a set work process or instruction;
- Modification of a component on an item of plant or equipment;
- Addition or introduction of new plant, equipment or related software;
- Replacement of plant and equipment with different ratings, speeds, physical displacement, weight and operating features; and
- Changes to temporary or permanent works design.

"Replacement in Kind" is an identical exchange or replacement of equipment or skilled persons such that there would be no change in anticipated performance or results. Change does not occur when variations to plant, equipment, processes and people are within designed or agreed boundaries or tolerances. The change management process is used to ensure:

- New or existing work areas, processes, plant, equipment, material or substances are not adversely affected by the change;
- All required changes are managed through a risk management process that is relevant to the type of change.

ACTIVITIES THAT BRING ABOUT CHANGE

There are various activities that can bring about change within the City and they can be both reactive and proactive as listed below:

- Risk and opportunity analysis and audit outcomes;
- Issue resolution, incident investigation findings and emergency situations;
- Design and engineering modifications;
- Modifications to plant, equipment or substances;
- People management, for example communications, consultation, records and competencies;
- Changes to legislation, regulation, responsibilities, authorities and accountabilities;
- Rescheduling of activities;
- Unscheduled reallocation of staff or plant resources; and
- Adverse weather conditions.

Tools to Assist Change Management

There are various processes and forms that support risk analysis, management and communication of change.

These include, but not limited to:

- Design Change;
- Project Risk Assessment;
- Safe Work Method Statements;
- Plant Hazard Assessments;
- Chemical Risk Assessments;
- Capital Approval Process; and
- Take Five.

Consultation is necessary so employees affected by the change may express their opinions on whether the change is warranted and how things may best be arranged and carried out to effectively implement the change.

EMERGENCY CHANGES

Where changes are required to be carried out in an emergency or because of an emergency, the basic change management processes are still to be followed. In line with the urgency for an emergency change, the worker proposing the change (if competent) or a competent worker must carry out a documented risk assessment on the change to:

- Identify the potential hazards;
- Analyse the level of risk involved; and
- Determine controls required to implement change under the emergency conditions.

AUTHORISING CHANGES

The levels of approval for changes to policy, management systems and processes are:

At the Policy Level:

- Chief Executive (in consultation with the Executive Leadership team) where it affects the Council as a whole; or
- The Executive Leadership team, where it affects the operational requirements of the City.

At Management Systems Level:

- Relevant worker nominated to authorise change to the specific management systems.

At Procedural and Task Level:

- Relevant worker nominated as responsible for the documented process can authorise change to that document, approval is by the relevant employee's supervisor.
- A manager within their relevant area of responsibility and their level of authority can authorise change to a site based process, if no documented process is in place.

Changes to Plant or Equipment:

- Manager or designate, for an item of plant or equipment can authorise change to the item only with the manufacturer's, supplier's, designer's and/or an engineer's approval, provided that there is no change to how the equipment is intended to operate, safety mechanisms and/or guards. Retraining or familiarisation may be required for plant and equipment following change.

Design or Engineering Change:

- Engineering Change needs to satisfy the requirements of relevant legislation, design authority, any applicable design specifications and shall require technical approval from the manufacturer, supplier, designer and/or an engineer as applicable

Emergency Change:

- Manager or incident controller to authorise emergency change.

HEALTH MONITORING

INTRODUCTION

Objective

To provide a framework for the identification of Exposure and Health Monitoring, assessment, control and monitoring of health related risks to prevent illness to all workers.

A PCBU (Person Conducting a Business or Undertaking) must ensure that health monitoring is provided to a worker who works for the PCBU if:-

a) The worker is carrying out on-going work involving a substance hazardous to health that is specified in a safe work instrument as requiring health monitoring; and

b) There is a serious risk to the worker's health because of exposure to the substance hazardous to health.

Scope

Managing risks associated with substances hazardous to health. A PCBU must manage risks to safety and health associated with substances hazardous to health at the workplace.

Duties of employers where a significant hazard cannot effectively be eliminated:-

a) To take all practicable steps to minimize the likelihood that the hazard will be a cause or source of harm to the employees; and

b) To provide, make accessible to and ensure the use of by the employees, suitable clothing and equipment to protect them from any harm that may be caused by or may arise out of the hazard; and

c) To monitor the employees' exposure to the hazard; and

d) To take all practicable steps to obtain the employees' consent to the monitoring of their health in relation to the hazard; and

e) With their informed consent, to monitor the employees' health in relation to exposure to the hazard.

Duties of employers to provide employees with results of health monitoring:-

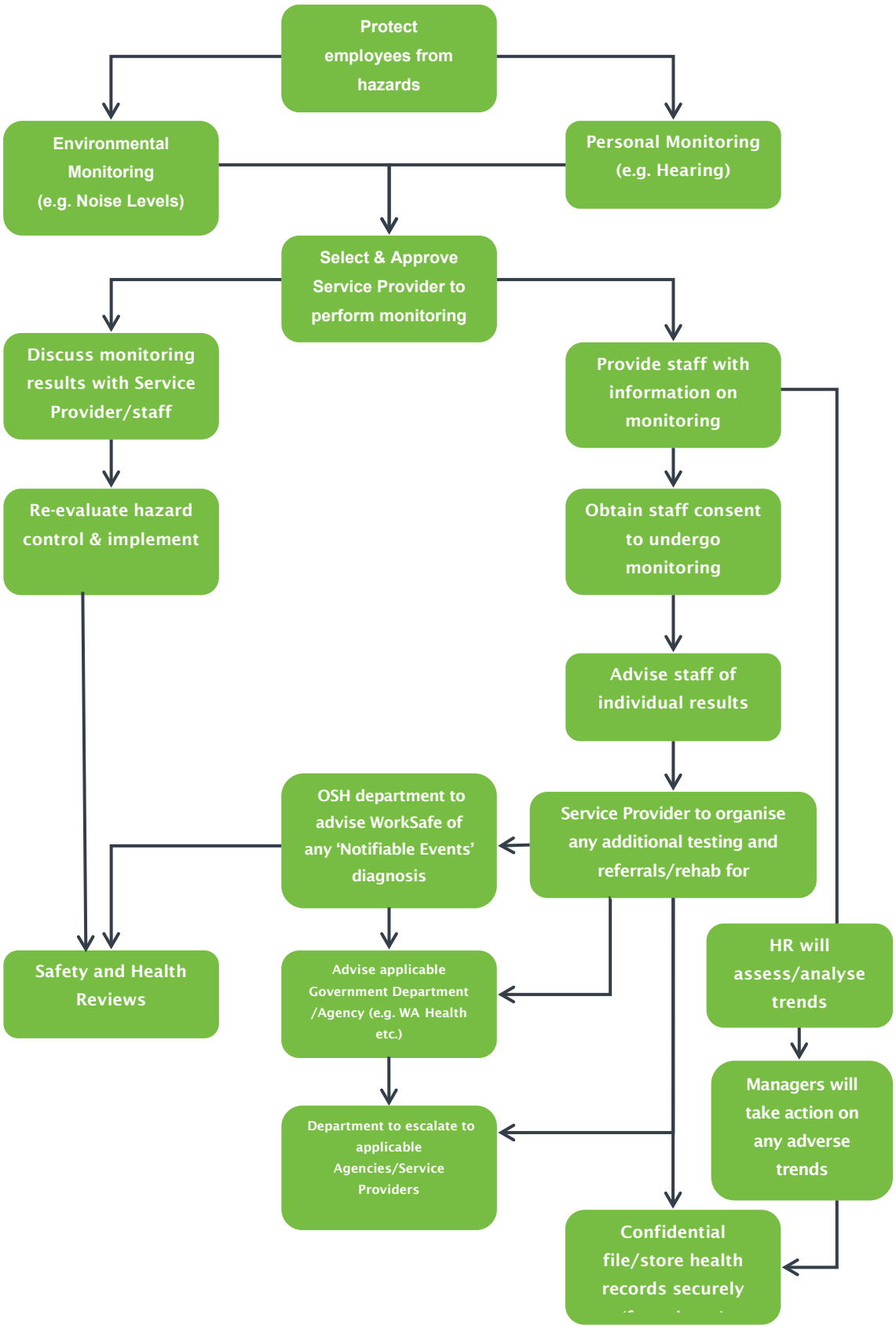
a) every employee is given all results to which this section applies of monitoring of the employee (whether as an individual or as one of a number of employees) in relation to safety or health; and

b) all employees who ask for them are given all results to which this section applies of general monitoring of:

   i) conditions in the employee's place of work; or

   ii) the safety and health of employees there.

Health Monitoring Process Flow Chart (If required)



IMPLEMENTATION

IDENTIFICATION OF HEALTH MONITORING

Monitoring of the work environment and of individual staff health is part of the hazard management process. Information from monitoring helps determine how effective existing hazard controls are in maintaining the wellbeing of staff.

Responsibilities - Manager/Team Leader:

- Ensuring that employees are released from work in order to participate in the health monitoring program.

Responsibilities – Health, Safety and Injury Management Advisor

- When advised of any sub-optimal results relating to exposure assessment:
  - Conduct an investigation, seeking specialist advice where relevant.
  - Review the effectiveness and suitability of existing hazard controls. Review findings with senior management, management and employees.

Pre-employment / Baseline Health Testing

A pre-employment health assessment will be completed for all new permanent Employees who work at the City. The purpose of the pre-employment health assessment is to assess prospective Employee's medial capacity to safely complete work tasks, and records benchmarking for on-going health surveillance. The assessment is part of the recruitment process prior to offer and commencement of employment.

The City operates a three-tiered pre-employment health assessment process.

1. High Risk – Occupations working on high-risk operational sites will undergo a medical examination via the City's approved medical provider. This may, at the discretion of the City, include a physical capacity assessment. (Noting, Employees domiciled at the City Operations Centre will be required to undergo audiometric testing).
2. Low Risk – For lower risk permanent Employees e.g. office-based staff, a basic pre-employment health assessment will be undertaken by the City's approved medical provider.
3. Staff employed on a casual basis will complete a series of questions and a declaration regarding the Employee's health status.

Note: Employees in tiers 1 and 2 will also undertake a pre-employment drug and alcohol test via the City's approved medical provider.

To ensure that the City maintains a current understanding of health assessment requirements, it will review the pre-employment health assessment requirements (based on exposure to hazards) as part of the Safety and Health Framework review.

EMPLOYEE PARTICIPATION

INTRODUCTION

The employer will ensure that all employees have on-going opportunities to be involved and to have their interests represented in the safety and health of workplace practices via:

- Hazard and Improvement Reporting;
- Business Unit/Department Team Meetings;
- Department Tool Box Meetings;
- City of Kwinana Occupational Safety and Health Committee;
- Business Unit/Department Safety Representatives;

- Safety Interaction Form (D20/41036 v*);
- Annual Performance Review – Individual KPIs and actions.

HAZARD AND IMPROVEMENT REPORTING

A Hazard Report can be entered into a CRM to highlight a hazard in the workplace or identify areas for improvement which will alert the area responsible manager and the City's OSH section. Hazard Reporting can be done through;

- Logging into Authority (CRM);
- Completing a Hazard Report Form (D14/75246 v*);
- Submitting an improvement through the Staff Values nomination process "Why not yes?" Information regarding the nomination process is on the City's Intranet.

The Hazard Report will then require the responsible person to complete/detail actions taken (which may include completing a risk assessment that establishes whether the issue raised relates to a significant hazard.)

Employees are also encouraged to talk directly with their Managers/Team Leaders, their safety and health representative or any member of the OSH Committee if they wish to raise issues/concerns or have any other comments relating to the Safety and Health systems or management.

BUSINESS UNIT/DEPARTMENT MEETINGS OR TOOL BOX MEETINGS

It is the expectation of the City that business units/departments hold regular team meetings where safety and health forms a part of the meeting. At these meetings the safety representatives (if applicable) or the nominated chairperson will discuss and communicate items raised at the committee meetings that include agenda items:-

- OSH Committee Meeting Minutes;
- Monthly Safety Statistics;
- Monthly Safety Topic (As determined by the OSH Committee);
- General Business;
    - Any safety and/or health issues identified by the business unit/department;
    - New/amended safety and/or health documentation.

These meetings are an opportunity for employees to raise issues or concerns, which must be minuted and feedback on response given at the meeting. It is also an opportunity to forward/request information from other business units/departments.

OCCUPATIONAL SAFETY AND HEALTH COMMITTEE (OSH COMMITTEE)

As per the *Occupational Safety and Health Act* 1984 and *Occupational Safety and Health Regulations* 1996(WA) and is not a "committee" in the terms detailed in the *Local Government Act 1995.* The City's name of the Committee shall be Occupational Safety and Health Committee (OSH Committee).

The purpose of the OSH Committee is to provide a consultative forum that can effectively address the safety and health matters arising at the City of Kwinana with particular reference to the requirements of the Occupational *Safety and Health Act 1984 (WA), Regulations 1996 (WA)* and *Codes of Practice and Standards.*

All terms and conditions relating to the function and criteria of the OSH Committee are stipulated in the OSH Committee Terms of Reference D09/49159 v*. Noting, the frequency of the OSH Committee meetings is on a monthly basis and the minutes from the Committee meeting are escalated to the Executive Leadership team and included on the monthly team agenda template. It is important that communication between the committee and the employer (City) should be accurate and timely, thereby ensuring that issues are able to be dealt with promptly. For this purpose, either party may, from time to time, request a response from the other party within a specific timeframe.

SAFETY AND HEALTH REPRESENTATIVES

Safety and health representatives are elected by co-workers to represent them in consultation about safety matters with the employer.

Safety and health representatives are important because it makes sense for employers and employees to talk to each other about safety at work. The experience and knowledge of employees can make a significant contribution to identifying and controlling hazards and risks, and developing preventative measures to address safety and health issues that arise at the workplace.

A safety and health representative is the key to communication by making it easier to exchange ideas and concerns about safety between employers and employees. Safety and health representatives raise and discuss issues and concerns with employers and/or managers so they can work together and arrive at solutions to make the workplace safe.

Part 4 of the *Occupational Safety and Health Act* 1984 (Act) details the requirement for election of safety and health representatives in the workplace. The Act requires the person who conducted the election to notify the WorkSafe Western Australian Commissioner and the employer of the results of the election. Information pertaining to the election process for safety and health representatives can be found on the following website: www.commerce.wa.gov.au .

The City has developed a duty statement/guideline for safety and health representatives D21/14619 v*.

SAFETY BEHAVIOURAL OBSERVATIONS

The City has introduced a Safety Interaction process. This process permits any employee to observe unsafe practice, safe practice or make a suggestion in the workplace or identify areas for improvement which will alert the area responsible manager and the OSH section. The Safety Interaction form is located at D20/41036v*.

Employees are also encouraged to talk directly with their Managers/Team Leaders, their Safety and Health representative or any member of the OSH Committee if they wish to raise issues/concerns.

SAFETY RECOGNITION PROGRAM

INTRODUCTION

The City has the ability to recognise the employee's contribution to Health, Safety and Wellbeing through the Staff Values Award nomination process. This award can be on an individual or team basis whereby it is recognised that an exceptional level of commitment to an exemplary level is displayed. Applications for this award are via the nomination process (refer to the City's Intranet "The Hub") and the Executive Leadership Team will determine the outcome.

INFORMATION, TRAINING AND SUPERVISION

INTRODUCTION

Duties of employers in relation to training and supervision of employees the *Occupational Safety and Health Act* 1984 – section 19 states:

"*19. Duties of employers*

(b) provide such information, instruction, and training to, and supervision of, the employees as is necessary to enable them to perform their work in such a manner that they are not exposed to hazards; and….

(2) *In determining the training required to be provided in accordance with subsection (1)(b) regard shall be had to the functions performed by employees and the capacities in which they are employed."*

General

This standard applies to all City operations.

Training and supervision is provided to ensure employees or embedded contractors are:

1. Adequately trained in how to use the elements of the Safety and Health Management standard as it applies to them.
2. Adequately trained in safety specific topics e.g. hazardous substance handling, working at heights, first aid, confined spaces etc. so they may carry out their role appropriately.
3. Adequately trained in the use of all-relevant equipment, materials, substances, and personal protective equipment.
4. Either competent to carry out their work or are supervised by a person who has appropriate knowledge and experience to ensure that they are doing the work safely until they are deemed competent to work unsupervised.

Please refer to the City's HR Policy – Learning and Development (D11/17628 v*) for additional information regarding the training processes at the City.

Objective

The City will ensure that all employees, embedded contractors, work experience personnel and volunteers are informed of their own responsibilities and the employer's responsibilities for Safety and health in the workplace. The City will ensure that employees, embedded contractors, work experience personnel and volunteers have specific knowledge concerning management of the risks to which they are exposed through workplace procedures, environment, equipment and materials.

INDUCTION

Induction Training

All new employees, embedded contractors, work experience personnel and volunteers, will complete a safety and health induction. This induction is ideally completed within approximately the first week of employment/engagement with the City.

The employee/embedded contractor/work experience personnel/volunteer and responsible officer jointly sign the induction checklist, which is kept on the employees/embedded contractor/work experience personnel/volunteers file as a record of the induction. Additionally, the induction for contractors is entered into the Rapid Induct Software system.

Furthermore, there must be an appropriate safety and health induction training that is site specific, this includes new employees and employees transferring to a new environment, role or task.

Responsibility of Induction Co-ordination

The City's HR Development Coordinator will organise a safety and health induction for all employees, work experience personnel and volunteers.

It is the responsibility of the Manager/Team Leader to co-ordinate the site induction of the employees.

Evidence of Induction

Evidence is required of employee safety and health induction training that includes consideration of the following needs (where appropriate):

- Employer and Employee Responsibilities
- Emergency Procedures
- Incident and injury reporting
- Hazard Management (general and job specific hazards)
- Any work authority requirements including, Confined Space Permits, Permit to Work
- Personal Protective Equipment
- Information about the health and safety forums
- Hazardous Substances

Signed Confirmation of Induction Training

Signed employee induction training records (or similar individual verification) is required.

Signed Confirmation of Employee's Acceptance of Responsibility

Signed evidence is required of acceptance by employee of their responsibilities.

TRAINING NEEDS

Identification of Training Needs

There must be identification of safety and health training needs in relation to risks associated with specific roles, tasks or areas of work throughout the City.

Managers' Responsibility for Training

Upon commencing employment with the City, managers are responsible for ensuring all employees undertake task/job training in their allocated teams. Training must include

familiarisation with the area's operation manuals/work instructions/process maps (Promapp), including hazards, controls and safe practices.

"ON THE JOB TRAINING"

When a new employee or volunteer starts or transfers to a different role in City, they will be supervised until deemed competent to work unsupervised. This is to ensure that they are safe. The process for this is as follows:

Activity	Responsibility	Process
Complete health and safety induction	Manager or Team Leader	Work through induction checklist
Introduce new employee/embedded contractor/volunteer to team	Manager or Team Leader	This is done to ensure everyone knows they will be learning and not yet competent in the role
Manager or Team Leader to assign suitable buddy to new employee/volunteer D09/11909 v*	Manager or Team Leader	Suitable buddies must: ▪ Have suitable experience in the role that they are buddy for ▪ Have good communication and people skills
Buddy to supervise new employee /volunteer through basic operational on-job training	Buddy (overseen by Manager or Team Leader)	This process includes reading operating procedures and ensuring practical application is followed through
Team Leader, assessor and new employee meet to discuss competence in role	Manager or Team Leader	This discussion includes: ▪ Progress to date ▪ Challenges they have had ▪ Areas they need more assistance in
Employee assessed – is the employee competent?	Manager or Team Leader	Yes: put employee onto regular duties No: Options available: ▪ Continue training with buddy ▪ Reassess buddy for suitability
New employee is put into regular duties	Manager or Team Leader	

Training Records and Refresher Training

All training records will be entered into HR Skills and Course register (currently in the Authority System) and any refresher requirements will be managed by HR through the system.

TRAINER SELECTION

Internal Trainer Selection
Existing competent staff with relevant skills, experience, operational knowledge and qualifications may be selected by the manager to provide training on a range of operations, ensuring the selection is based on one or more of the following criteria:

- Been trained in the position themselves;
- Knowledge and experience of the task/position they are teaching;
- Knowledge of safety and health requirements relevant to the position.

External (Specialist) Safety Trainer Selection
External training providers shall be used for training in specialist high risk areas or where training is a regulatory or pseudo regulatory requirement. Examples include:

- Certified Handler
- Working at Heights
- Working in Confined Spaces
- Safety and Health Representative
- First Aid
- Other areas that involve significantly hazardous situations

All specialist high-risk training shall be delivered to ATQF Standard level where available.

SUPERVISION

Supervision of Employees
Employees undergoing on-the-job training must be supervised by experienced and skilled employees to ensure that the employee's newness to the task or role does not endanger themselves, others or equipment.

Designation of Responsibilities
A process for the clear designation of responsibility for supervision of new employees is required.
Standard Operating Procedures (SOPs)/Work Instructions/Process Maps (Promapps) / Safe Work Method Statement (SWMS)

Ensure Standard Operating Procedures (SOPs)/Work Instructions (W/Is) /Process Maps (Promapps) and/or Safe Work Method Statement (SWMSs) procedures are followed and regularly reviewed/updated, to ensure that the trainer can deliver the required information in a consistent and effective manner.

Register
Managers must ensure that a register of SOPs/W/Is and SWMSs procedures is maintained on a regular basis.

REPORTING

Reporting Reminders
Reporting systems must be maintained in order to identify employees whose qualifications, certificates, licenses (e.g.: forklift, first aid, etc) are due expire at certain dates, so that they can be renewed. HR is responsible for notifying (via team reports) of expiry dates of applicable qualifications, certificates, licenses etc..

MONITORING, MEASUREMENT AND EVALUATION

SAFETY AND HEALTH MANAGEMENT SYSTEM REVIEW

SAFETY AUDITS

The City participates in the LGIS 3 Steps to Safety program which was established to recognise and meet the needs of Local Government with the aim of driving safety performance and minimising claims. The first part of the program is an assessment of the City's safety system against the WorkSafe Plan. The assessment methodology confirms that all evidence is examined and verified on site through scrutiny of documents, workplace inspections and interviews with representatives from the City. An action plan is developed from the deficiencies and opportunities for improvement identified during this assessment.

In addition to the WorkSafe Plan Assessment, and as a function of the OSH Committee as stipulated in Section 40 of the *Occupational Safety and Health Act* 1984, there is a requirement to ensure measures are in place for the safety and health of employees in the workplace. To assist with meeting this requirement, the Safety Representatives are to undertake regular workplace inspections. The OSH Committee has identified a schedule for the frequency of these inspections (noting, that departments/business units that have been classified as a high risk workplace will have an increased frequency of inspections). The OSH section will schedule (via Outlook calendar) to the department/business unit responsible person a notification of the requirement for the workplace inspection.

Furthermore, the administrator of the City's Chem Alert software system will notify the department/business unit responsible person to schedule an annual audit of Hazardous Substances/Chemicals on site.

All documentation relating to the assessment/audit processes will be recorded in the City's document management system.

SAFETY AND HEALTH ACTION PLAN

Annual health and safety KPI's are identified and set during the staff development review process. KPI's are generally based around recommendations arising from the annual safety and health review process, changes to legislation, organisation policy, staff suggestions, safety and health team suggestions or any improvement ideas generated from new technological advances.

Note: Safety and Health KPI's which include responsibilities and timeframes are developed from the CEOs individual safety and health KPI(s).

The City maintains a safety and health action plan, which includes/considers actions identified through all safety and health aspects of the City's framework.

REPORTING AND REVIEW

NEAR MISS INCIDENTS/ACCIDENT REPORTING AND INVESTIGATION

INTRODUCTION

All accidents and near miss situations which involve the City employees, embedded contractors, work experience personnel, volunteers and visiting members of the public need to be reported via the incident report form D10/711 v* and investigated because:

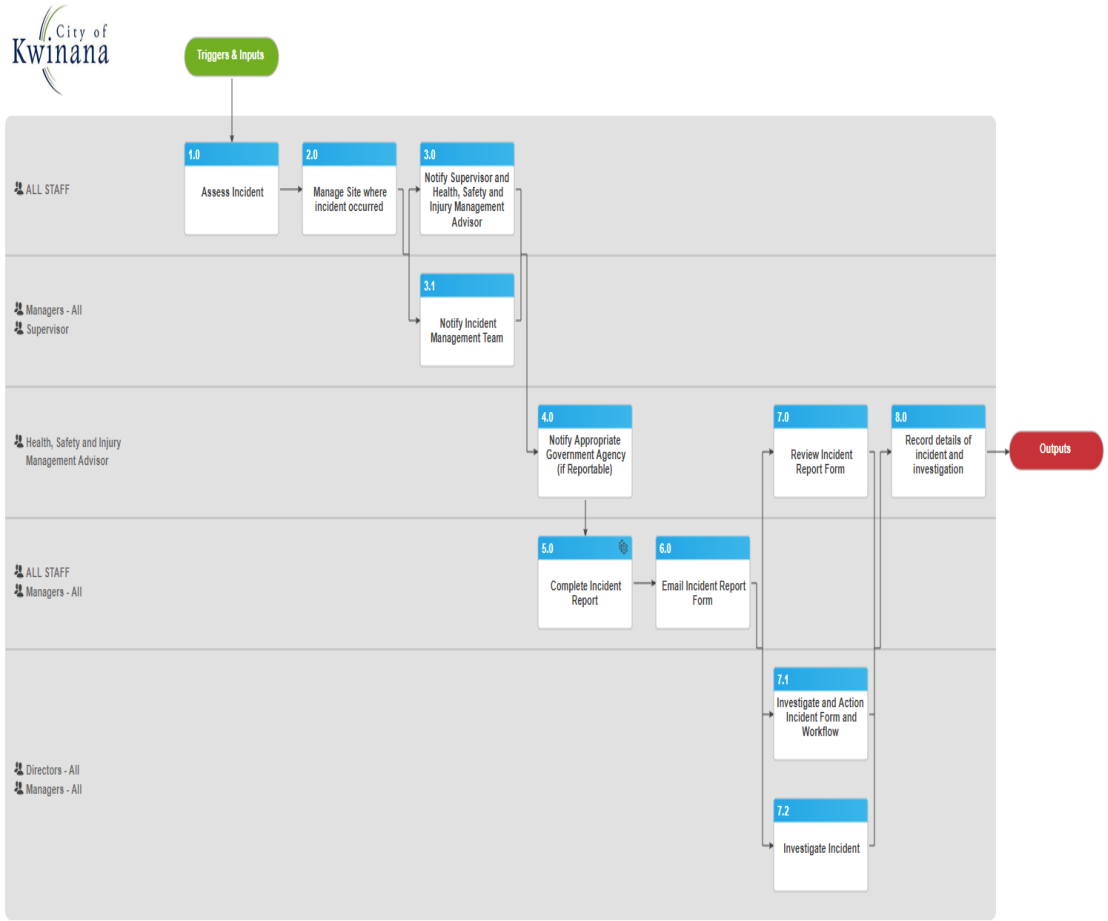
- This will identify and record hazards/risks or potential hazards/risks.
- This will distinguish between work and non-work related accidents.
- The correct reason for injury, illness and damage will be identified.
- It assists in the development of systems that will prevent similar occurrences.

INCIDENT REPORTING AND INVESTIGATION

Staff are required to report all incidents/events (including near misses) on the same shift as the event occurs (if practical).

Reports are to be entered into the incident register and reported to the Manager/Team Leader immediately or no later than the end of the shift that the incident occurred in (if practical).
On becoming aware of an accident/incident, the Manager/Team Leader will determine the severity of the incident (including notifiable event to WorkSafe), complete a risk assessment and apply corrective actions as per the Reporting an Incident Flow Chart.

REPORTING AN INCIDENT FLOW CHART (DOCUMENTED IN PROMAPP)



SERIOUS INJURY RESPONSE

The following procedure is to be used for any **INJURY** that will require medical treatment beyond first aid. For example, an ambulance may need to be called or the employee may require transport to the hospital or a medical centre.

The most senior person in the department at the time of the incident is responsible for ensuring this procedure is followed. CEO/Director/Manager/HR need to be notified.

ATTEND to the injured employee.
Ensure they have appropriate first aid treatment and make arrangements for further treatment and care. Get assistance from bystanders if an ambulance has been called so they can be directed to the right location.

SECURE the accident scene.
Once the injured employee is attended to and the area has been made safe, access to the area must be closed. Anything relating to the accident must not be disturbed or interfered with.

CONTACT the Department Manager, Health, Safety and Injury Management Advisor and Manager (HR) who will call their next of kin as required. The Health, Safety and Injury Management Advisor is responsible for contacting WorkSafe, as required.

CHECK that the applicable Director and the CEO has also been contacted in the case of serious injury.

ACCOMPANY the injured employee to any off-site medical treatment - This can be any person in the department at the time of the incident.

DOCUMENT a statement from the injured employee (via the Incident Report Form D10/711v*). Allow them to describe the incident in their own words. Email the form to the Health, Safety and Injury Management Advisor who will workflow the form to the supervisor/manager.

MANAGE any impact the incident may have on staff and customers.

ASSIST the Manager or Health, Safety and Injury Management Advisor with the incident investigation. Due to the serious nature of the incident, the Health, Safety and Injury Management Advisor will be included in the investigation team.

Critical Events – A Disruption to Business Continuity
An incident investigation form must be completed should a critical event occur. Please refer to City's Critical Incident Response/Business Continuity Plan/Guidelines.

Note: if a change of work practice or procedure is required due to a critical event

Injury and Incident Statistics Review

At least six monthly and annual reviews will be undertaken for injury and incident data. This review will include both management and employees and will be done during the health and safety committee meeting. The purpose of these reviews is to identify any injury trends and will be looking at lost time injuries, medical injuries, and near misses reported, and will include drilling down into the data to assist with identifying patterns and trends.

CONTRACTOR MANAGEMENT

Objective
The City values the highest standards of safety, health and environmental protection. The City has produced a comprehensive Contractor Management System guideline D14/89249 v* which defines how the City manages risk associated with the engagement and management of contractors. The guideline provides employees, who engage contractors to undertake work for or on behalf of the City, a process to follow from appointment to completion of works. Contained in this guideline, is a copy of the Contractor Safety and Health Handbook D10/50829 v*. This handbook is distributed to all contractors. Supplementing the guideline and handbook is the OSH Principles and Practices for Contractors document which requires the contractor to have read, understood and agreed to comply with the City's safety and health requirements. D09/27985v*.

In addition, the City currently maintains an on-line contractor management system (Rapid Contractor Management System – RCMS) which ensures the City's due diligence with respect to assessing contractor submissions through: - confirmation of insurances, cross checking of licences and registrations, confirmation that safe systems of work are in place and recording of decisions relating to the contractor. Guideline for RCMS D17/62852 v*.

FIT FOR WORK - REHABILITATION - RETURN TO WORK

The City maintains the Fit for Work policy as the City recognises that it has a responsibility to fulfil obligations under Work Health and Safety legislation to ensure the health, safety and welfare of employees, contractors (including labour hire and temporary employees), volunteers, work experience personnel, and other workers in the workplace. D09/30417 v*.

Key Objectives

The key objectives and/or policy statements are:

- The term "Fit for Work" means that an individual is in a state of mental, physical and emotional health to competently complete the inherent tasks of their position, and in a manner, which does not negatively affect or threaten the safety of themselves or others.
- An individual's fitness for work can be affected in a variety of ways including, but not limited to: illness, injury, fatigue, stress, alcohol, drugs and emotional or behavioural issues. These factors may lead to an increased likelihood of workplace incidents or injuries.
- The City adopts the approach that early intervention in such issues can assist people to deal with the situations which may otherwise place at risk their own, or others' safety and health.
- This policy provides the framework for dealing with these issues and the requirements of the individual and the City in meeting their responsibilities. The framework will ensure an effective, fair, consistent and constructive approach to the issues and at the same time adhering to any legislative requirements.
- Provide temporary suitable duties, if possible, to enable the return to work after a period of incapacity, e.g. by modifying the current work role or providing alternative duties.
- Ensure good communication is maintained between all parties.

Fit for Work program

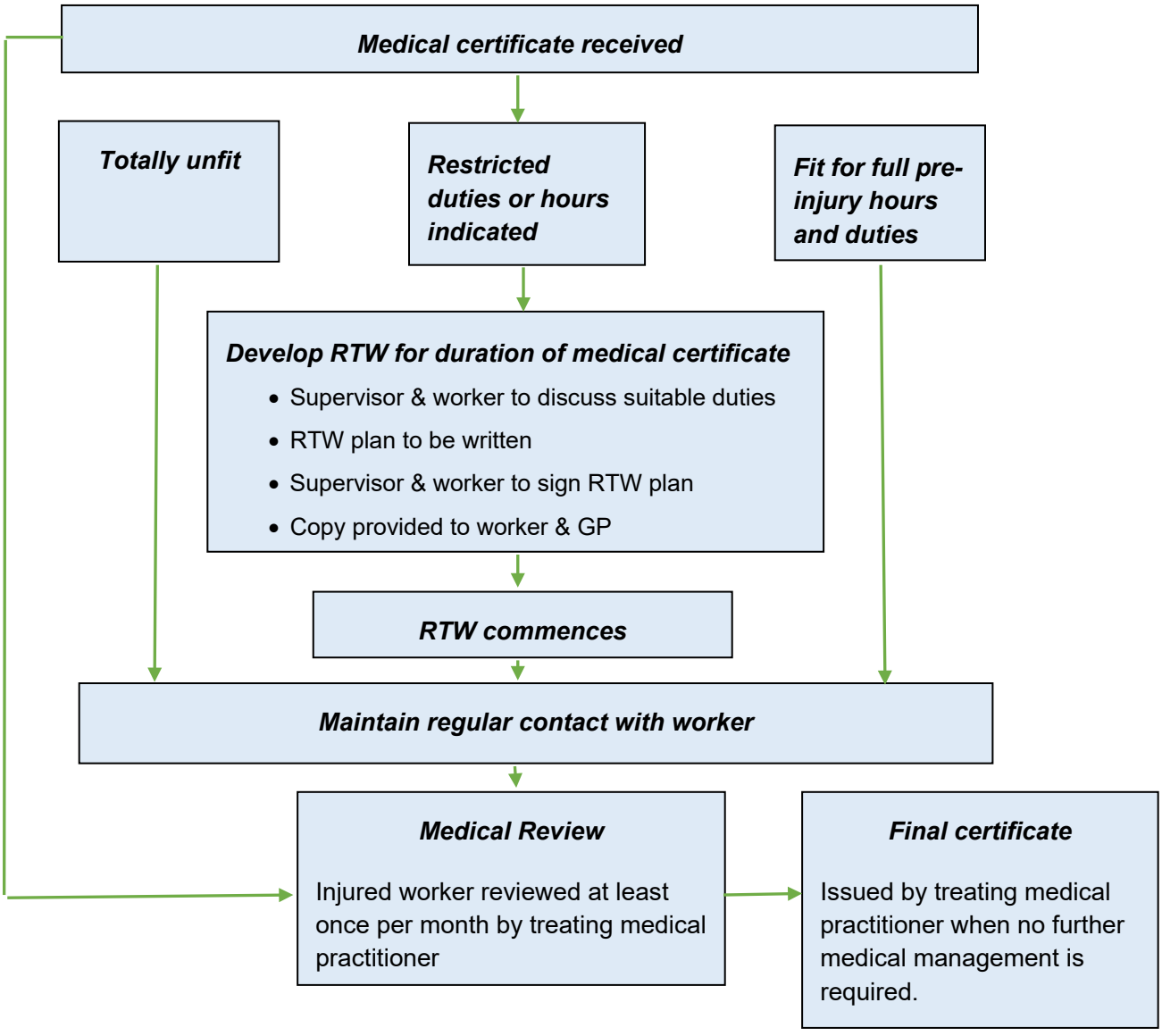
The aim of the program is: -

- To provide an awareness ensuring that individuals understand their obligation to be fit for work whilst working for the City, and support to ensure that individuals are given every opportunity to manage and maintain their own fit for work issues.

- Where appropriate, individuals are provided with rehabilitative measures to assist them in overcoming fit for work related issues.
- The fit for work program is designed to achieve awareness and support through: -
  - Defined responsibilities for Managers and employees;
  - Education and training;
  - Employee Assistance Program (EAP);
  - Assessment of fitness for work;
  - Management of assessment results;
  - Management of employees who are unfit for work; and
  - Disciplinary procedures.

The Return to Work procedure.
The return to work process will apply when an employee is absent because of injury and/or illness, or when an employee is having difficulty maintaining their pre-injury/pre-illness duties. If appropriate, the City will develop a written return to work plan together. The plan will set out the actions each party must take, and may involve a combination of training and suitable duties for the employee which increase in duration and/or frequency over time. It will also provide a time frame for monitoring progress and reviewing the plan. D15/71928 v*.

Return to Work (RTW) process flow chart



Roles and Responsibilities

Everyone has a role to play in the return to work process. Communication is the KEY. It is the expectation of management that a work injury be reported immediately and follow the guidelines set down in the safety and health process (incident and investigation).

As the employee you are responsible for:

- keeping in contact with your manager
- helping to develop a return to work plan
- asking your manager for information about your job to give to your doctor, physio, occupational therapist etc.
- telling your doctor etc. about the return to work process, and if temporary/alternative suitable duties are available
- telling your manager if the doctor etc. limits your capacity for any type of work
- providing medical certificates from your doctor
- returning to work when your doctor etc. certifies you are able to
- advising your manager of any barriers to the Return to Work process, regular updates on your condition, and any medical information required.

As the Manager/Supervisor/Team Leader you are responsible for:

- ensuring prompt medical attention for your injured/ill employee
- if necessary, accompanying your injured/ill employee to a treatment provider
- if required providing the treatment provider details about our return to work process. This could include providing them with a work task analysis or functional job description, and a list of suitable duties (please refer to HR/OSH for assistance)
- ensuring your injured employee is able to follow the treatment provider's recommendations
- helping develop and monitor a return to work plan (provide copy to HR for personnel file).

THE CITY OF KWINANA'S COMMITMENTS AS EMPLOYER

As part of our commitment to the program and procedure, the City agrees to:

- fulfil its legal obligations to ensure the safety of employees;
- start the return to work process as soon as safely possible after an employee's injury/illness;
- always follow medical advice, and if necessary liaise with health/medical providers to coordinate access to medical treatment.

DOCUMENT CONTROL

DOCUMENT CONTROL – SAFETY AND HEALTH MANAGEMENT SYSTEM FRAMEWORK TIER 3

This page belongs in the Safety and Health Management Framework Tier 3 and is to be used to track updates.

Changes will be made as necessary as per the process set out in the Safety and Health Management Framework Tier 3.

Document Title: Safety and Health Management Framework Tier 3

Creation Date: 2021

VERSION CONTROL

Version/ Amendment	Date	Recent Amendments	Authority to Amend
1.0	18 March 2021	Document developed	Executive Team

The master copy of this document (for the purposes of document control) is held in CM9.
All printed copies of this Health and Safety Management System Framework Tier 3 and any related forms are uncontrolled.

Uncontrolled if printed.

RELATED DOCUMENTS

Relevant Legislation

- *Occupational Safety and Health Act* 1984 (WA);
- *Occupational Safety and Health Regulations* 1996

Other Relevant Legislation

There is a variety of related legislation that also needs to be factored into the City's response to a crisis situation;

- *Dangerous Goods Safety Act* 2004 provides for the list of approved codes of practice
- *Emergency Management Act* 2005 (WA)
- *Fair Work Act* 2009 Cth.
- *Environmental Protection (Controlled Waste) Regulations* 2004
- ISO 31000: 2009: Risk Management – Principles and Guidelines
- AS 2436:2010: Guide to Noise and Vibration Control on construction, demolition and maintenance sites
- AS 2601: 2001: The demolition of structures - summary
- AS 2865: Confined Spaces
- AS/NZS 4360: 2004: Risk Management
- AS/NZS 1891 Series: Industrial fall-arrest system and devices – Harnesses and ancillary equipment
- AS/NZS 4576:1995: Guidelines for Scaffolding
- AS/NZS 4804: 2001. Occupational health and safety management systems – General guidelines on principles, systems and supporting techniques
- AS/NZS 4801: 2001. Occupational health and safety management systems – Specification with guidance for use
- National Code of Practice for the Control of Workplace Hazardous Substances (NOHS:2007(1994))
- National Code of Practice for the Safe Removal of Asbestos 2nd Edition (NOHS:2002(2005))
- Code of Practice – Excavation (WA)
- Codes of Practice – First Aid Facilities and Services; Workplace Amenities and Facilities; Personal Protective Clothing and Equipment: 2002 (WA)
- Code of Practice – Prevention of falls from height at workplaces (WA)

INFORMATION

Safety and Health information is available on:

WorkSafe WA (https://www.safeworkaustralia.gov.au)

Information regarding legislation is available on the website (www.slp.wa.gov.au).

ATTACHMENT C

LGIS WorkCare Performance Based Claims Report

City of Kwinana

Claims Performance as at 31 March 2021

Fund Year	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Model	Original	Original	Original	Original	Original	Original	Original	Original	Original	Blended	Blended	Blended
Wages	$13,710,421	$14,617,730	$16,390,923	$17,343,907	$18,675,913	$20,577,466	$20,389,857	$20,626,146	$22,108,386	$22,768,805	$22,906,103	$23,099,405
Deposit Rate	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	1.45%	1.09%	1.12%	1.08%
Deposit Contribution	$274,208	$292,355	$327,818	$346,878	$373,518	$411,549	$407,797	$412,523	$320,572	$247,611	$257,407	$249,474
Deposit Claims Threshold	$205,656	$219,266	$245,864	$260,159	$280,139	$308,662	$305,848	$309,392	$240,429	$168,443	$175,107	$169,710
Min Rate	1.60%	1.60%	1.60%	1.60%	1.60%	1.60%	1.60%	1.60%	1.45%	1.45%	1.45%	1.35%
Min Contribution	$219,367	$233,884	$262,255	$277,503	$298,815	$329,239	$326,238	$330,018	$320,572	$330,148	$332,138	$311,842
Min Claims Threshold	$164,525	$175,413	$196,691	$208,127	$224,111	$246,930	$244,678	$247,514	$240,429	$247,611	$249,104	$233,881
Max Rate	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	2.75%	3.45%	3.25%	3.00%
Max Contribution	$479,865	$511,621	$573,682	$607,037	$653,657	$720,211	$713,645	$721,915	$607,981	$785,524	$744,448	$692,982
Max Claims Threshold	$359,899	$383,715	$430,262	$455,278	$490,243	$540,158	$535,234	$541,436	$455,985	$589,143	$558,336	$519,737
Current Status												
Status	MINIMUM	OPEN	CLOSED	MINIMUM	MINIMUM	closed	MAXIMUM	minimum	OPEN	OPEN	OPEN	OPEN
Deposit Exceeded	NO	YES	NO	NO	NO	YES	YES	NO	NO	YES	NO	NO
Maximum Exceeded	NO	YES	NO	NO	NO	NO	YES	NO	NO	NO	NO	NO
Claims Paid	$52,465	$427,186	$229,336	$154,938	$97,731	$342,547	$544,129	$162,827	$16,330	$217,425	$47,695	$1,888
Claims Incurred (paid + outstanding)	$52,465	$578,514	$229,336	$154,938	$97,731	$342,547	$544,129	$162,827	$16,330	$243,928	$47,695	$98,658
Contribution Required on Claims ($75 claims requires $100 contribution) No more than Max; No less than Min Based on claims paid, except for Blended in first 30 months where based on Claims Incurred	$219,367	$511,621	$305,781	$277,503	$298,815	$456,730	$713,645	$330,018	$320,572	$330,148	$257,407	$249,474
Contribution Paid to Date	$219,366	$511,621	$306,103	$277,503	$298,814	$447,746	$713,645	$330,018	$320,572	$330,148	$256,548	$249,574
Additional / Return Contribution Due	$1	$0	-$322	-$0	$0	$8,983	-$0	$0	-$0	$0	$849	$0
Claims Projection												
Claims Outstanding	$0	$151,328	$0	$0	$0	$0	$0	$0	$0	$26,503	$0	$96,770
Claims Incurred (paid + outstanding)	$52,465	$578,514	$229,336	$154,938	$97,731	$342,547	$544,129	$162,827	$16,330	$243,928	$47,695	$98,658
Reserving Required on Claims Incurred	$1	-$0	-$322	-$0	$0	$8,983	-$0	$0	-$0	-$0	$859	-$100

12.2 Risk Management Reporting

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

Council has endorsed a Risk Management Council Policy to manage all risks that have been identified and that could impact the City if they were not managed and evaluated appropriately. At each Audit and Risk Committee Meeting, a report is presented detailing identified risks and the progress of the actions to manage those risks.

The City is in the process of transitioning to Camms.Risk software for recording and managing of its risks. The Camms.Risk reports entitled the City of Kwinana Heatmap Report – Organisational Risk Register, is enclosed at Confidential Attachment A and the and the City of Kwinana Heatmap Report – All Risks detailed in Confidential Attachment B, for noting by the Committee.

OFFICER RECOMMENDATION:

That the Audit and Risk Committee note and provide comment where appropriate on the City of Kwinana Heatmap Report – Organisational Risk Register detailed in Confidential Attachment A and the City of Kwinana Heatmap Report – All Risks detailed in Confidential Attachment B.

AUDIT AND RISK COMMITTEE RECOMMENDATION:

That Council note the City of Kwinana Heatmap Report – Organisational Risk Register detailed in Confidential Attachment A and the City of Kwinana Heatmap Report – All Risks detailed in Confidential Attachment B.

Audit and Risk Committee comments:

- The new system and reporting is a work in progress and the Audit and Risk Committee look forward to future revisions.
- Explore the possibility of centralised governance with repetitive risks and having a parent/child option for regulatory compliance risks.
- Improve readability due to being difficult to understand the dashboard, namely how each risk flows down.

Audit and Risk Committee noted:

- The City is continuing to implement the new risk management software and are resolving some minor technical issues that are being addressed with the developer. The City is also looking to explore additional training options for City Officers in risk management and use of the risk management system whilst the transition is being completed.
- The Heatmap reports provides summary of the risks, future trend analysis, risk overview detail and the mitigation in place.
- Some of the risks are missing their controls within the reports, it was confirmed each risk has a control attached to it and it was a software issue that has been reported.
- If an update to a risk is of serious note, the Audit and Risk Committee would be notified depending on the event, the Audit and Risk Committee would be updated by reporting and project updates.

12.2 RISK MANAGEMENT REPORTING

DISCUSSION:

The City commenced its transition to Camms.Risk in March 2021. This software provides a more streamlined approach to the reporting of risk management, provides a better understanding on reporting requirements and the controls that should be in place for identified risks within the City.

This report is provided to the Audit and Risk Committee on a quarterly basis for their review and an opportunity to provide advice regarding risk management, as the City is focussed on creating a culture that is committed to openness and transparency and fulfilling its responsibilities in relation to risk management.

All departments across the City have been requested to input their Organisational Risk Register Entries into Camms.Risk. All 'high' and 'extreme' rated risks were also requested to be entered along with the strategic risks. It is anticipated that the remainder of risks contained within previous team registers will be entered into Camms.Risk in the near future. This includes any new risk entries.

It should be noted that whilst the City is continuing to implement the new risk management software we are resolving some minor technical issues that are being addressed with the developer. The City is also looking to explore additional training options for City Officers in risk management and use of the risk management system whilst the transition is being completed.

LEGAL/POLICY IMPLICATIONS:

Regulation 17 of the Local Government (Audit) Regulations 1996 provides:

17. CEO to review certain systems and procedures

(1) The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —
(a) risk management; and
(b) internal control; and
(c) legislative compliance.

(2) The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.

(3) The CEO is to report to the audit committee the results of that review.

FINANCIAL/BUDGET IMPLICATIONS:

There are no financial implications identified as a result of this report.

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications identified as a result of this report.

12.2 RISK MANAGEMENT REPORTING

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

There are no direct environmental or public health implications identified as a result of this report.

STRATEGIC/SOCIAL IMPLICATIONS:

There are no strategic/social implications as a result of this proposal.

COMMUNITY ENGAGEMENT:

There are no community engagement implications as a result of this report.

COUNCIL DECISION

440

MOVED CR S LEE **SECONDED CR M ROWSE**

That Council note the City of Kwinana Heatmap Report – Organisational Risk Register detailed in Confidential Attachment A and the City of Kwinana Heatmap Report – All Risks detailed in Confidential Attachment B.

CARRIED
7/0

12.3 Crowe Australasia Audit of Developer Contribution Payments

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

Crowe Australasia (Crowe) were retained by the City for the purpose of conducting an audit of the City's practices and procedures relating to developer contribution payments (DCPs). A report of the findings is presented at Confidential Attachment A for noting by the Audit and Risk Committee.

OFFICER RECOMMENDATION:

That the Audit and Risk Committee notes the findings of Crowe Australasia contained at Confidential Attachment A and provides comment where appropriate.

AUDIT AND RISK COMMITTEE RECOMMENDATION:

That Council notes the findings of Crowe Australasia contained at Confidential Attachment A.

Audit and Risk Committee comments:
- Developer Contributions to be strengthened moving forward.
- The City has a large number of Developer Contribution areas.
- Request Developer Contribution education be investigated and provided to the Elected Members and the Independent Audit and Risk Committee Members.

Audit and Risk Committee noted:

- Confirmed that the Audit and Risk Committee and Council will receive updates to the management comments due to the intent to take the recommendations into an action plan.
- That item 4.9 of Confidential Attachment A be actioned as a high priority.
- That the Director City Legal was included within Confidential Attachment A, Appendix 2, as personnel contacted during the audit due to still being an employee with the City at the time of the audit commencing.
- That the review approach within Confidential Attachment A, Appendix 4, is acceptable.

DISCUSSION:

The City appointed Crowe to conduct a review of systems and procedures relating to DCPs. Quotes were obtained from four prospective auditors, with Crowe ultimately selected on the basis of their competitive pricing and significant prior experience dealing with local government and DCPs.

The report makes a number of findings related to improvements in the City's practices in the following key areas:

- DCP Contribution calculation
- DCP requirements
- Operating Framework
- DCP delegations

12.3 CROWE AUSTRALASIA AUDIT OF DEVELOPER CONTRIBUTION PAYMENTS

- DCP Recording system
- Management Reporting
- Management Reporting
- Managing conflict of interest
- Bonds/Bank Guarantee Monitoring
- Infrastructure Projects - Legal Agreements

Those findings have been provided to the relevant officers for consideration. Progress of audit recommendations will be presented at future Audit and Risk Committee meetings.

Only two areas were classified as 'high' risk level:

Risk Description	Action to be taken
Delegations required to administer DCP transactions. A recommendation was made that the City review the current delegations to ensure they are appropriate to cover all transactions required under the management of DCP's.	The State Planning Policy is currently being reviewed and its finalisation is imminent. I would propose that we await the review of the Policy following the State Planning Policy is adopted. In terms of the authorisations and delegations these are reviewed on an annual basis by City Legal and Governance.
Managing the City's conflict of interest. A recommendation was made for the City to broaden the awareness and management of conflict of interest requirements over the lifecycle of the DCP and across the DCP function.	Conflict of interest is managed through various governance requirements of local government. Investigation of where COI can be introduced in the DCP process needs to be explored in the future.

The remainder of risks were classified as 'moderate' or 'low' risk to the City.

LEGAL/POLICY IMPLICATIONS:

Local Government Act 1995

7.3. Appointment of auditors

(1) A local government is to, from time to time whenever such an appointment is necessary or expedient, appoint a person, on the recommendation of the audit committee, to be its auditor.*

Planning and Development (Local Planning Schemes) Regulations 2015:

71. Development contribution plan

(1) A local government must prepare a development contribution plan for each area identified in a local planning scheme as a development contribution area.

(2) A development contribution plan may be prepared concurrently with the identification of the development contribution area to which it relates.

(3) A development contribution plan is prepared for the purpose of setting out who is to contribute to the cost of providing infrastructure or facilities in a development contribution area and how those contributions are to be determined.

(4) A development contribution plan must set out the following —
- *(a) the development contribution area to which it applies;*
- *(b) the infrastructure and administrative items to be funded through the plan;*
- *(c) the method of determining the contribution of each owner of land in the development contribution area;*
- *(d) the priority and timing for the provision of the infrastructure;*
- *(e) whether costs of providing infrastructure and administrative items are to be reviewed annually and if so, the method proposed for the annual review of the costs;*
- *(f) the term for which the plan is to have effect*

FINANCIAL/BUDGET IMPLICATIONS:

There are no direct financial/budget implications as a result of this report.

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications identified as a result of this report.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

There are no direct environmental or public health implications identified as a result of this report.

STRATEGIC/SOCIAL IMPLICATIONS:

There are no direct strategic/social implications as a result of this proposal.

COMMUNITY ENGAGEMENT:

There are no community engagement implications as a result of this report.

COUNCIL DECISION

441

MOVED CR P FEASEY **SECONDED CR M ROWSE**

That Council notes the findings of Crowe Australasia contained at Confidential Attachment A.

CARRIED
7/0

12.4 Systems and Procedures Audit 2021

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

The *Local Government (Audit) Regulations 1996* requires that not less than once in every three financial years, the City review the appropriateness and effectiveness of its systems and procedures.

Paxon Group were retained to conduct the City's 2021 systems and procedures review. A report of their findings is presented at Confidential Attachment A. Overall the controls in place by the City were deemed to be satisfactory. Recommendations were made for improvement in several areas where further controls were determined to be appropriate.

OFFICER RECOMMENDATION:

That the Audit and Risk Committee receive the system and procedures audit report of Paxon Group at Confidential Attachment A and provide comment where appropriate.

AUDIT AND RISK COMMITTEE RECOMMENDATION:

That Council receive the system and procedures audit report of Paxon Group at Confidential Attachment A.

Audit and Risk Committee comments:

- Request that the rating schemes be aligned with that of the City's own risk management system for all future audits.
- A recent KPMG report identifies cyber fraud as the top risk to an organisation.
- A register of policies, including their review requirements, to be presented to the Audit and Risk Committee.
- That the Internal Audit Program be developed with consultation of the Audit and Risk Committee Chair.

Audit and Risk Committee Noted:

- That Confidential Attachment B refers to the City's risk report being outdated which is due to the process currently transitioning, and that comment relates to the previous spreadsheet system.
- That the City is working on a solution to the issues raised on page 5 of Confidential Attachment B, specifically with the new system Corporate Business system. City Officers recognise the concern and have monitoring controls currently in place as the current system does not easily allow segregation of duties.
- Confirmed that the Audit and Risk Committee and Council will receive updates of the actions to address the identified weaknesses.
- The City has plans in progress for cyber fraud prevention and a report will be presented to the Audit and Risk Committee and Council in the future.
- In regards to the 'Whistle Blower' Policy, both the Employee Code of Conduct and Elected Members, Committee Members and candidates Code of Conduct have been presented to Council and adopted. PID Officer training is being undertaken in July 2021 and all employees will be notified of the available PID Officers and this will also be included in employee inductions for new starters. In addition, employees upon receiving the employee code of conduct and training will sign a declaration of acknowledgement.
- Internal Audit Program will be developed with consultation of the Audit and Risk Committee Chair.

12.4 SYSTEMS AND PROCEDURES AUDIT 2021

DISCUSSION:

Not less than every three financial years, the Chief Executive Officer is required to review the appropriateness and effectiveness of systems and procedures in relation to:
(a) risk management;
(b) internal control; and
(c) legislative compliance.

After carrying out a systems and procedures audit the local government is to prepare an audit report in a form approved by the Minister. The local government's Audit and Risk Committee is to review the audit report and is to provide the results of that review to Council.

The City last conducted a systems and procedures audit in 2018, and was required to undertake a further review in 2021. At its Ordinary Council Meeting held on 16 December 2020, Council resolved to appoint Paxon Group to conduct such audit on behalf of the City.

Paxon Group have now completed their review. A copy of their findings is provided at Confidential Attachment A.

Overall, Paxon Group considered the City has a 'satisfactory' control environment in respect of appropriateness and effectiveness of City's systems and procedures. There were three risk ratings rated as 'High' across the business areas considered:

Risk Description	Action to be taken
Risk of possible security breach arising from previous employees continuing to be listed as a current system user. One example was incorrectly identified, with it subsequently being determined that the employee had been re-employed subsequent to their termination.	No further action required. The employee was terminated effective 27 December 2020 but was subsequently re-hired with a new ID on 9 February 2021. The City has procedures in place relating to the re-hiring of terminated employees.
Risk of fraud from a lack of segregation of duties between requisition/purchase order and invoice.	Amend processes to ensure segregation of duties at all levels in the procurement process. Separation of duties will be achieved efficiently when the new business system is implemented.
Risk resulting from a lack of policy addressing 'whistle blowers'.	Whistle Blowing is referenced in the new Code of Conduct and in the City's Public Interest Disclosure – Guidelines. Training of four PID Officers is anticipated undertaken at the beginning of the new financial year through the Public Sector Commission. Guidelines to be updated.

The recommendations outlined the report have been provide to the relevant officers for actioning. The actions will be recorded within Performance Manager and reported back to the Committee every six months.

12.4 SYSTEMS AND PROCEDURES AUDIT 2021

The next system and procedures audit is to be completed in 2024.

LEGAL/POLICY IMPLICATIONS:

Local Government Act 1995:

7.3. Appointment of auditors
(1) A local government is to, from time to time whenever such an appointment is necessary or expedient, appoint a person, on the recommendation of the audit committee, to be its auditor.*

Local Government (Audit) Regulations 1996:

17. CEO to review certain systems and procedures

(1) The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —
(a) risk management; and
(b) internal control; and
(c) legislative compliance.

(2) The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.
(3) The CEO is to report to the audit committee the results of that review.

FINANCIAL/BUDGET IMPLICATIONS:

The budget allocation for the completion of the System and Procedures Audit has been included in the 2020/2021 budget, within account 400053.1085.60.

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications identified as a result of this report.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

There are no environmental implications identified as a result of this report.

STRATEGIC/SOCIAL IMPLICATIONS:

There are no direct strategic/social implications as a result of this proposal.

COMMUNITY ENGAGEMENT:

There are no community engagement implications as a result of this report.

12.4 SYSTEMS AND PROCEDURES AUDIT 2021

COUNCIL DECISION

442

MOVED CR P FEASEY **SECONDED CR S LEE**

That Council receive the system and procedures audit report of Paxon Group at Confidential Attachment A.

CARRIED
7/0

13 Enbloc reports

Nil

14 Reports - Community

14.1 City of Kwinana Social Strategy (2021-2025)

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

Over the years the City of Kwinana (the City) has developed a number of stand-alone strategic plans and strategies in order to deliver social outcomes prioritised by the community. Some examples include the Youth Strategy, Multicultural Action Plan, Crime Prevention Community Safety Plan and Arts and Cultural Plan. Many of these strategies and plans have reached the end of their implementation period and require review. An integrated approach was seen as being preferable to continuing with the stand-alone documents and as such one all encompassing Draft Social Strategy has been developed in their place.

The Draft Social Strategy has been developed with comprehensive community input, includes relevant information from other existing plans and sources, as well as information from best-practice reviews. It will also include detailed Action Plans for portfolio and service areas which will outline the specific implementation content of the past plans and strategies in a more succinct and dynamic manner.

It is proposed that the Social Strategy will be reviewed every four years, one year after the Strategic Community Plan is reviewed, to cascade that high-level Strategy into more detailed Social Strategy Priorities. Furthermore, cascading lower-level Action Plans will be continuously updated to enable the City to better adapt and respond to changing trends, issues and opportunities – all informed by improved ongoing community and stakeholder engagement processes. At an annual time-point, the Action Plans will inform Annual Business Planning.

The purpose of this report is for Council to endorse the Draft City of Kwinana Social Strategy for further engagement with the community, prior to adoption of the Strategy in August 2021.

OFFICER RECOMMENDATION:

That Council:

1. Endorse the Draft City of Kwinana Social Strategy as detailed in Attachment A for further engagement with the community, prior to adoption of the Social Strategy in August 2021.
2. Note the Stakeholder and Community Engagement Summary as detailed in Attachment B.

14.1 CITY OF KWINANA SOCIAL STRATEGY (2021-2025)

DISCUSSION:

Background

In the past, the City has developed a range of varied strategies and plans that in some cases overlapped with each other. Some examples of these include the Multicultural Action Plan; Youth Strategy; Public Health Plan; Crime Prevention and Community Safety Plan and many others. They each contained different levels of strategic and action-oriented content. In their place a Draft Social Strategy has been developed which consolidates the strategic content of these previous stand-alone strategies and plans into one streamlined document, including updating and validating with contemporary community input, and with the action-oriented content separated into specific operational level Action Plans.

Guided by an extensive community and stakeholder engagement process, the Draft Social Strategy document outlines a broad range of Draft Social Strategy Outcome Themes and associated Draft Social Strategy Priorities.

The Draft Social Strategy is written intentionally to avoid specifying different demographic and cohort groups to avoid duplication of information and enhance conciseness. The relevance of specific cohorts to any particular Draft Social Strategy Priority is identified and captured at the Action Plan level.

The Action Plans specifically state the programs, infrastructure, services and policies that will be implemented to address those priorities identified in the Strategies, and may forecast years forward or be subject to opportunities that may arise in the future. As actions within the Action Plans become more defined and certain, they then in turn inform the Annual Business Planning process.

The Social Strategy sits under the Strategic Community Plan in the City's Integrated Planning Framework.

The overarching Draft Social Strategy vision is to develop a healthy, active, inclusive community that is socially connected, with a shared sense of well-being and unique identity, and that celebrates its cultural richness.

The objectives of the Social Strategy are to:

1. Identify current and emerging social issues, community priorities and articulate strategies to respond to current or projected needs;

2. Leverage established relationships and maintain ongoing engagement with the community to facilitate their participation and engagement in future planning and program delivery;

3. Develop an integrated social outcome framework in planning, implementing and reporting initiatives to support the City's strategic social goals and objectives; and

4. Establish a systematic measurement of the social impacts of the City's program and plans.

14.1 CITY OF KWINANA SOCIAL STRATEGY (2021-2025)

The following six principles underpin the City's Draft Social Strategy:

1. *Collaboration Focused* - The City will build and maintain mutual relationships with the community and stakeholders to implement the action plans in alignment with the Social Strategy Themes and Priorities. In addition, the City will ensure that relationships are interconnected to reduce duplication and enhance coordination.

2. *Strength-based* - The City will use a positive approach that appreciates the strengths and contributions of the community.

3. *Place Approach* - The City will work together with the community wherever necessary in a tailored and best suitable way that identities the unique communities and places that make up the community.

4. *Social Justice* - The City will be a strong advocate for social justice by identifying ways in which equity, tolerance, accessibility, human rights and dignity can be enhanced in the community.

5. *Goal-oriented* - There will be a strong emphasis to measure progress towards the Social Strategy Themes and Priorities Outcomes. Regular feedback on progress will be provided to the community.

6. *Integrated* - The Social Strategy will be well integrated with the City's wider planning framework and will cascade seamlessly to Action Plans that provide a clear link between the strategic priorities and operational actions to address them.

Development of the Strategy

The main purpose of the Social Strategy is to provide a set of strategic social priorities developed with the community, to drive actions that strengthen existing initiatives, guide future responses, and inform organisational improvement. The following expected outcomes were established at the planning stage of the Social Strategy.

The Social Strategy intended to:

- Undertake engagement with the community on social priority focus areas as determined by the community, and to provide an opportunity to confirm, refine, remove or introduce social priority outcomes over four years (2021 – 2025). Ideally, it is expected the Strategy will be reviewed every four years, one year after the review of the City's Strategic Community Plan;
- Map and analyse the existing strategies and plans to determine their outcome intent at a strategic level;
- Establish a new integrated set of strategic outcome categories as themes;
- Identify Outcome Champions (staff responsible for overarching organisational coordination of initiatives) and Outcome Initiators (teams/staff that will implement response actions), at the Action Plan level;
- Develop an engaging, easy to read, clearly interpretable, endorsed Social Strategy document for both internal and external stakeholders and the wider community;
- Develop an Action Plan template for consistent planning and reporting of action progress.

14.1 CITY OF KWINANA SOCIAL STRATEGY (2021-2025)

An internal project reference team consisting of key City officers across different organisational business units was established in December 2020. The team provided input, advice and recommendations on the development of the Social Strategy.

In terms of methodology used for the development of the Strategy a desktop review of the City's existing socially focused strategies and plans was undertaken, data from the engagement undertaken during the review of the City's Strategic Community Plan was examined, an analysis of relevant trends and forecasts was undertaken and other relevant research publications, government reports and other credible sources of information was identified. Collectively this material provided a good baseline and informed the development of the initial set of social outcomes themes and priority statements in the draft Social Strategy document, which was then used to further engage with the community and other key stakeholders.

LEGAL/POLICY IMPLICATIONS:

There are currently no legal or policy implications related to the Draft Social Strategy. Continuous community and key stakeholders' feedback will inform the implementation of the Action Plans and evaluation of the Social Strategy.

FINANCIAL/BUDGET IMPLICATIONS:

The adoption of the Social Strategy will only incur minor printing costs, with any subsequent implementation costs identified through Action Plans and in turn the annual business planning and budget preparation processes.

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications as a result of this report or its recommendations, other than how the Social Strategy may influence normal business assessment of asset priorities, changes or new asset considerations.

ENVIRONMENTAL IMPLICATIONS:

There are no environmental implications as a result of this report or its recommendations.

STRATEGIC/SOCIAL IMPLICATIONS:

This proposal will support the achievement of the following outcomes detailed in the *Strategic Community Plan 2021 - 2031* and *Corporate Business Plan 2020-2025*.

Plan	Outcome	Social Strategy Priority
Strategic Community Plan	A naturally beautiful environment that is enhanced and protected	1.2 Deliver initiatives that enhance the use of public open space and natural environment reserves

14.1 CITY OF KWINANA SOCIAL STRATEGY (2021-2025)

Strategic Community Plan	Infrastructure and services that are sustainable and contribute to health and wellbeing	1.5 Provide infrastructure that enhances opportunities for recreation, play and relaxation
Strategic Community Plan	A unique vibrant and healthy City that is safe, connected and socially diverse	2.4 Facilitate initiatives that encourage social interaction and connection at both a local and community-wide level
Strategic Community Plan	Visionary leadership dedicated to acting for its community	2.9. Demonstrate organisational leadership and best practice in inclusion and diversity including meeting all requirements under relevant Acts and regulations
Strategic Community Plan	Create strong regional connections that will improve residents' ability to access jobs, training, goods and services	3.1 Use diverse informing methods to improve community awareness of the full range of programs, events, services, infrastructure and information available
Strategic Community Plan	A unique vibrant and healthy City that is safe, connected and socially diverse	4.3 Ensure community planning, infrastructure, transport, services and programs provide for safe use and participation
Strategic Community Plan	A resilient thriving economy with exciting opportunities	6.6 Provide opportunities to establish a thriving creative economy
Corporate Business Plan	Services for an active community	1.1 Facilitate a diverse range of active lifestyle opportunities
Corporate Business Plan	Quality education for all ages	3.4 Improve education and training outcomes and promote a culture of lifelong learning
Corporate Business Plan	A community who help each other	5.2 Support and provide programs and services to support community members facing barriers to their development and wellbeing
Corporate Business Plan	A vibrant arts culture	6.3 Support community activation and participation in arts, culture, events and heritage initiatives

14.1 CITY OF KWINANA SOCIAL STRATEGY (2021-2025)

Corporate Business Plan	A sense of place and heritage	6.4 Identify, capture, conserve and manage natural, heritage and cultural assets, stories and collections

COMMUNITY ENGAGEMENT:

Between March and April 2021, the City conducted sixteen face-to-face consultation sessions with targeted key stakeholders and the community to seek their input into the development of the Draft Social Strategy document, with more than 200 people participating. Diverse specific demographic focus groups were held, including groups with Aboriginal and Torres Strait Islander people, young people, seniors, culturally and linguistically diverse communities, City Advisory Groups, clubs and resident groups.

Key findings from the community and stakeholders' consultation sessions included:

- The approach of consolidating the varied City strategies and plans into one consolidated format in form of the Social Strategy was well-received by all participants that attended the consultation sessions.
- Participants' community priorities feedback aligned with the draft strategic priorities. Focus areas of emphasis were identified, these areas would be prioritised by the relevant staff in the City's Action Plans. The identified focus areas of emphasis include:
    - Community mental well-being;
    - Social connection both on neighbourhood and community levels;
    - Healthy and active lifestyles with the main focus on motivation and prevention of chronic health conditions;
    - Appropriate and effective communication and information strategies to convey messages and promote community events;
    - Community awareness on emergency and disaster preparedness;
    - Capacity building, particularly employment-related;
    - Multiculturalism;
    - Community early years and age-friendly initiatives.
- Changes were made to the Draft Social Strategy accordingly in light of the community feedback. For example, emphasis on community preventative health and motivation to adopt an active lifestyle for a healthier community were added to the Draft Social Strategy Priority statements.
- Based on the community and stakeholder feedback, Draft Social Strategy Priority statements that have similar objectives were either deleted or combined to reduce duplications.
- For further clarity, the City's roles and responsibilities in the community safety and crime prevention space were separated from the City's service delivery response to supporting those in need i.e. the original draft 'Social Outcome Theme 4' "Supported and Safe" was separated into two distinct Outcome Themes:- "Safe and Resilient" and "Caring and Supported".

14.1 CITY OF KWINANA SOCIAL STRATEGY (2021-2025)

Community engagement is a critical ongoing priority for the development, ongoing review and updating of cascading Action Plans, and further opportunities for the community and stakeholders to influence these plans will be provided. This process of continuous engagement aligns with the City's Draft Engagement Policy and Framework and will further strengthen the relationship between the City and the community.

PUBLIC HEALTH IMPLICATIONS:

The proposal has the potential to help improve the following social determinants of health:

- Health behaviour – Participation in healthy and active lifestyle activities.
- Support and cohesion – Social connectedness on neighbourhood and community levels which reduces social isolation and exclusion in the community.
- Socio-economic factors – Employment; income; family and social support; community safety.
- Health legislation – The City's public health obligations under the legislation are captured within the Social Strategy.

RISK IMPLICATIONS:

The risk implications in relation to this proposal are as follows:

Risk Event	No community commitment to delivering on the actions in the Social Strategic Priorities
Risk Theme	Inadequate project/change management Inadequate engagement practices Ineffective management of facilities/venues/events
Risk Effect/Impact	Reputation Service Delivery People/Health
Risk Assessment Context	Strategic Operational Project
Consequence	Major
Likelihood	Certain
Rating (before treatment)	High
Risk Treatment in place	Action Plans and individual work plans detail current commitments to actions but depend upon officer skill and application to interpret Social Strategy Priorities into actions via further engagement.

14.1 CITY OF KWINANA SOCIAL STRATEGY (2021-2025)

Response to risk treatment required/in place	• Engagement Framework and Policy adopted; • Social Strategy championed with effective leadership; • Cascading of KPIs and Action Plans to staff via annual business planning and performance management; • Social Strategy Priority internal 'owners' identified to holistically coordinate sufficient responses within Action Plans; • Cross-functional teams to be established to help guide projects as necessary; • Ongoing and clear communication and engagement with the community, Elected Members and relevant City staff
Rating (after treatment)	Medium

COUNCIL DECISION

443

MOVED CR W COOPER **SECONDED CR S WOOD**

That Council:

1. **Endorse the Draft City of Kwinana Social Strategy as detailed in Attachment A for further engagement with the community, prior to adoption of the Social Strategy in August 2021.**
2. **Note the Stakeholder and Community Engagement Summary as detailed in Attachment B.**

CARRIED
7/0

ATTACHMENT A

City of Kwinana

Social Strategy 2021-2025



Acknowledgement of Country

The City of Kwinana acknowledges the Traditional Custodians of the land on which we live, work, and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to the community, and pay our respect to Elders past and present.

The City of Kwinana is committed to the journey of conciliation and respects Aboriginal and Torres Strait Islander people's connection to the Country as the Traditional Custodians of the land. The City of Kwinana's mission is to work together with the Kwinana community to build positive relationships between Aboriginal and Torres Strait Islander communities and non-Aboriginal communities. Throughout this journey, the City aims to promote and assist with the development of pathways and opportunities in support of Aboriginal and Torres Strait Islander communities that are meaningful, mutually beneficial, and sustainable.



Message from the Mayor

I am pleased to present the City of Kwinana's Social Strategy (2021-2025) which will serve as a guiding vision to deliver many important outcomes to ensure everyone in our community is able to take full advantage of the many opportunities that are available to them in Kwinana.

The City of Kwinana's population is projected to have 85,000 residents by 2036 and includes a wonderful mix of cultures, people, places, groups and communities that give Kwinana a unique identity.

We have much to celebrate and love about Kwinana but like any community we also face some challenges, so the City is committed to planning and delivering pragmatic and dynamic responses to the needs of both our existing and future community as it grows and changes.



The Social Strategy provides direction for implementing the City's Strategic Community Plan social aspirations in more detail, by articulating a Social Vision, Social Strategy Outcome Themes and a set of Social Strategy Priorities. It is underpinned by our Engagement Policy and Engagement Framework, which encourages strong stakeholder and community relationships and collaboration.

I hope you find the Social Strategy informative and aspirational, I invite you to continue having conversations with the City to assist us to develop and deliver our actions that this Social Strategy informs.

Yours sincerely

Carol Adams OAM

Mayor, City of Kwinana

Contents

Acknowledgement of Country	2
Message from the Mayor	2
1. Introduction	4
2. Who we are	6
3. What we currently do to address social priorities	10
4. How We Developed the Social Strategy	11
5. Consultation feedback	16
6. Social Strategy Vision and Principles	18
7. Social Strategy Outcome Themes and Priorities	20
8. Evaluation, Reviewing and Reporting	27
9. Invitation	28

1. Introduction

1.1 Background

In the past, the City has developed a range of varied strategies and plans that were often overlapping. Some of these included the Multicultural Action Plan; Youth Strategy; Lifelong Learning Plan; Crime Prevention and Community Safety Plan and others. They each contained different levels of strategic and action-oriented content. The Social Strategy has consolidated the strategic content of these previous stand-alone strategies and plans into one streamlined document, with the action-oriented content transitioning to specific operational level Action Plans.

The City works from a strength-based approach, and the Social Strategy isn't a 'gap-based' document. The strategic priorities outlined in the Social Strategy capture both what we already do well and should continue to focus on, as well as where we can focus additional efforts and resources.

The Social Strategic Priority statements intentionally avoid specifying different cohort groups or demographics to enhance conciseness and inclusiveness. Where specific actions need to be tailored to different demographic or cohort groups, these would be detailed in the Action Plans.

Consultion with community and key stakeholders' across different backgrounds was integral to ensuring that the Social Strategy reflects our community's collective vision and aspirations for the future. Ongoing engagement will be conducted with specific stakeholders and community groups to inform the development of the Action Plans.

The Social Strategy supports the City's Strategic Community Plan in delivering its social outcomes. It is an integrated approach that will deliver prioritised social outcomes based on continuous community engagement.

1.2 Purpose

The Social Strategy provides a set of strategic social priorities determined through community engagement, to drive actions that strengthen existing initiatives, guide future responses, and inform organisational improvement.

1.3 Objectives

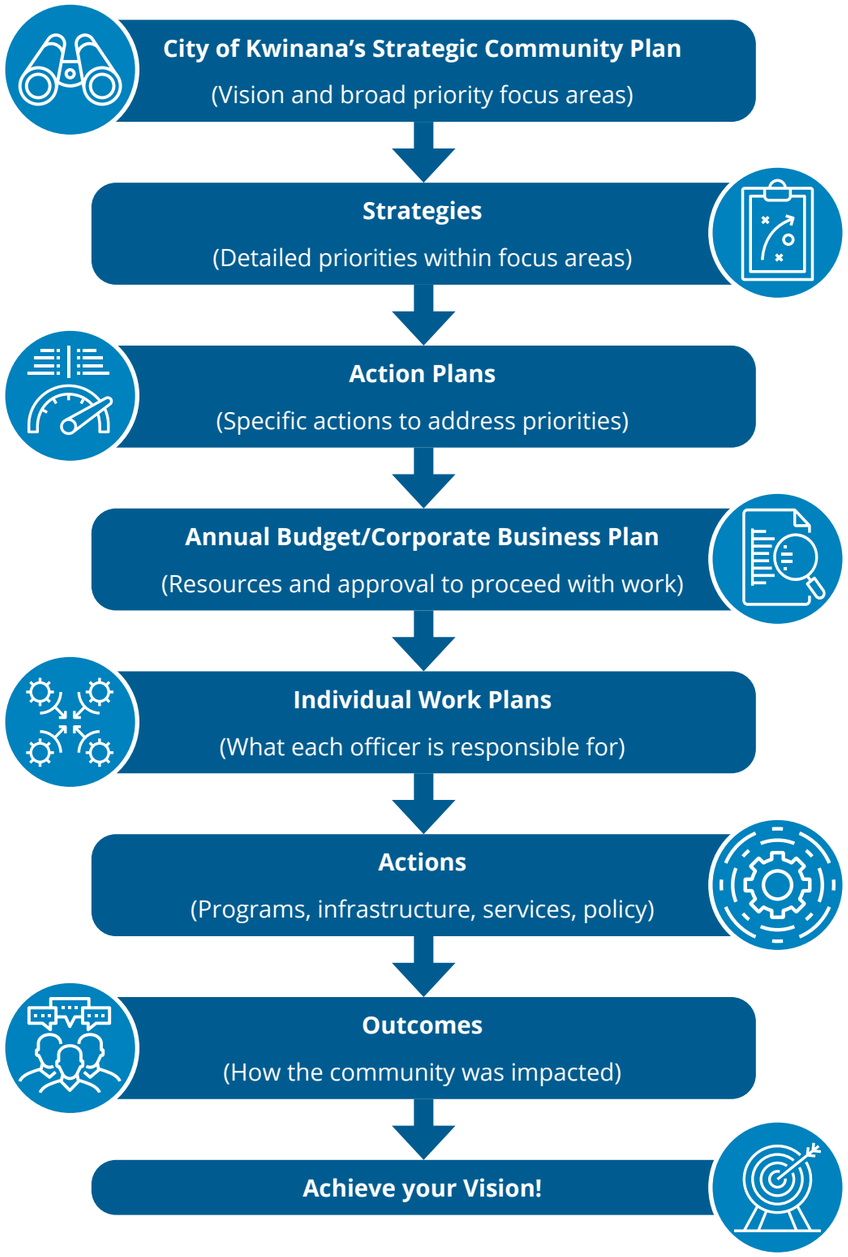
The objectives of the Strategy are to

- Identify current and emerging social issues, community priorities and articulate strategies to respond to current or projected needs and aspirations;
- Leverage established relationships and maintain ongoing consultation with the community to facilitate their participation and engagement in future planning and program delivery;
- Develop an integrated social planning framework for planning, implementing and reporting on socially focused initiatives.

1.4 Strategic planning context

The Social Strategy sits under the Strategic Community Plan (2021-2031). It will deliver the community's social strategic priorities and provide direction for implementing the City's Strategic Community Plan (SCP) aspirations. The City's Action Plans then sit at a level below the Social Strategy and specifically state the programs, infrastructure, services and policies that will be implemented to address those priorities identified in the Social Strategy, including who will be responsible, the resources required, partners involved and measures of success.

The Social Strategy will be reviewed every four years, in the year following the Strategic Community Plan review in order to be informed by it, with the Action Plans being dynamically changing documents that will annually inform our Corporate Business Plan and Budget development processes. The below diagram shows how our strategic planning cascades into outcomes.



2. Who we are

Size

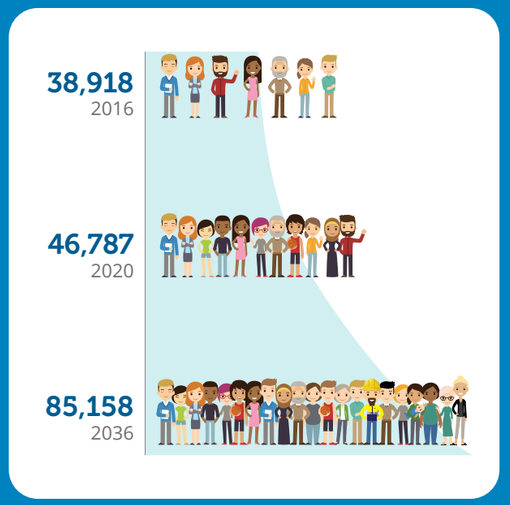
The City of Kwinana is a local government area within Western Australia (WA). It is located in the outer southern suburbs of Perth's metropolitan area, approximately **38 kilometres south of the Perth central business district**. The community is located within extensive native bushland and public open space. The City contains a total land area of nearly **120** square kilometres.



The demographic statistics for this document have been sourced from Forecast ID, the Australian Bureau of Statistics information on Data by Region and Government of Western Australia South Metropolitan Health Service report on City of Kwinana Health and Wellbeing Profile 2019.

Population

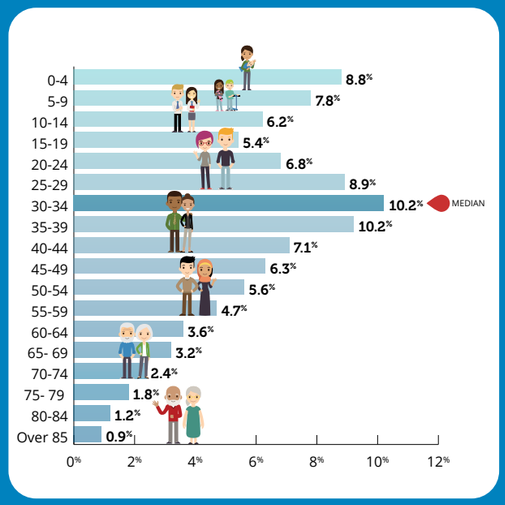
The City of Kwinana is one of the fastest-growing local goverment areas in WA. **The City's total population increased from 38,918 in 2016 to 46,787 in 2020**. It is estimated that the population will increase to **85,158** by **2036**. The population density is **3.90 persons per hectare**.



Age

In 2019, the median age of residents was 33 years, with females having a median age of 32.9 years and males 33.2 years.

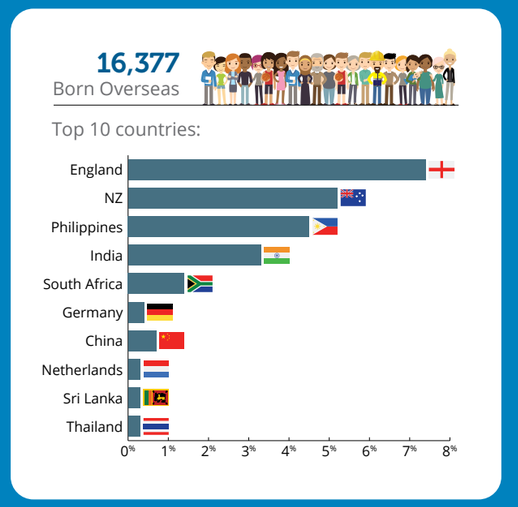
The City's population is made up of **16.6% people aged 0-9 years, 18.4% young people aged between 10-24 years**, and **people aged between 25-49** years accounting for the largest proportion of 42%. Seniors aged **55-84 years account for 23% of the City's total population**.



Cultural diversity

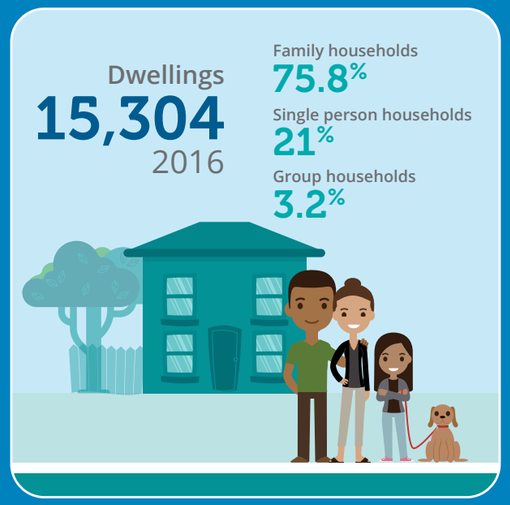
In 2016, the percentage of the total population who identified as **Aboriginal and Torres Strait Islanders was 3.6%**, compared to Perth (3.1%) and Australia (2.8%).

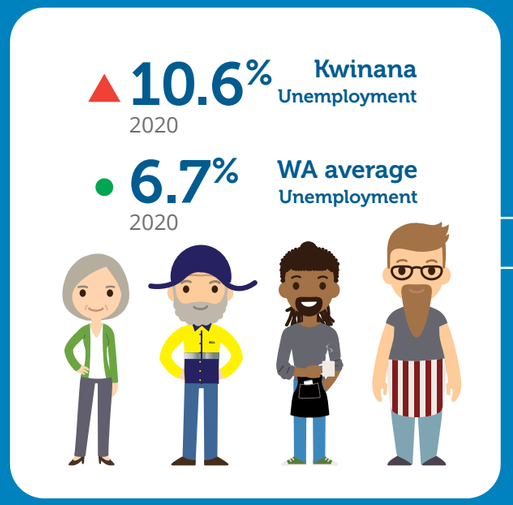
A total of 16,377 (42%) of residents were born overseas. There has been a notable increase in the proportion of people of Filipino (4.9%), Indian (4%) and Chinese (2.4%) ancestry. The ten top countries of origin of overseas-born residents are listed to the right. **Approximately 19% of residents speak other languages apart from English at home.** These languages included Tagalog (2.3%), Filipino (1.6%), Punjab (1.3%), Mandarin (1.2%) and Hindi (0.8%).



Dwelling and household composition

In 2016, the City had 15,304 dwellings, with 89.7% occupied and 10.3% unoccupied. The average number of bedrooms per occupied private dwelling was 3.4. **75.8% were family households, 21.0% were single-person households and 3.2% were group households**. There was a higher proportion of couple families with children and single-parent families than the Perth average. 33.5% of total families were couple families, and 12.8% were one-parent families when compared with 32.3% and 9.8% respectively for Greater Perth.

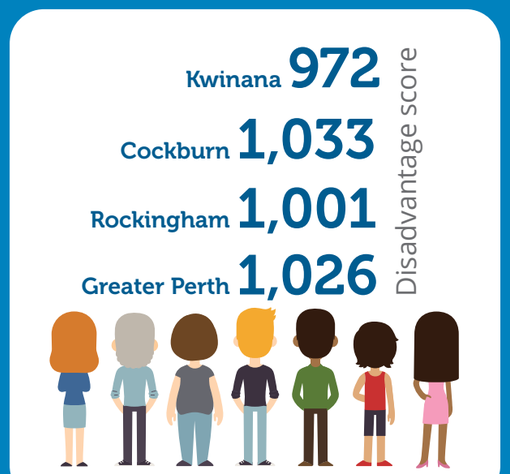




Employment

The **unemployment rate in December 2020 was 10.6%**, compared to Greater Perth 6.7%.

Socio-economic disadvantage



The Socioeconomic indexes scores for areas (SEIFA) consist of social and economic variables such as income, educational attainment, employment and the number of unskilled workers. SEIFA scores are based on a national average of 1,000 and areas with the lowest scores are the most disadvantaged.

According to the 2016 ABS Census data, the **City of Kwinana had a SEIFA Index of Disadvantage score of 972, ranking at the 47th percentile nationally** (just below average). The Greater Perth average is 1,026, with neighbouring Local Governments including Cockburn at 1033 (85th percentile), Rockingham at 1,001 (69th percentile), and Serpentine Jarrahdale at 1,040 (87th percentile).

In relation to household income, the median household income was $1,471 per week, compared to a Western Australian average of $1,595. 17.7% of households earned a 'high income' (top 20% of household incomes nationally) and 15.9% were 'low income' households (bottom 18% of household incomes nationally), compared with 24.8% and 15.7% respectively for Greater Perth.

Education

In 2016, almost all suburbs have lower levels of educational attainment compared to the Western Australian average, with the newer suburbs attaining the highest average levels of education in Kwinana.

44.9% of people aged 15 and over held post-school qualifications and 41.2% had no qualifications, compared with 51.7% and 38.1% respectively for Greater Perth.

Highest education attained

KWINANA		GREATER PERTH
14.3%	Bachelor Degree or higher	22.9%
7.7%	Diploma or Advanced Diploma	9.3%
23%	Vocational qualification	19.4%
41.2%	No post-school qualification	38.1%

2016

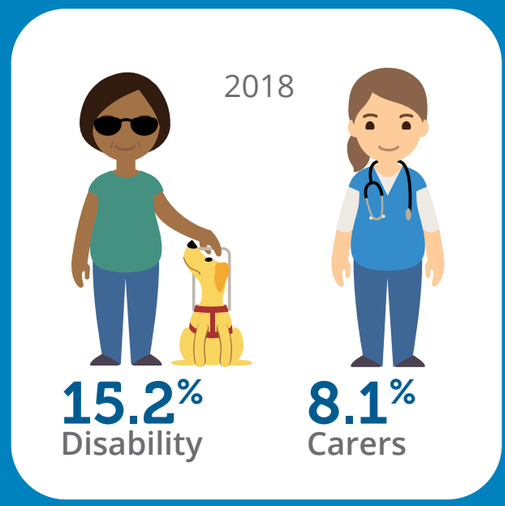


Health and disability

In 2018, **15.2% of people had a disability,** including 3.8% with severe and 7.7% with mild core activity limitations. **8.1% of the population were carers of someone with a disability**.

Based on the South Metropolitan Health Service report on City of Kwinana Health and Wellbeing Profile 2019:

- 43% of adults were not active
- 67% of adults were overweight or obese
- 23.4% of adults drank alcohol at a high-risk level for long term harm.
- 21% of adults smoked
- 52% of adults ate less than two serves of fruit daily
- 94% of adults ate less than five serves of vegetables daily
- 35% of adults ate meals from fast outlets at least weekly
- 16% of adults had current high blood pressure
- 1,038 of adults were hospitalised due to injuries from accidental falls between 2012-2016
- 22% of adults have been diagnosed with a mental health problem in the last 12 months



3. What we currently do to address social priorities

The City plays a crucial role in facilitating community well-being and provides support, advocacy and coordination of services to improve residents' quality of life, working in partnership with the State and Federal Governments and community service organisations and groups. The City currently provides a wide range of services in a prioritised and financially sustainable manner to address the needs of our diverse community, with some examples being:



- Community Recreation Facilities and Programs (e.g. Kwinana Recquatic Centre)
- Club Development Support
- Provision Of Ovals, Parks and Reserves (e.g. Adventure Park)
- Sports and Achievement Grants



- Public Library Services and Programs
- Employment, Education and Training Programs
- Life Long Learning Programs
- City's Website, Social Media and other Information Services
- Volunteer Centre



- Child Care Services (Bright Futures)
- Children, Youth, Adult and Seniors' Programs
- Community Events
- Community Funding Programs



- City Assist
- Community Well-being Support Services
- Community Liaison Service
- Fire and Emergency Services



- Kwinana Heritage Buildings and Museum
- Koorliny Arts Centre
- Place Activation Community Collaborations
- Public Art Installations
- Cultural Celebrations

4. How We Developed the Social Strategy

The Social Strategy Outcome Themes and Strategic Priorities were developed through the following processes.

4.1 Desktop review of the City's existing strategies and plans

The City had a range of existing socially focused strategies and plans that had been developed with extensive community engagement. These plans provided a good baseline of endorsed strategic priorities that informed the development of an initial set of draft Social Strategy Themes and Priorities. These formed the basis for our consultation with the community, where we asked the community to give us feedback on whether the Social Strategy Priorities are still current and relevant or whether they needed refinement.

4.2 Strategic Community Plan consultation

In 2020, the "Love my Kwinana" campaign was created to engage with the community and to provide the opportunity for the Kwinana community to review the City's Strategic Community Plan (SCP) (2021-2031). The main goal of the SCP was to understand community vision and high-level strategic priorities across environmental, economic, social and governance areas. The SCP community engagement process was a two-phased exercise. The first engagement phase was conducted with Kwinana's community to understand the broad vision and aspirations for the future. The second engagement phase gained feedback on the new draft strategic direction as well as the City's proposed future key projects.

This consultation identified some community social priorities including 'a lack of physical activity' and 'maintain the unique identity of Kwinana'.





4.3 Background research

Evidence-based findings from relevant research publications, government reports and other credible sources of information were used to analyse the trends and forecasts relevant to the Strategy.

This included data from the City's Community Services and Wellbeing Scorecards which surveys a representative sample of local residents about how the City is performing in various aspects of our services and programs. This emphasised that our library, recreational and youth programs, facilities and services were highly regarded, as well as a need for improving community safety.

4.4 Benchmarking

To obtain the information needed to support the continuous improvement of our services and to identify opportunities, best practices from interstate and Western Australian local government authorities were also considered.

4.5 Social Strategy project reference team

An internal project reference team was established, consisting of key City Officers across different organisational business units. The team provided their own expertise and input to inform the Social Strategy development, as well as follow-up support including direction setting, draft document review and delivering community and stakeholder consultation sessions.

4.6 Stakeholder and community consultation

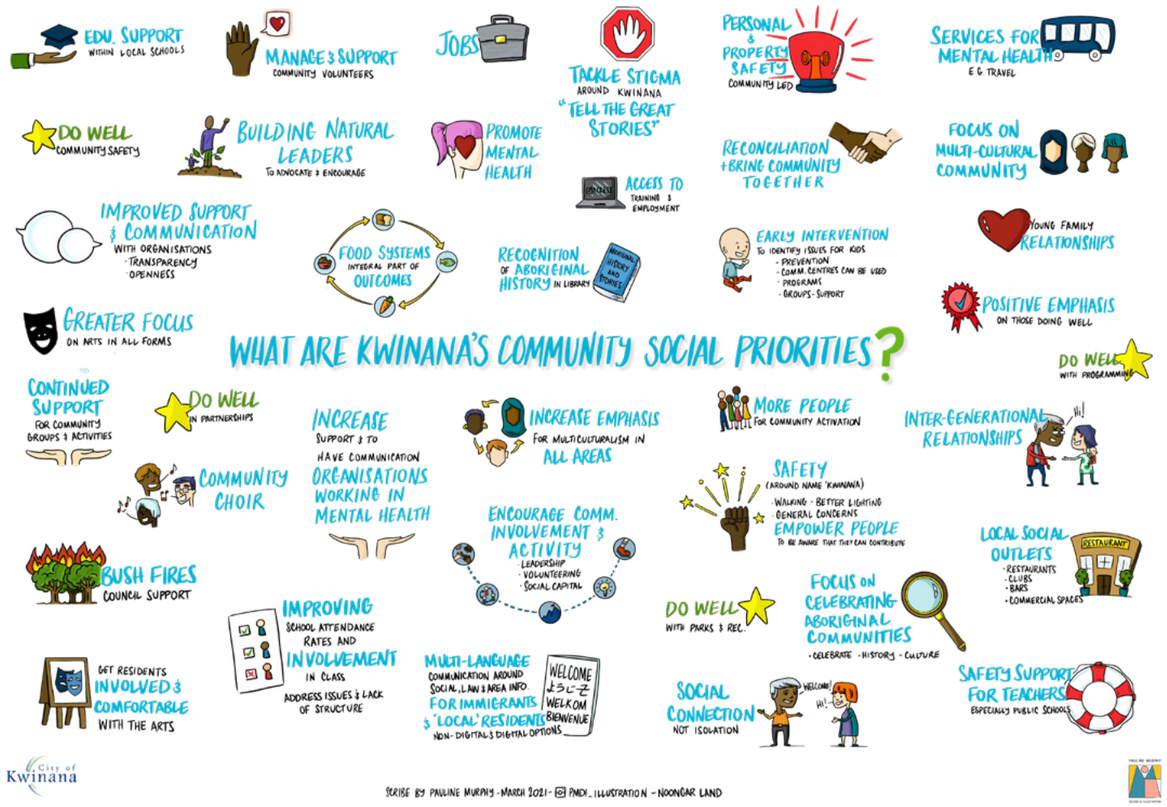
The research, benchmarking and review of previous plans guided the development of draft Social Outcomes Themes and Social Strategy Priorities, to provide a basis for consulting with the community to ensure contemporary relevance and check for new and emerging priorities and aspirations.

The City is committed to adhering to the International Association of Public Participation (IAP2) Code of Ethics for our community engagement processes. This includes being purposeful in design; building trust with participants; being clear on the role of participants; being open in providing information; being respectful of community differences and advocating fairly about the input provided. In alignment with this evidence-based approach, we utilised engagement methods that suited our community and stakeholders.

Between March and April 2021, the City conducted sixteen face-to-face consultation sessions with targeted key stakeholders and the community to seek their input, with over 200 people participating.

Diverse specific demographic focus groups were held, including with Aboriginal and Torres Strait Islander people, young people, seniors, culturally and linguistically diverse communities, advisory groups, clubs and resident groups. Furthermore, Councillors of the City of Kwinana were provided with an opportunity to provide their feedback, along with internal City Officers.

The community was also provided with an opportunity to provide their feedback via an online portal through the City's Love My Kwinana Engagement Hub. A detailed consultation report has been developed and distributed to those who provided input, and is available on request from the City.



City of Kwinana Social Strategy Timeline

Previously

14 previous plans or strategies each with community consultation



250
Social Strategy consultation participants



March 2021

in **16**

Focus group sessions, individual interviews and online submissions









April 2021

Councillor and internal City Officer feedback



July 2021

Formal advertising of final draft document for submissions



38,918
residents and all key stakeholders invited to make a submission

August 2021

Formal Council adoption



August 2020

Community Services and Wellbeing Scorecard surveying **790 people**



Strategic Community Plan consultation with **1,823 responses**

December 2020 - May 2021



Draft priorities and background information promoted

February 2021



Research of other information sources

January 2021

5. Consultation feedback

5.1 Overall Social Strategy approach

Overall, the approach of integrating the varied City's strategies and plans into a consolidated format in the form of a Social Strategy capturing strategic priorities, supported by specific Action Plans that were more dynamic, was well-received by engagement participants. Community priorities that were raised aligned with the draft strategic priorities provided for consultation, with some minor amendments made to provide clarification or points of additional emphasis.

5.2 What our community asked us to continue doing well

As well as supporting the Draft Social Strategy Priorities generally, community feedback showed they particularly valued the City's current focus on:

- Providing and enhancing community spaces including parks and infrastructure that enables people to meet and connect;
- Maintaining and celebrating our identity of a green natural environment and encourage the use and enjoyment of these green spaces;
- Delivering and supporting place activations and community events;
- Supporting community and organisations with capacity building staff, grants and other supports;
- Delivering key community centres and their programs including the Recquatic, Darius Wells Library and Resource Centre and Zone Youth Space.

5.3 What our community asked us to focus on

The following summarises the particular areas the community has asked the City to further emphasise:

- Further inclusive efforts that promote tolerance, the celebration of diversity and coming together in harmony;
- Enhanced collaboration to build meaningful relationships and work together in partnership;
- Improving education and employment outcomes;
- Promotion of social connection and networks within the community;
- Promotion of healthy and active lifestyles;
- Help to achieve a safe and secure community.

Our community also provided us a great deal of valuable detail including specific priority cohort groups for different priorities, and even suggestions for actions. These are captured in the Consultation Report and forwarded to relevant City Officers for consideration when developing their Action Plans.

5.4 Consultation driven amendments

We listened to our community feedback, and changes were made to reflect the identified focus areas. For example, we heard about community feedback on the importance of healthy eating, and programs to promote active transportation. We made changes and added emphasis on preventative health and motivation to adopt an active lifestyle for a healthier community.

Furthermore, in consideration of community feedback some Social Strategy Priorities that have similar objectives were either deleted or combined to reduce duplication. Additionally, to provide further emphasis on the City's differing responsibilities towards community safety and supporting wellbeing, the original draft 'Social Strategy Theme 4' called "Supported and Safe" was separated into two distinct Themes: "Safe and Resilient", and "Caring and Supported".

Similarly, we were able to determine that some draft Social Strategy Priorities focused on working in partnership with community or building upon existing strengths, reinforced our draft Principles that were relevant across all our priorities. As a result, some of the Priority wording that duplicated the wording of the Principles was refined.



6 Social Strategy Vision and Principles

As a result of the community input we were able to better understand how we should work across all the Priorities, leading to some refining of our Social Strategy Principles. The refining of the Social Strategy Outcome Themes also enabled us to articulate an overarching vision for the Social Strategy.

6.1 Vision

The City's Strategic Community Plan outlines the Council's overall vision for the City as 'a unique and livable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities'.

The SCP also outlines two Outcomes of particular relevance to the Social Strategy: Outcome 3 'Infrastructure and services that are sustainable and contribute to health and wellbeing'; and Outcome 4 'A unique, vibrant and healthy community that is safe, connected and socially diverse'.

The below Social Strategy Vision aims to capture those socially focused aspirations: To develop a vibrant, healthy, inclusive, safe, and capable community that is socially connected, with a shared sense of well-being and a unique identity and cultural richness that is celebrated'.

6.2 Principles

Our work towards achieving the Social Strategy Priorities will be guided by the following Principles.

Collaboration	We will endeavour to build and maintain relationships with our community and stakeholders, using a collaborative approach to decide what actions are the best options to attend to the community social priorities. We will be working together wherever possible to deliver actions and ensure that these relationships are interconnected to enhance coordination and reduce duplication.
Strengths Based	We will have a positive approach and appreciate the strengths and contributions of our community organisations and individuals. We will also work to support and enhance those existing strengths to achieve outcomes.



Place Approach	We understand that our communities are diverse, we will work together with the community wherever necessary in tailored and best suitable ways that identify the unique communities and places that make up the City.
Social Justice	We will be a strong advocate for social justice by identifying ways we can enhance equity, tolerance, accessibility, human rights and dignity. We will be mindful not to be populist and act in the interests of those members of our community under-represented, and also those most vulnerable and disadvantaged.
Goal Oriented	We will set clear goals that focus on achieving genuine outcomes and impacts that are financially sustainable. There will be a strong emphasis to measure progress towards the goals and objectives, and we will provide feedback to community on how we are progressing.
Integrated	The Social Strategy will be well integrated within the City's wider planning framework, and cascade seamlessly to Action Plans that provide a clear link between the strategic priorities and operational actions we undertake to address them.

7 Social Strategy Outcome Themes and Priorities

Following the comprehensive engagement process, the City has identified six Social Strategy Outcome Themes to categorise the associated Strategic Social Priorities, as outlined in the following tables.

Social Strategy Outcome Theme 1: **Healthy and Active**

Objective	Social Strategy Priority
A physically and mentally healthy and active community	1.1 Facilitate a diverse range of active lifestyle opportunities 1.2 Deliver initiatives that enhance the use of public open space and natural environment reserves 1.3 Reduce barriers to in active lifestyle activities 1.4 Promote physical, mental and nutritional health with a focus on prevention and motivation 1.5 Provide infrastructure that enhances opportunities for recreation, play and relaxation 1.6 Support local services and programs that promote healthy relationships 1.7 Promote active transportation including walking and cycling 1.8 Address relevant requirements under the Public Health Act and Environmental Health Protection guidelines and regulations.



Social Strategy Outcome Theme 2: **Connected and Inclusive**

Objective	Social Strategy Priority
Equitable and inclusive social connection and engagement with community life	2.1 Facilitate improved stakeholder relationships and networks to enhance coordination and collaboration 2.2 Plan for open and accessible community spaces when developing suitable facilities to facilitate community interaction 2.3 Value and support the importance of social connections and consider how new and existing programs and services can contribute to reducing social isolation 2.4 Facilitate initiatives that encourage social interaction and connection at both a local and community-wide level 2.5 Support and deliver programs that promote awareness of diversity and the importance of inclusivity, tolerance and harmony 2.6 Facilitate and promote diverse opportunities for volunteering 2.7 Promote and provide opportunities for civic participation in leadership, engagement and decision making 2.8 Facilitate programs that provide opportunities for intergenerational interaction 2.9 Demonstrate organisational leadership and best practice in inclusion and diversity including meeting all requirements under relevant Acts and regulations



Social Strategy Outcome Theme 3: **Informed and Capable**

Objective	Social Strategy Priority
Information, learning and development opportunities enhance individual and community capacity	3.1 Use diverse informing methods to improve community awareness of the full range of programs, events, services, infrastructure and information available 3.2 Assist community members and organisations to build upon their own strengths and develop their capacity 3.3 Develop programs and infrastructure that facilitate diverse learning opportunities and the exchange of information and knowledge 3.4 Improve education and training outcomes and promote a culture of lifelong learning 3.5 Enhance employment and entrepreneurial opportunities 3.6 Facilitate intergenerational knowledge-sharing and mentoring opportunities





Social Strategy Outcome Theme 4: **Safe and Resilient**

Objective	Social Strategy Priority
Safe enjoyment of community life	4.1 Develop awareness campaigns and initiatives to address priority safety issues 4.2 Facilitate accurate crime and safety awareness to reduce misperception of crime 4.3 Ensure community planning, infrastructure, transport, services and programs provide for safe use and participation 4.4 Advocate to responsible authorities for appropriate resources and actions to reduce crime 4.5 Improve local community pride-of-place and neighbourliness 4.6 Encourage community-led safety initiatives and reporting of crime 4.7 Plan and prepare for emergency management, recovery and community resilience



Social Strategy Outcome Theme 5: **Caring and Supported**

Objective	Social Strategy Priority
Challenges to wellbeing are supported by a caring community	5.1 Engage with at-risk community members proactively and connect them to relevant supports 5.2 Support and provide programs and services to support community members facing barriers to their development and wellbeing 5.3 Advocate to responsible authorities and service providers for increased capacity to support community members facing barriers to their wellbeing 5.4 Facilitate life-skills programs to develop independence and self-sufficiency 5.5 Advance community awareness and advocacy for human rights and social justice 5.6 Enhance interagency coordination to reduce duplication and collaborate on support efforts 5.7 Plan for housing diversity and advocate for appropriate housing support

Social Strategy Outcome Theme 6: **Vibrant and Celebrated**

Objective	Social Strategy Priority
Vibrancy and creativity thrive and our unique identity and achievements are celebrated	6.1 Encourage creative processes which explore and celebrate Kwinana's history, stories, identity and cultural diversity 6.2 Provide significant events and activities to promote vibrancy and celebration 6.3 Support community activation and participation in arts, culture, events and heritage initiatives 6.4 Identify, capture, conserve and manage natural, heritage and cultural assets, stories and collections 6.5 Facilitate community art projects in public spaces 6.6 Provide opportunities to establish a thriving creative economy 6.7 Highlight and acknowledge community achievements



8 Evaluation, Reviewing and Reporting

8.1 Monitoring and reviewing outcomes against Social Strategy Priorities

The Social Strategy informs and then works hand in hand with specific Action Plans.

It is at the Action Plan level where specific measures will be developed to assess the impact and success of our actions. These might include participant experience measures, community satisfaction measures, long term census and SEIFA changes. Each specific action will be aligned to relevant Social Strategy priorities so that we can monitor and assess the collective impact of our efforts against each Social Strategy outcome theme.

8.2 Social Strategy evaluation

The Social Strategy will be reviewed formally every four years, in the year following the City's Strategic Community Plan (SCP) review so it can be informed by the SCP.

We will engage with our community and stakeholders to measure their assessment of how well we worked in line with the Social Strategy Principles, and consult about how the Strategy and Priorities need to be updated with new or changed social priorities.



9. Invitation

The City is keen to work with community members, organisations, businesses or other stakeholders to to continue to develop the Kwinana that we love.

We would like to know if you wish to be involved in our ongoing development and implementation of our Action Plans. Your involvement will assist us to determine the specific programs, services, policies and infrastructure that are required to address our Social Strategy Priorities.

Please contact or engage with us in the Love My Kwinana Engagement Hub at **lovemykwinana.com**

Contacting the City of Kwinana

In person
Corner Gilmore Avenue and
Sulphur Road, Kwinana WA 6167

By post
PO Box 21, Kwinana WA 6966

Online
www.kwinana.wa.gov.au

By email
customer@kwinana.wa.gov.au

By phone
9439 0200

Connect
www.facebook.com/cityofkwinana
www.instagram.com/cityofkwinana
www.twitter.com/CityofKwinana

Sign up to eNews
signup.kwinana.wa.gov.au

Read online
www.kwinana.wa.gov.au/publications

Interpreter
TIS National 131 450

City of Kwinana

ATTACHMENT B

Social Strategy 2021-2025

Consultation Report

Contents

1. Executive Summary 1
2. Background 2
3. Engagement Objectives 2
4. Engagement Stages 3
5. Engagement Methodology 3
   5.1 Awareness, promotion and informing activities 3
   5.2 Consultation Sessions 4
   5.2.1 Stakeholder Focus Group Sessions 4
   5.2.2 Community Consultation Sessions 5
   5.2.3 Cohort-specific Consultation Sessions 5
   5.2.4 Digital Engagement 6
   5.2.5 Additional Engagement Channels 6
6. Consultation findings 6
   6.1 Summary 6
   6.2 Consultation Driven Amendments 7
   Appendix A: Promotional and Marketing Collateral i
   Appendix B: Community and Stakeholders' Promotion Collateral ii
   Appendix C: Social Strategy Consultation Background Reading Document i
   Appendix D: Summary of Consultation and Engagement Process i
   Appendix E: Consultant Artist Graphical Representation of Stakeholder Social Priorities ii
   Appendix F: Photos- Key Stakeholder Consultation Sessions iii
   Appendix G: Photos - Cohort-specific Consultation Sessions iv
   Appendix H: Sample of Community Feedback sorted by Outcome Themes v

1. Executive Summary

This document provides an overview of the community and stakeholder engagement that occurred in relation to the development of the City of Kwinana's Social Strategy 2021- 2025 (the Social Strategy). The purpose of the engagement was to not only receive valuable input into community priorities and the approach and theming of the Social Strategy, but deliver an engagement process that builds stronger relationships with stakeholders and community.

The informing processes consisted of four stages:

Stage One Review of past consultation findings. (Complete)

Stage Two Awareness raising, information and readying. (Complete)

Stage Three Community and stakeholder consultation process. (Complete)

Stage Four Formal advertising and submissions. (Pending approval for advertising)

Stage Five Ongoing engagement to determine actions. (Ongoing)

This report summarises the approach, methodology, findings and recommendations that emerged from the Stage Two process. Stage three will commence following the endorsement of the draft document by Council for advertising. The purpose of stage three is to raise further community awareness about the Social Strategy and to invite the community to review the endorsed document before its formal adoption. Stage Four is an ongoing process, however an updated set of Action Plans with a new consistent planning template and engagement approach in line with the City's new Engagement Policy and Framework is being developed as a critical accompaniment to the Social Strategy.

Stage 2 was delivered between December 2020 and April 2021, using engagement activities including consultation sessions, interviews and online feedback opportunities, and meeting with formal City Advisory Groups. This provided an opportunity for the community and stakeholders to comment on their perceived community priorities, and consider if the draft Social Strategy Outcome Themes and Priority statements addressed them or needed refinement, as well as their feedback on the overall approach and theming of the document. Pragmatic changes were made accordingly in consideration of the consultation findings. Furthermore, while consultation focused at the strategic level, it naturally delivered a valuable data set of detailed information that will help inform future detailed Action Plan development, and new connections and networks to pursue collaborative action in the future.

This process of ongoing continuous engagement aligns with the City's draft Engagement Policy and Framework and will further strengthen the relationship between the City and the community.

2. Background

In 2020, the “Love my Kwinana” engagement campaign was created to facilitate community participation in reviewing the City’s Strategic Community Plan (SCP). The main goal of the SCP was to understand the community’s vision and high-level strategic priorities across environmental, economic, social and governance areas. To support the City’s SCP vision in addressing the community’s social priorities, the Social Strategy was developed to provide further specificity on the strategic social priorities for the City to focus on.

A range of specific strategies and plans were developed in the past by the City. They were understandably developed in an ad-hoc manner as the City grew rapidly from a Town to a City and faced new planning considerations and complexity. These plans and strategies often overlapped, were written in different styles and structures, and provided varying levels of strategic or planning detail. Some documents called strategies focused on detailed actions, and some plans spoke broadly of strategic intent. They also resulted in some staffing and resourcing inefficiencies in terms of production of multiple comprehensive overviews of demographics, visions, and graphic design within each document. Some of these included the Multicultural Action Plan; Youth Strategy; Lifelong Learning Plan; Public Health Plan; Community Safety and Crime Prevention Plan and more.

The Social Strategy seeks to capture the strategic level content of each plan and consolidate it into one streamlined document, with action-focused content transitioning to specific operational level Action Plans that are much more succinct and dynamic in nature.

3. Engagement Objectives

- Identify current and emerging social issues and priorities by validating existing research and inviting new information;
- Inform stakeholders about the purpose of the Strategy and facilitate opportunities to build community capacity;
- Build stronger relationships and trust with the community and key stakeholders;
- Facilitate social connections during the networking and engagement sessions;
- Raise community awareness about the Social Strategy;
- Promote and invite future ongoing participation in community engagement to inform detailed actions and responses, and explore the potential for partnerships in implementing them.

In alignment with the City’s draft Engagement Policy and Framework, continuous engagement with the community and stakeholders will occur to influence the development of the Action Plans.

4. Engagement Stages

Stage One	Review of past consultation findings undertaken to inform the City's Strategic Community Plan and other existing socially-focused plans and strategies, to guide the development of draft Social Strategy Outcome Themes and Priorities as a basis for further engagement.
Stage Two	Awareness raising and developing background understanding and engagement readiness.
Stage Three	Community and stakeholder consultation process conducted to hear about contemporary community priorities and if the community felt the draft Social Strategy Outcome Themes and Priorities captured those priorities or needed refining.
Stage Four	Community and stakeholder engagement via formal advertising to raise community awareness of the Council endorsed Social Strategy document and receive any further formal feedback submissions.
Stage Five	Ongoing engagement with community and stakeholders to guide the development of Action Plans to deliver meaningful action against priorities

5. Engagement Methodology

5.1 Awareness, promotion and informing activities

The City undertook a long period of lead-in communication and awareness raising to promote engagement participation. This included advanced lead-time communication with key stakeholders and seeking their support in 'spreading the word'. Examples included early pre-meetings via online Zoom meetings with a resident group representative network, Advisory Group meetings, and early awareness campaigns via social media.

This awareness raising followed with engagement readying by developing and disseminating background reading to enhance participant understanding and informed deliberation.

Please see the invitation flyer in **Appendix A** and community engagement collateral in **Appendix B.** A consultation document was provided as background reading via the City's website, email, the online engagement hub, physical copies in City facilities, and face-to-face dissemination. A sample of the consultation document can be found in **Appendix C**.

Targeted stakeholders that had existing relationships with the City were particularly encouraged to participate in the focus group sessions due to their existing expertise and involvement in delivering social actions and outcomes in Kwinana. They were assigned a specific City Officer as a relationship liaison to personally contact them and encourage participation. This included different sectors; government, not-for-profit, non-government agencies, schools, religious groups, businesses and community organisations.

A specific focus was made to create awareness and opportunities for equitable participation, discussing with relevant stakeholders how best to facilitate participation from Aboriginal and

Torres Strait Islander people, young people, seniors and culturally and linguistically diverse people and other cohort groups.

Internal awareness raising was also undertaken with City Officers and Councillors. A cross-functional Social Strategy Project Reference Team was also established and met six times to champion internal awareness, guide the engagement process planning and overall document development.

5.2 Consultation Sessions

Targeted focus group sessions as well as public open house sessions were conducted at different times of the day to invite general community input.

The City conducted 16 consultation sessions with the community, key stakeholders, the City's staff and cohort-specific groups. The cohort-specific groups included seniors, people with disability, young people, Aboriginal and Torres Strait Islander people, and people from culturally and linguistically diverse backgrounds (CaLD). The summary of the consultation sessions including locations, dates and the number of participants can be accessed in **Appendix D**.

The following consultation sessions were organised and conducted:

- Two focus groups focused on key stakeholder attendance from a range of sectors. One session was conducted in the afternoon and another in the evening to enable flexibility in attendance choice;
- Two public open house sessions, one in the afternoon and one in the evening;
- Seven cohort-specific focus group sessions;
- Focus group session with Elected Members;
- Focus group with internal stakeholders. This was attended by key staff responsible for implementing the actions in the previous City's strategies and plans;
- Six focus group sessions with the Social Strategy Project Reference Team.

5.2.1 Stakeholder Focus Group Sessions

The City held two workshops to consult with the key stakeholders across different sectors. Stakeholders were invited via emails with a copy of the background informing document. City Officers were assigned as relationship liaison and personally called or met with over 300 key stakeholders (some chose to provide individual feedback if unable to attend a focus group session). The two stakeholder consultation sessions were conducted on 23 and 24 March 2021 at the City's Darius Wells Library and Community Resource Centre. This venue is located centrally and readily accessible.

Fifty stakeholders from different sectors attended the focus group sessions. Participants were asked to describe Kwinana's community social priorities as an ice-breaker activity. A professional graphic artist was contracted by the City to record live stakeholders' feedback

and their feedback was graphically illustrated. Please see **Appendix E** for the graphical representation of the stakeholders' feedback. Following this activity, participants were asked to work in small groups to review the draft Social Strategy Outcome Themes and associated draft Social Strategy Priorities and determine if they addressed the priorities raised in the full-group feedback session, and if they had any other feedback. Working through each draft Theme one at a time, they also spent time at the end to review across all Themes and identify any duplication or missing priorities. A City Officer was allocated to each group to capture stakeholder feedback and comments.

5.2.2 Community Consultation Sessions

Two public open house sessions were conducted on 25 and 26 March 2021 at the same venue where the stakeholders' focus group sessions were conducted. Invitation flyers were distributed to the City's community facilities including the Recquatic and Public Library, community centres across the City, schools, the Zone Youth Space, Senior Citizens Centre and the Retirement Villages. Flyers and marketing collateral was also distributed through the City's events and community outreach programs.

With anticipated lower participation for open invitation sessions as opposed to targeted stakeholders, a public open house consultation method was chosen rather than small group work sessions. This involved several face-to-face consultations with the community members who attended. Similar to the stakeholder consultation session discussion prompts, participants were asked to provide their unprompted feedback initially on what they considered to be key social priorities for the City to focus on, before being asked to review whether the draft Social Strategy Outcomes Themes and Priorities captured their earlier unprompted thoughts.

5.2.3 Cohort-specific Consultation Sessions

The City conducted eight sessions with population groups from diverse backgrounds. Invitation flyers and the draft Social Strategy document containing the social outcome themes and strategic priorities were emailed to the participants before the sessions. Printed copies were distributed to the Senior Citizens Centre, Retirement Villages, the Medina Aboriginal Cultural Centre and Kwinana Recquatic to provide opportunities for those that are less capable of using a computer or have limited access to electronic resources.

The consultation sessions were conducted in locations convenient for the participants. The locations included:

- Seniors: Seniors Citizens Centre (Medina), Banksia Park Retirement Village (Calista)
- Young people: Gilmore College (Orelia) and Peter Carnley Anglican Community School (Wellard)
- Aboriginal and Torres Strait Islander Community: Medina Aboriginal Cultural Centre
- Culturally and linguistically diverse community: Darius Wells Library and Community Resource Centre
- People with disability: Kwinana Recquatic (City Centre)

The duration of each session lasted between 45 to 120 minutes to allow participants to express their opinions in greater depth. Over 250 people attended these sessions. Similar to the community and stakeholder focus group sessions, participants were provided with the opportunity to provide comments and feedback on the draft Social Strategy Themes and Priorities. Photos taken at the consultation sessions can be found in **Appendix F.**

5.2.4 Digital Engagement

A range of online engagement strategies included:

- Engagement opportunities promoted on the City's Facebook Page (15,902 user reach);
- Over 300 emails sent to targeted key stakeholders;
- QR Code provided on printed marketing collateral to link to online feedback portal
- An online page with Social Strategy background information and a feedback portal on the City's online engagement hub at www.lovemykwinana.com .

5.2.5 Additional Engagement Channels

In addition to the consultation sessions, the community, stakeholders and staff were provided with an opportunity to give their feedback by:

- Providing feedback on paper feedback forms distributed at the Seniors Citizen Centre and Retirement Villages, City facilities, and to community members that requested this format;
- Mailing written submissions to the Council Administration Centre;
- Contacting the Council to provide feedback via telephone through the Customer Contact Centre;
- Emailing or calling the City's Senior Research and Policy Officer, the Social Strategy project lead officer.

6. Consultation findings

6.1 Summary

The following summarises the key findings from the Social Strategy engagement, with a detailed record of feedback aligned to the Themes appearing at **Appendix H**.

- Overall, the approach of consolidating the varied City strategies and plans into a consolidated format in the form of the Social Strategy was well-received.
- Participant priority feedback aligned closely with the draft strategic priorities. Some of the most supported focus areas of emphasis included:

- Mental well-being;
- Social connection both at neighbourhood and all-of-community levels;
- Healthy and active lifestyles with the focus on motivation and prevention of chronic health conditions;
- Appropriate and effective communication and information strategies to convey messages and promote community activities and services;
- Community awareness on emergency and disaster preparedness;
- Emphasis on promoting healthy eating initiatives;
- Capacity building, particularly education and employment-
- related; Multiculturalism; and
- Community early years, youth, family and seniors support and connection initiatives.

6.2 Consultation Driven Amendments

Changes were made to the draft Social Strategy Themes and Priorities to reflect the identified focus areas and other consultation feedback.

For example, additional aspects of healthy living including nutrition and motivational emphasis was added, as well as many other refinements of emphasis.

Feedback suggested that the City's roles and responsibilities towards community safety and community wellbeing support were sufficiently distinct in nature that the original draft Social Outcome Theme 4 called "Supported and Safe", should be separated into two Outcome Themes: "Safe and Resilient" and "Caring and Supported"

Furthermore, strategic priority statements that have similar intents were combined to reduce duplication. A duplication appearing across all Outcome Themes about working in partnership was suggested to be removed, and included as an overarching Social Strategy Principle instead.

Appendix H shows community engagement feedback aligned to the Social Strategy Themes, and recommendations and changes made to the Social Strategy as a result.

Appendix A: Promotional and Marketing Collateral

Help us develop the City's Social Strategy (2021-2025)

City of Kwinana



You are invited to discuss the City's proposed Social Strategy (2021-2025). The purpose of the Strategy is to work together for our future actions in addressing Kwinana's community social issues and priorities. This Strategy provides a more detailed social-focused strategic direction and builds upon the City's Strategic Community Plan.

The focus group sessions provide an opportunity for the Aboriginal and Torres Strait Islander community to discuss the draft strategic priorities and outcome themes that have been rolled up from our existing strategies and plans.

Your expertise and passion for the community will assist us in confirming these priorities.

Registration is essential.

EVENT DATES	Wednesday, 14 April 2021, 10.30am to 12pm
EVENT LOCATION	Medina Aboriginal Cultural Centre (MACC), 13 Leasham Way, Medina, Kwinana.

Lunch will be provided. For more information and to RSVP (including any dietary requirements) please contact **CEAdmin@kwinana.wa.gov.au** or **9439 0251**.

Please contact the Senior Research and Policy Officer on **bola.adebayo@kwinana.wa.gov.au** for any questions relating to the proposed Social Strategy.

kwinana.wa.gov.au/SocialStrategy

Appendix B: Community and Stakeholders' Promotion Collateral

City of Kwinana Social Strategy (2021-2025)

Help us develop the City's Social Strategy

City of Kwinana

You may have recently participated in the 'Love My Kwinana Strategic Community Plan' (SCP) consultation process. This helped the City of Kwinana understand your vision for the community and your priorities across environmental, economic, social and governance areas.

In the past, the City has developed a range of specific Strategies and Plans that were developed in isolation, and often overlap. Some of these included the Multicultural Action Plan; Youth Strategy; Public Health Plan; Community Safety and Crime Prevention Plan and others. The Social Strategy intends to roll together those varied strategies into one streamlined document.

Here is an overview. To read a more in-depth Strategy, visit: **kwinana.wa.gov.au/SocialStrategy**

1

Social Outcome Theme:

Healthy and Active

A physically and mentally healthy and active community



2

Social Outcome Theme:

Connected and Inclusive

Equitable and inclusive social connection and engagement with community life



3

Social Outcome Theme:

Informed and Capable

Information, learning and development opportunities that enhance individual and community capacity



4

Social Outcome Theme:

Supported and Safe

Challenges to wellbeing are supported and the community feels safe



5

Social Outcome Theme:

Vibrant and Celebrated

Vibrancy and activation abounds and our unique cultural richness, identity and heritage is celebrated

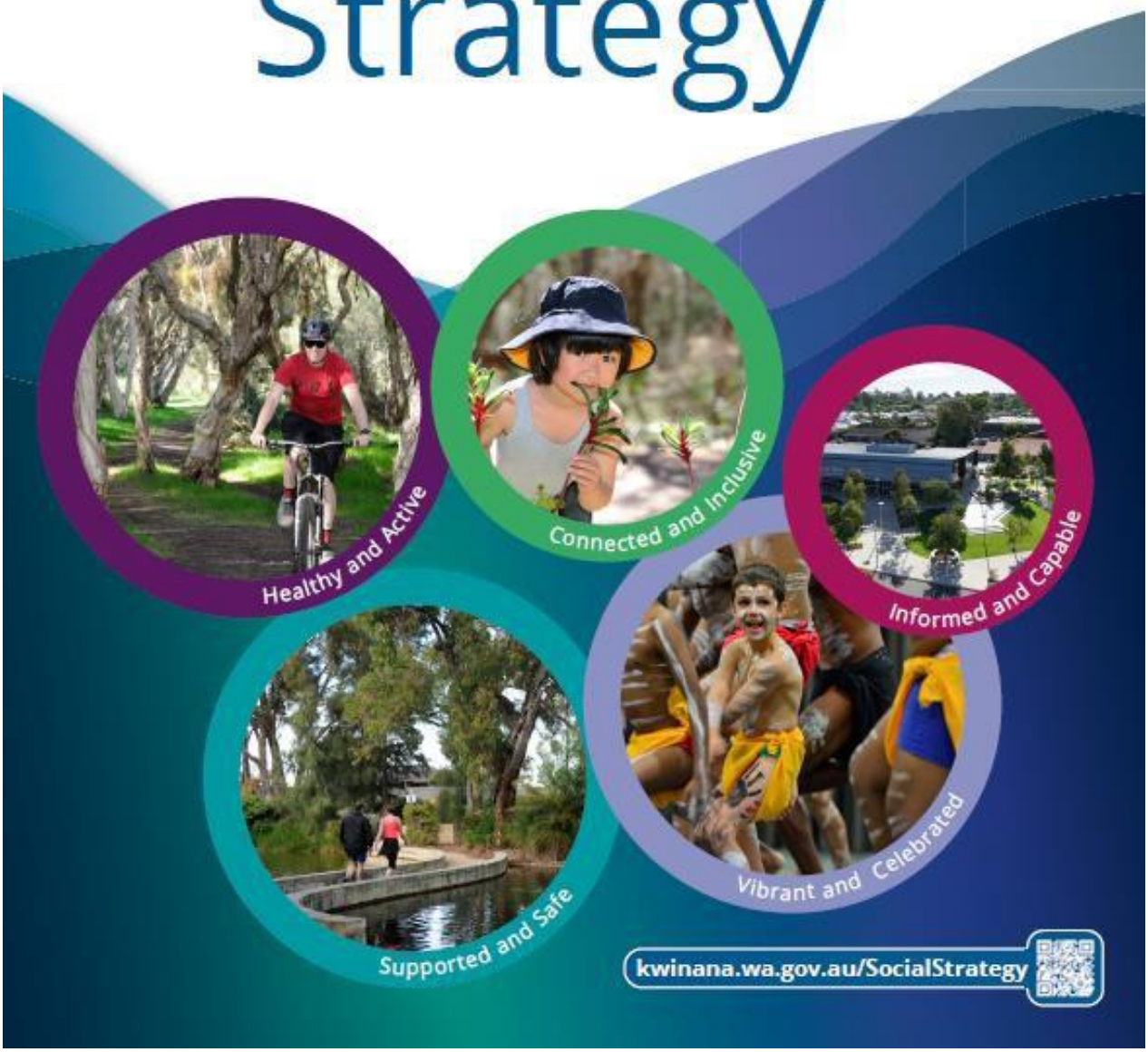


Appendix C: Social Strategy Consultation Background Reading Document

City of Kwinana Social Strategy (2021-2025)

City of Kwinana

Help us develop the City's Social Strategy



insert doc number

You may have recently participated in the 'Love My Kwinana Strategic Community Plan' (SCP) consultation process. This helped the City of Kwinana understand your vision for the community and your priorities across environmental, economic, social and governance areas.

To assist the City's SCP vision, we have a range of specific Strategies that provide more detailed guidance about where to focus our efforts. This is where the **Social Strategy** will sit. We have Action Plans that sit below the Social Strategy that specifically refer to the programs, infrastructure, services and policies that will be implemented to address those priorities. These carry through to our annual Budget and Corporate Business Plan, and most importantly flow through to City officer's Individual Work Plans, which, lead to actions that achieve your vision:



For example, the SCP might say you want us to focus on community safety. The Social Strategy would then address which aspects of community safety are most important to focus on.

In the past, the City has developed a range of specific Strategies and Plans that were developed somewhat in isolation. These included the Multicultural Action Plan, Youth Strategy, Public Health Plan, Crime Prevention and Community Safety Plan and more. The Social Strategy intends to roll together all the various strategies into one streamlined document.

The community was heavily engaged in developing each of those plans, so we have had a lot of past input which helped us developed a draft set of Social Strategy Priorities that appear to fall into five themes. These are listed below:

i) healthy and active;
ii) connected and inclusive;
iii) informed and capable;
iv) supported and safe; and
v) vibrant and celebrated.

We would like you to check if the priorities in the following pages have not changed.

You will notice the statements do not say specifically what action we will take. Rather than guess at specific actions for four years ahead, we want to engage with you, our community, in a more meaningful way on an ongoing basis to develop and continuously update our Action Plans and ideally partner with you in those actions. We have included some examples of current actions the City takes in the tables below to give you some context as to what the priorities might look like as actions.

To reduce duplication and wordiness, the Strategic Priority statements also deliberately avoid specifying different demographics or groups. This would be detailed at the Action Plan stage. The Social Strategy will also include overarching information about the *way* we work such as working in partnership, using a place-based approach to tailoring actions, financial sustainability, service integration and more.

By having a say on the proposed Social Strategy priorities, you will help us deliver evidence-informed programs and services that meet the needs of our diverse community.

Please read the draft Themes, Objectives and Strategic Priorities and let us know what you think. Visit **kwinana.wa.gov.au/SocialStrategy** to register for upcoming focus groups or to provide feedback via the online portal.

Social Strategy – Outcomes and Strategic Priorities

Social Outcome Theme 1: Healthy and Active

What our community has asked us to focus on:
- increase physical activity opportunities and promote fitness; and
- improved mental wellbeing.

Objective	**1.0 A physically and mentally healthy and active community**
Strategic Priority	**Examples of current initiatives that align with the strategic priorities**
1.1 Establish clear stakeholder relationship practices to enhance coordination and collaboration for a healthy and active community	• Kwinana Recquatic • Kwinana Loop Trail • Adventure Park • Sports and Achievement Grants • Dog Exercise Areas • Kwinana Community Funding Program • Club Development Support • Ovals, Parks and Reserves • Skate Parks • Wellbeing Promotional Activities • Recquatic Programs and Initiatives
1.2 Deliver a wide range of equitable, affordable and sustainable sport and recreational activities	
1.3 Encourage community-based initiatives that enhance the use of public open space and natural environment reserves	
1.4 Reduce barriers to recreational participation	
1.5 Support and deliver activities and programs that promote mental wellbeing	
1.6 Plan and deliver infrastructure that provides space for recreation, play and relaxation	
1.7 Encourage and support health-related early intervention and prevention programs	
1.8 Continue to support local support services and programs that promote healthy family relationships	
1.9 Promote active transportation including walking and cycling	
1.10 Continue to meet all City requirements under the Public Health Act and Environmental Health Protection guidelines and regulations	

Social Outcome Theme 2: Connected and Inclusive

What our community has asked us to focus on:
- more activities and services for the seniors, children and youth;
- strengthen new mothers and single mothers support services and programs; and
- redevelop shopping precincts to be more welcoming and inviting.

Objective	**2.0 Equitable and inclusive social connection and engagement with community life**
Strategic Priority	**Examples of current initiatives that align with the strategic priorities**
2.1 Establish clear stakeholder relationship practices to enhance coordination and collaboration for a connected and inclusive community	• Bright Futures (Kwinana Child Care Services) • Early Years Play Groups • Toddler Town Crèche • Zone Youth Space • Youth Development Programs • Family Events and Activities • Beach Wheelchair • Hireable Venues and Facilities • Retirement Villages and Units • Seniors Programs • Priority Bin Services • Neighbour Day Everyday Grants
2.2 Plan and provide infrastructure with spaces for the community to connect and interact	
2.3 Develop community programs that facilitate intergeneration interaction	
2.4 Deliver community-based initiatives that encourage social interactions and connection at the neighbourhood level	
2.5 Facilitate community activities that recognise national days of cultural or inclusivity importance	
2.6 Provide equitable access to City services and programs	
2.7 Support culturally inclusive events and services to reflect our diverse community	
2.8 Encourage active civic and leadership participation	
2.9 Facilitate and promote equitable participation in City decision-making processes	
2.10 Facilitate and promote volunteer opportunities	
2.11 Demonstrate organisational leadership and best practice in inclusion and diversity	



Social Outcome Theme 3: Informed and Capable

What our community has asked us to focus on:
- enhance life-long learning opportunities;
- improve local education and employment outcomes; and
- ensure the community is informed about opportunities and things that impact them.

Objective	**3.0 Information, learning and development opportunities enhance individual and community capacity**	
Strategic Priority		**Examples of current initiatives that align with the strategic priorities**
3.1	Establish clear stakeholder relationship practices to enhance coordination and collaboration for an informed and capable community	• Kwinana Public Library and Programs • Kwinana Volunteer Centre • Lyrik Youth Award Program • Educational Scholarships • Website, Social Media and other Information Services • Kwinana Employment Education and Training Coordination Group
3.2	Ensure the community is equitably informed about and able to access the full range of programs, services, infrastructure and information available	
3.3	Plan and provide infrastructure and programs that facilitate learning and the exchange of information and knowledge	
3.4	Facilitate the delivery of life skills programs	
3.5	Facilitate improved education, training, employment and entrepreneurial opportunities, with a focus on digital literacy and lifelong learning	
3.6	Promote volunteering and strengthen information sharing among volunteer organisations and other key stakeholders	
3.7	Facilitate intergenerational knowledge sharing and mentoring opportunities	
3.8	Promote the use of the local history collection and family history information	



Social Outcome Theme 4: Supported and Safe

What our community has asked us to focus on:
- support community members facing barriers to their wellbeing;
- address antisocial behaviour and crime priorities; and
- change public perceptions of the City of Kwinana as being unsafe.

Objective	**4.0 Challenges to wellbeing are supported and the community feels safe**	
Strategic Priority		**Examples of current initiatives that align with the strategic priorities**
4.1	Establish clear stakeholder relationship practices to enhance coordination and collaboration for a supported and safe community	• Kwinana Youth Services • City of Kwinana Community Wellbeing Support Services • Community Liaison Service • Neighbourhood Watch • City Assist Security Services • City of Kwinana Fire and Emergency Services • Senior Subsidies and Rebate • CCTV installation • Youth Intervention Networks
4.2	Develop and support community activities and programs that reduce social stigmatisation, discrimination and stereotyping	
4.3	Engage with at-risk community members proactively and connect them to relevant support services	
4.4	Advocate responsible authorities on behalf of vulnerable community members	
4.5	Advance social justice outcomes and awareness	
4.6	Develop awareness campaigns and initiatives to address antisocial behaviour and other priority safety issues	
4.7	Provide appropriate safe spaces and services that support and develop an individual's abilities and talents	
4.8	Ensure community infrastructure, services and programs are safe and accessible	
4.9	Improve local communities' sense of belonging and pride of place	
4.10	Support the development of safe access routes and public transport	
4.11	Support the continued improvement of culturally safe support services	
4.12	Plan and develop safe spaces through safety-focused design principles	
4.13	Encourage principles of community-based surveillance and a crime reporting culture	
4.14	Identify and use evolving contemporary community safety technology	

Social Outcome Theme 5: Vibrant and Celebrated

What our community has asked us to focus on:

- more events to celebrate cultural uniqueness and diversity; and
- support communities to improve their neighbourhood and its vibrancy.

Objective	**5.0 Vibrancy and activation abounds and our unique cultural richness, identity and heritage is celebrated**
Strategic Priority	**Examples of current initiatives that align with the strategic priorities**
5.1 Establish clear stakeholder relationship practices to enhance coordination and collaboration for a vibrant and celebrated community 5.2 Encourage creative processes which explore Kwinana's stories and culture 5.3 Provide significant cultural events and activities to celebrate and promote vibrancy across the City 5.4 Increase community activation and participation in arts, culture, events and heritage initiatives 5.5 Continue to implement actions guiding the identification, protection, conservation, management, celebration and communication of Kwinana's heritage and cultural assets 5.6 Investigate, develop and implement innovative, achievable and financially feasible community art projects for activation in the community facilities and open spaces 5.7 Provide opportunities to establish a thriving creative economy 5.8 Highlight and acknowledge the achievements of community members	• Kwinana Heritage Buildings and Museums • Community Event Fund • Kwinana Greening Fund • Cultural and Community Festivals and Events • Koorliny Arts Centre • City of Kwinana Community Awards • Place Activation Collaborations with Community • Public Art Installations • Place-making Grants

Contacting the City of Kwinana

In person
Corner Gilmore Avenue and
Sulphur Road, Kwinana WA 6167

By post
PO Box 21, Kwinana WA 6966

Online
www.kwinana.wa.gov.au

By email
customer@kwinana.wa.gov.au

By phone
9439 0200

Connect
www.facebook.com/cityofkwinana
www.instagram.com/cityofkwinana
www.twitter.com/CityofKwinana

Sign up to eNews
signup.kwinana.wa.gov.au

Read online
www.kwinana.wa.gov.au/publications

Interpreter
TIS National 131 450

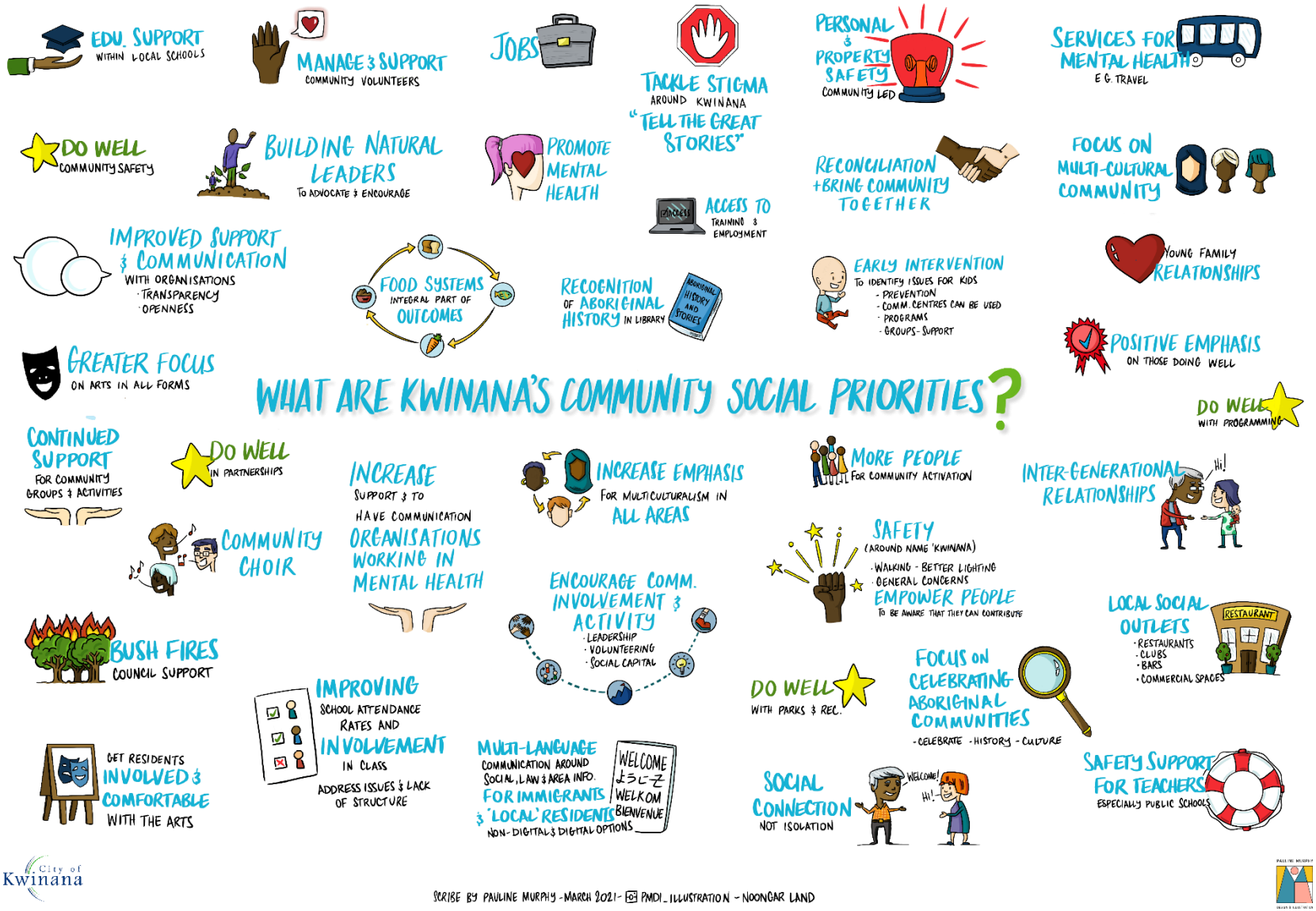
City of Kwinana

kwinana.wa.gov.au/SocialStrategy

Appendix D: Summary of Consultation and Engagement Process

Event/Stakeholder	Venue	Date	Time	Consultation type	Number of Attendees
Seniors	Senior Citizens Centre	17th March	11:00-11:30 am	Focus Group	18
Young people	Gilmore College	18th March	12.30-1.00 pm	Open House	120
Young people	Peter Carnley College	19th March	1.00-1.35 pm	Focus Group	19
Stakeholder Consultation Day 1	Ken Jackman	Tues 23 th March	10.00am-12.00pm	Focus Group	39
Stakeholder Consultation Day 2	Ken Jackman	Wed 24th March	5.00-7.00 pm	Focus Group	10
Community Consultation Day 3	Ken Jackman	Thurs 25th March	2.30- 4.30 pm	Open House	2
Community Consultation Day 4	Ken Jackman	Friday 26th March	6.00-8.00pm	Open House	0
Boola Maara Many Hands Aboriginal Advisory Group	Ken Jackman	Mon 29th March	9.30-11.30am	Round table discussion	10
Seniors	Kwinana Village	Mon 29th March	1.00-2.30 pm	Focus Group	20
Water Walkers Group	Recquatic Centre	Thurs 9th April	8.00-9.00am	Focus Group	11
Aboriginal and Torres Strait Islander People	Medina Aboriginal Community Centre	Wed 14th April	10.30 am- 12.00 pm	Focus Group	27
Kwinana City Officers	Council Lounge	Fri 15th April	10.00-11.30am	Focus Group	10
Elected Members	Admin (Francis Morgan Room)	Mon 19th April	4.00-5.00 pm	Round table discussion/debriefing	13
Multicultural Action Group	Ken Jackman	Tues 20th April	6.00-8.30 pm	Focus Group	6

Appendix E: Consultant Artist Graphical Representation of Stakeholder Social Priorities



Appendix F: Photos- Key Stakeholder Consultation Sessions









Appendix G: Photos - Cohort-specific Consultation Sessions













Appendix H: Sample of Community Feedback sorted by Outcome Themes

Social Outcome Theme 1: Healthy & Active

Verbatim feedback /responses	Strategy Priority considered to capture feedback	Recommendations
Community Health/Clinics – Maternal Health Clinics (1.7)	**Captured by 1.4**	Action level detail referred to relevant City Officers to inform Action Plans
Increase activity accessibility	**Captured by 1.3 and 3.9**	
Be mindful of cost appropriateness of programs	**Captured by 1.3**	
Promotion of social groups/community-based initiatives	**Captured by 2.3 and 2.4**	
Promote community fitness events (Fun and Park Runs)	**Captured by 1.2**	Action level detail referred to relevant City Officers to inform Action Plans
Outreach- food/vegetable distribution and nutritional focus		Nutritional health reference added to 1.4. Action level detail referred to relevant City Officers to inform Action Plans
Walk paths - Increase signage Walkways that connects active paths/lands	**Captured by 1.7 and 1.5**	Action level detail referred to relevant City Officers to inform Action Plans
So much to do, people don't know about it, Increase promotion	**Captured by 3.1**	
Expand (1.8) continue to support groups /organisation that supports families • Need more workshops, education • Coordination of service duplication among service providers • Leadership and coordination from the City required	**Captured by 1.5**	Emphasis on service coordination added at 5.6. Action level detail referred to relevant City Officers to inform Action Plans
Place and space activation	**Captured by 1.2, 2.4 and 6.3**	
Promote mental health/well-being activities	**Captured by 1.4**	
Expand (1.4) "reduce barriers to recreation activities" to emphasise cost - Only Kids' Sports voucher available, need additional support and funding to support sport participation.	**Captured by 1.3**	Action level detail referred to relevant City Officers to inform Action Plans

Social Outcome Theme 2: Connected & Inclusive

Verbatim feedback /responses	Strategy Priority considered to capture feedback	Recommendations
More programs: • Resilience principles related to programs • Parenting programs • Seniors' Morning Tea • Storytelling • Community capacity building programs	**Captured by 2.4**	Action level detail referred to relevant City Officers to inform Action Plans
Reconciliation: • Awareness of history • Intergenerational education • Programs/events • Inclusivity • Relationship building • Education/cultural awareness	**Captured by 2.5, 3.6, 6.1 and 6.4**	Action level detail referred to relevant City Officers to inform Action Plans
Facilitating volunteerism	**Captured by 2.6**	
Multicultural and history awareness	**Captured by 2.5**	
Engaging the disengaged/ connect with disenfranchised	**Captured by 2.3**	
Local accessibility/ better transport to program/events, playgroups and generalised needs (Shuttle bus, Bike paths, Safe cross paths, Hire bikes)	**Captured by 1.7 and 2.2**	Action level detail referred to relevant City Officers to inform Action Plans
Accessible venues and support for people with disability to participate in community activities • Install audio loops in the community /function centres • Sign languages • Promote lip-read courses	**Captured by 2.9 and 2.5**	Action level detail referred to relevant City Officers to inform Action Plans
Community service mapping: coordinate the existing programs and reduce service duplication	**Captured by 2.1 and 5.6**	

Provide more seniors-related program, there are currently lots of young people and children's programs	**Captured by 1.1 and 2.4**	Action level detail referred to relevant City Officers to inform Action Plans
More cohesion between indigenous and multicultural communities	**Captured by 2.5**	
Connect community through residents' programs that integrate cultures	**Captured by 2.4 and 2.5**	Action level detail referred to relevant City Officers to inform Action Plans
Missing in the Strategic Priority Section "Capacity building to individuals and community organisations		Capacity building emphasised at 3.2
Promote more networking opportunities between agencies in the community	**Captured by 2.1**	Action level detail referred to relevant City Officers to inform Action Plans
Community events provide an opportunity for the community to know each other eg. Neighbour Day, Street Parties	**Captured by 2.4**	
Promote intergenerational programs	**Captured by 2.8**	

Social Outcome Theme 3: Informed & Capable

Verbatim feedback /responses	Strategy Priority considered to capture feedback	Recommendations
Appropriate Information presentation: Visual appealing, not too flashy	**Captured by 3.1**	
Promote digital literacy among seniors	**Captured by 3.3**	
Promote activities through local area news	**Captured by 3.1**	
Information could be overwhelming – narrow down information to a specific neighbourhood	**Captured by 3.1**	
Auslan interpreter in major events, Bilingual Volunteers, Accessibility to computer/ internet among vulnerable population	**Captured by 3.1 and 2.9**	
Better Promotion of Volunteer centre	**Captured by 2.6**	
Split 3.5 into two sections, a lot of information embedded in the statements		Separated out into 3.4 and 3.5
Digital Accessibility – consider the three elements (Access, divide and digital literacy)	**Captured by 3.3 and 3.4**	Action level detail referred to relevant City Officers to inform Action Plans
Promote existing City's programs, events and services	**Captured by 3.1**	
Invest in building community leaders	**Captured by 2.7**	
Use letterbox drops to invite community members to events/services (to make them feel welcomed)	**Captured by 3.1**	Action level detail referred to relevant City Officers to inform Action Plans
Access to Adult literacy, especially digital literacy, promote participation, particular the school-based/night TAFE model. Eg. recognised courses.	**Captured by 3.3 and 3.4**	Action level detail referred to relevant City Officers to inform Action Plans
More professional/ career-related information/workshops in schools	**Captured by 3.5**	Action level detail referred to relevant City Officers to inform Action Plans
Provide Senior mentoring youths and under 12 years	**Captured by 3.6**	
Lead community capacity building for community initiatives	**Captured by 3.2**	

Social Outcome Theme 4: Safe & Resilient

Feedback/responses	Strategy Priority considered to capture feedback	Recommendations
Stronger focus on prevention of community risks and crimes	**Captured by 4.1**	
Education around gender equality	**Captured by 5.5 and 2.9**	
Community Safety Champions	**Captured by 4.6 and 2.7**	Action level detail referred to relevant City Officers to inform Action Plans
Promote positive stories in the community	**Captured by 4.2**	
Reinforce positive behaviour	**Captured by 6.7**	
Promote events/ initiatives that show positivity in the City eg keep gardens neat.	**Captured by 6.1and 4.5**	Action level detail referred to relevant City Officers to inform Action Plans
Inclusive safe spaces for diverse groups	**Captured by 4.3**	
Proactively work with Police and FB administrators to reduce negative and inflammatory talk	**Captured by 4.2 and 4.6**	Action level detail referred to relevant City Officers to inform Action Plans

Social Outcome Theme 5: Caring & Supported

Feedback/responses	Strategy Priority considered to capture feedback	Recommendations
Advocate for housing accessibility for vulnerable population	**Captured by 5.3**	
Family support programs	**Captured by 5.2**	
Promote available support services	**Captured by 3.1**	
Modify 4.3 Current “Engage with at-risk community members proactively and connect them to relevant support services”. Replace the word “Engage” with “Advocate” (Rationale: Not enough support services/long waiting times)		Advocacy emphasis added to 5.3
Assisting vulnerable community (information, connection and inclusion)	**Captured by 5.2**	
Access to support services: eg. consider Community Health	**Captured by 5.2 and 5.3**	Action level detail referred to relevant City Officers to inform Action Plans
Promote lived experiences workshops (FDV, traumatic experiences)	**Captured by 5.5**	Action level detail referred to relevant City Officers to inform Action Plans
Hotline for labour assistance (eg. lifting heavy furniture)	**Captured by 5.2**	Action level detail referred to relevant City Officers to inform Action Plans

Social Outcome Theme 6: Vibrant & Celebrated

Feedback/responses	Strategy Priority considered to capture feedback	Recommendations
Connect school groups to community	**Captured by 6.3**	Action level detail referred to relevant City Officers to inform Action Plans
Share positive stories to reframe perceptions of youth	**Captured by 6.1 and 6.7**	Action level detail referred to relevant City Officers to inform Action Plans
Pop-up events in the community with music	**Captured by 6.2 and 6.3**	Action level detail referred to relevant City Officers to inform Action Plans
Food truck nights	**Captured by 6.2 and 6.3**	Action level detail referred to relevant City Officers to inform Action Plans
Promoting and supporting Community Choir / Kwinana's Got Talents	**Captured by 6.2 and 6.3**	Action level detail referred to relevant City Officers to inform Action Plans
Embrace community assets eg. peoples' creatives	**Captured by 3.2, 6.3 and 6.6**	Action level detail referred to relevant City Officers to inform Action Plans
Communicate and promote community events	**Captured by 3.1**	
Promote and utilise heritage sites more (eg. Seniors' Morning Tea)	**Captured by 6.4 and 6.3**	Action level detail referred to relevant City Officers to inform Action Plans
Continue major events	**Captured by 6.1 & 6.2**	
Promote more multicultural representation in the City's events	**Captured by 2.5, 6.1 and 6.3**	
Cut red tapes for small events and neighbourhood activities	**Captured by 2.4 and 6.3**	Action level detail referred to relevant City Officers to inform Action Plans

14.2 Policy - Use of Recquatic Facilities Emergency Services Personnel

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

A review of the Use of Recquatic Facilities - Emergency Services Personnel Policy has been undertaken. The revised policy is recommended for Council adoption.

The City of Kwinana adopted the Use of Recquatic Facilities - Emergency Services Personnel Policy in 2010, offering free Recquatic membership to Kwinana based Police, Ambulance, DFES staff and volunteers, Transit Officers and the City of Kwinana Volunteer Bush Fire Brigade. There is a need for the Policy to be revised to support a financially sustainable membership model for the future, ensure the strategic direction of the centre is maintained and direct community benefit from Emergency Services Personnel is recognised.

The methodology adopted to review the current policy included determining the current membership uptake, financial impact of lost revenue on the City, comparison to other metropolitan Local Government policies and an assessment of various Emergency Services positions.

Resulting from the review the key recommended changes include:

- Offer the City of Kwinana Volunteer Bush Fire Brigade members a 50% discount on Premium and Area Specific Recquatic memberships.
- Grandfather the current free membership arrangements for existing membership holders from the City of Kwinana Volunteer Bush Fire Brigade.
- Offer Emergency Services staff and Department of Fire and Emergency Services WA (DFES) volunteers the group discount rate as per the City's current Schedule of Fees and Charges, or access to the Fitness Passport option via their employer.

OFFICER RECOMMENDATION:

That Council adopt the revised City of Kwinana Use of Recquatic Facilities - Emergency Services Personnel Policy as at Attachment A.

DISCUSSION:

The City of Kwinana adopted the Use of Recquatic Facilities - Emergency Services Personnel Policy in 2010, offering free membership to Police, Ambulance, DFES staff and volunteers, Transit Officers and the City of Kwinana Volunteer Bush Fire Brigade. The policy, in its current form, is no longer financially sustainable and while it is cost neutral in regards to no additional expenditure, it does affect the City's revenue stream. While the formal policy was adopted in 2010, long-term and former employees recall that a free membership was offered to City of Kwinana Volunteer Bush Fire Brigade members as far back as 1997.

14.2 POLICY - USE OF RECQUATIC FACILITIES EMERGENCY SERVICES PERSONNEL

The original intent of this Policy was for the Kwinana Recquatic to recoup the funds through an appropriate cost centre, crediting the Kwinana Recquatic income accounts. In practice, the funds transfer was administered sporadically and has not been processed for a minimum of five years. Currently no cost centre has an expenditure allocation to cover the cost of the free memberships and the Kwinana Recquatic has not received the revenue, which reflects negatively on the centres net position. The policy is not financially sustainable in the long term and offering free memberships continues the historical discount culture at the Recquatic.

Currently no other volunteers within the City of Kwinana receive a discount at the centre.

Current Membership Uptake

Table 1 demonstrates the existing uptake of memberships and total annual cost to the City. These memberships are from Kwinana based Emergency Services Personnel, for example Police based at the Kwinana Police Station. The City of Kwinana has approximately 100 Bush Fire Volunteers and on average 15% take up the option of a Recquatic membership.

Table 1

Emergency Service	Number of memberships	Cost (ex GST)
Police	5	$3,213.65
DFES staff	5	$3,213.65
DFES Volunteers	6	$3,856.38
Ambulance	0	0
City of Kwinana Bushfire Volunteers	13	$8,355.49
Transit Guards	0	0
Total	**29**	**$18,639.17**

Metropolitan Local Government Review

Comparative research was undertaken to determine what other metropolitan Local Governments offer. Information has been provided in table 2.

Table 2

Local Government	Comparative Policy
City of Armadale	20% corporate discount membership available
City of Canning	No membership offered to Emergency Services personnel
City of Cockburn	Very Important Volunteer Card is offered under the Council's discount strategy. 20% discount on memberships at Cockburn ARC.
City of Mandurah	20% discount for Emergency Services, although most have transitioned to Fitness Passport* through the individual workplace.
City of Mundaring	Nil
City of Rockingham	Nil – uses Fitness Passport
City of Stirling	Nil
City of Subiaco	Nil
City of Swan	Currently trialling Fitness Passport

*Fitness Passport is a corporate health and fitness program that allows its members to access a wide range of their local health and fitness suppliers. Workplaces sign up and employees can attend different gyms, with the workplace being invoiced accordingly. Kwinana Recquatic has offered Fitness Passport since 2017 but due to the Use of Recquatic Facilities Emergency Services Personnel Policy, the program has not been taken up by Emergency Services staff.

Assessment criteria

Whilst acknowledging that all Emergency Services personnel and community volunteers make extraordinary contributions to the community, it is nonetheless not financially viable for the City to continue offering free Kwinana Recquatic memberships. To compare the nature of each role a comparison matrix has been developed as presented in Table 3. The assessment criteria demonstrates the purpose of the volunteer, location of the service and importance of physical fitness to deliver in the volunteering capacity.

Table 3

Criteria	Police	Ambulance	Transit Guard	DFES Staff	DFES Volunteer	City of Kwinana Volunteer Bush Fire Brigade	Volunteers – various positions	City of Kwinana Volunteers – various positions
Position is volunteer based.					x	x	x	x
Position is a volunteer of the City of Kwinana.						x		x
The volunteer is based in any one of the two City managed and funded brigades, Mandogalup or Kwinana South and response prioritises the City of Kwinana community.						x		
Role may require last minute call out at any time of the night and volunteers may need to take paid or unpaid leave from normal employment for the protection of the community					x	x		
Consistently requires high level physical fitness	x	x	x	x	x	x		
Contribution always minimises the risk of catastrophic consequences to the community	x	x	x	x	x	x		

14.2 POLICY - USE OF RECQUATIC FACILITIES EMERGENCY SERVICES PERSONNEL

Proposal

Maintaining the status quo and continuing with the provision of a fully subsidised membership for all Emergency Services Personnel is not financially viable long term. Taking into consideration the assessment matrix the draft policy has prioritised the role of the City of Kwinana Volunteer Bushfire Brigade volunteers, as opposed to paid employees eg Police, or State Government volunteers who may receive support via their agency. It is proposed to split the offer for the City of Kwinana Volunteer Bushfire Brigade volunteers given the unique and localised community support provided, in comparison to paid and volunteer employees of the State Government.

City of Kwinana Volunteer Bushfire Brigade

Grandfather existing registered members from the City of Kwinana Volunteer Bushfire Brigade with the current free membership offer. Offer a 50% discount on any Premium or Area Specific memberships for all new members of the City of Kwinana Volunteer Bushfire Brigade after adoption of the revised policy.

Other Emergency Services Personnel

This includes staff based at the Kwinana branches:

- Western Australian Police
- Department of Fire and Emergency Service staff
- Department of Fire and Emergency Services volunteers

Offer a group membership discount on Premium or Area Specific memberships. This is a discount for four or more people belonging to one group and is included in the City's current Schedule of Fees and Charges. The proposed discount for 2021/22 is 15%.

Note that Transit Officers and Ambulance Officers have been removed from this policy. If the Recquatic experienced a surge in memberships from these workplaces the group membership discount would apply.

Public Relations Risk

The proposed changes are a medium risk from a public relations perspective. The Kwinana Volunteer Bush Fire Brigade volunteers are likely to respond negatively to the decision and the City may receive some negative local media coverage.

The response from Police, DFES staff, and DFES volunteers will be negligible as discounts of this nature are not offered State-wide. A communications plan will be developed to support the implementation of this revised policy.

LEGAL/POLICY IMPLICATIONS:

Local Government Act 1995

Section 2.7

(1) The council —
(a) governs the local government's affairs; and

(b) is responsible for the performance of the local government's functions.

(2) Without limiting subsection (1), the council is to —
(a) oversee the allocation of the local government's finances and resources; and
(b) determine the local government's policies.

FINANCIAL/BUDGET IMPLICATIONS:

The City currently has 29 members utilising the free standard membership ($642.73 ex GST). This equates to an $18,639.17 revenue reduction for the City. Based on the proposed changes the lost revenue would be reduced to $10,000 per year.

With the review of this policy, it is recommended that a cost centre and a budget be allocated for the City of Kwinana Volunteer Bushfire Brigade volunteers, thereby accurately reflecting the cost of the revised policy and ensuring the Recquatic revenue stream is not impacted.

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications as a result of this report or its recommendations.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

There are no environmental/public health implications as a result of this report or its recommendations.

STRATEGIC/SOCIAL IMPLICATIONS:

There are no strategic/social implications as a result of this report or its recommendations.

COMMUNITY ENGAGEMENT:

A communications plan will be developed in conjunction with the City's Coordinator Emergency Services to inform existing members who will be impacted by the policy, as well as the City of Kwinana Volunteer Bushfire Brigade.

COUNCIL DECISION

444

MOVED CR P FEASEY **SECONDED CR M ROWSE**

That Council suspend Standing Orders.

CARRIED
7/0

14.2 POLICY - USE OF RECQUATIC FACILITIES EMERGENCY SERVICES PERSONNEL

COUNCIL DECISION
445
MOVED CR P FEASEY **SECONDED CR W COOPER**

That Council reinstate Standing Orders.

CARRIED
7/0

COUNCIL DECISION
446
MOVED CR M ROWSE **SECONDED CR P FEASEY**

That Council adopt the revised City of Kwinana Use of Recquatic Facilities - Emergency Services Personnel Policy as at amended Attachment A.

CARRIED
7/0

NOTE – The Council modified the Officer Recommendation, by amending the Policy where it relates to City of Kwinana Volunteer Bush Fire Brigade members receiving free Premium Recquatic Membership rather than a 50% discount, to maintain free membership, for the following reasons:

- **Volunteer Bushfire Brigade Officers are a valuable asset to our City and their dedication and sacrifice should be rewarded with the continuation of free membership to the Recquatic.**
- **Bushfire Brigade Volunteers risk their lives for the Kwinana community.**
- **The Volunteer Bushfire Brigade Officers should have the same status as employees, who have Requatic membership included in their salary package.**
- **Bushfire Volunteers miss out on a lot of time with their family and friends, due to the commitment to their community.**
- **The free gym membership was introduced after the loss of two Bushfire Brigade Volunteers after heart attacks. At that time the Council determined to provide free membership to assist with keeping Bushfire Brigade Volunteers healthy, and reduce the risk of heart attack.**

ATTACHMENT A

Council Policy

Use of Recquatic Facilities Emergency Services Personnel



Council Policy	
Legal Authority	*Local Government Act 1995*, Section 2.7 – The Role of Council
Department	City Engagement

1. Title

Use of Recquatic Facilities Emergency Services Personnel

2. Purpose

To recognise the efforts made by emergency services personnel and volunteers who provide an essential service to the community. Further to promote healthy lifestyles amongst these volunteers who are required to maintain a higher level of fitness for the role.

3. Scope

This policy does not apply to families or people accompanying any person provided for per this policy.

4. Definitions

For the purposes of this policy, the following groups are deemed to be Emergency Services Personnel:

- City of Kwinana Volunteer Fire Brigades being the Kwinana South Volunteer Bushfire Brigade, the Mandogalup Volunteer Bushfire Brigade and Kwinana Volunteer Fire and Rescue Service.
- Department of Fire and Emergency Services Volunteers*
- Department of Fire and Emergency Services Staff*
- Police Officers*

*Officers need to demonstrate that a reasonable portion of their time is allocated to the Kwinana district.

5. Policy statement

City of Kwinana Volunteer Bush Fire Brigade members will receive free Premium Recquatic membership at the Kwinana Recquatic.

DFES staff and volunteers and Police Officers will be granted a Group Membership Discount as per the City's current Schedule of Fees and Charges. This discount can be applied to any Premium, Standard Fitness, or Standard Aquatic membership at Kwinana Recquatic.

6. References

Date of adoption and resolution No.	28/04/2010 #105
Review dates and resolution No.	11/07/2012 #163 23/06/2021 #446
Next review due date	2023
Related documents	**Acts/Regulations** *Local Government Act 1995* **Plans/Strategies/Policies/Processes**

Note: Changes to references may be made without the need to take the Policy to Council for review.

14.3 Review and update of the Engagement Policy and Engagement Framework

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

The review and update of the City's Community Engagement Framework and Community Engagement Policy is a key action in the Corporate Business Plan 2020 – 2025.

The Community Engagement Policy is an existing document which describes Council's commitment to quality engagement and the engagement principles that underpin quality engagement. The Engagement Framework as detailed at Attachment 3 is a new document which describes the City's overall approach to engagement, and its key components.

As part of the review a unique engagement approach has been developed that expands on the usual 'point-in-time' consultation. The engagement framework reflects the value of having the right foundation and tools to support good engagement outcomes, acknowledges the value of ongoing engagement through day to day relationships, and seeks to guide the City's consultation practice.

To reflect these changes the Community Engagement Framework and Community Engagement Policy have been reframed and expanded as the Engagement Framework and Engagement Policy.

The purpose of this report is for Council to consider and adopt the Engagement Policy, replacing in full the existing Community Engagement Policy, and to endorse the Engagement Framework.

OFFICER RECOMMENDATION:

That Council:

1. Rescind the Council Policy - Community Engagement as detailed at Attachment 1;
2. Adopts the Council Policy - Engagement as detailed at Attachment 2;
3. Endorse the Engagement Framework as detailed at Attachment 3.

DISCUSSION:

Context for review

The short-term goal for the review of the City's Community Engagement Framework and Community Engagement Policy was to align engagement expectations and considerations with the City's existing processes. In the longer term, the goal was to build the capacity of staff and Elected Members in both their understanding of, and ability to deliver, high quality engagement outcomes.

14.3 REVIEW AND UPDATE OF THE ENGAGEMENT POLICY AND ENGAGEMENT FRAMEWORK

The review had several key drivers:

- **Corporate Business Plan 1.1.12:** Review and update the Community Engagement Policy and Framework;
- **CEO KPI 3.3.1:** Develop and build a culture that recognises community engagement and the benefits that it delivers;
- In addition, the **Local Government Review Panel Final Report** recommends a range of community engagement principles should be included in the new Act;
- The Panel also recommends a **Community Engagement Charter** be required as a mechanism for guiding and enhancing community participation in local decision-making, and a model charter be prepared to set parameters and provide guidance on mechanisms to be used; and
- The existing Community Engagement Policy had not been reviewed since 2016

As part of the review, three options were explored:

Options	Description
Do nothing	If no revision is undertaken, there will continue to be a lack of coordinated community engagement (planning, delivery and evaluation). In addition, there will continue to be a heavy reliance on the Marketing and Communications Team and/ or Community Engagement and Place Team to resolve engagement planning. If no revision is undertaken, there remains a lack of engagement documentation/ process to support officers. Furthermore, there remains a missed opportunity to embed solid engagement planning early in the project planning process.
Do the minimum	Review the current process in isolation of the existing project and communication planning processes and without collaborating with staff to develop the framework.
Do something	Explore the internal engagement context, benchmark industry examples, provide clarity to staff and Elected Members, integrate with existing processes and empower staff to incorporate engagement within project delivery. As such, several internal stakeholders need to be engaged through the project.

The ‘do something’ option was progressed. As the review developed, further actions were identified and incorporated, including:

- Updating the *Community Engagement Policy*;
- Developing a *Community Engagement Framework*;
- Developing an *Engagement Plan* (template);
- Developing an *Engagement Toolkit* (to support staff / build capacity);
- Developing an *Engagement Register* to better track, coordinate, identify, and review community engagement projects;
- Research and practical investigation of options for online engagement platforms; and
- The need for additional training and support for City officers and Elected Members.

Desktop review
The desktop review included a review of the City's existing documentation, process, and activity. This included the existing *Community Engagement Policy*, work instructions, engagement plan, project management and communications documentation, and an attempt to identify and collate previous, current, and future engagement projects.

A best practice desktop review of external community engagement documents and resources from LGAs, peak bodies, and other agencies was also conducted. This included:

International Association of Public Participation (Quality Assurance Standard)	Department of Fire and Emergency Services
City of Adelaide	City of Hobart
City of Bayswater	Bayside Council
City of Fremantle	City of Hume
Town of Victoria Park	City of Cockburn
City of Wanneroo	Mitchell Shire Council
City of Melville	Sunshine Coast Council
Moreland City Council	City of Brighton & Hove
City of Launceston	Shire of Mundaring
City of Onkaparinga	Department of Health
Department for Environment Water and Natural Resources	Mental Health Commission WA

External Review
The City engaged an external consultant to assist with the review of existing engagement processes. The work included:

- An initial review of the City's existing engagement documents and processes;
- Small group and 1:1 interviews across the organisation to determine the City's understanding of engagement and to determine current and desired engagement practice;
- Facilitating the quality workshops with Executive and Elected Members;
- Engagement training for staff (IAP2 accredited); and
- Assistance with the initial development and review of the *Engagement Framework* and *Engagement Policy*.

Appetite for improved engagement practice
Feedback on the City's current engagement practice was sought through 1:1 and small group interviews of key staff. 'Quality' workshops were also held with Elected Members and Executive. These helped to identify, develop, and progress good community engagement practice at the City and determine the desired level of service.

Use of an assessment tool helped determine the current perceived level of practice, as well as the aspiration (Figure 1). Through these discussions it was identified the City of Kwinana's current engagement practice bridges between responsive and proactive. It should be noted there were a wide range of perspectives on the City's current practice.

The quality workshops with Elected Members and Executive established an agreed vision to be 'Proactive' moving into 'Leading' practice. This provided clear direction for the scope and level of service the review needed to support. The Engagement Framework, Engagement Policy, and supporting documentation and processes have been developed with this in mind.

14.3 REVIEW AND UPDATE OF THE ENGAGEMENT POLICY AND ENGAGEMENT FRAMEWORK

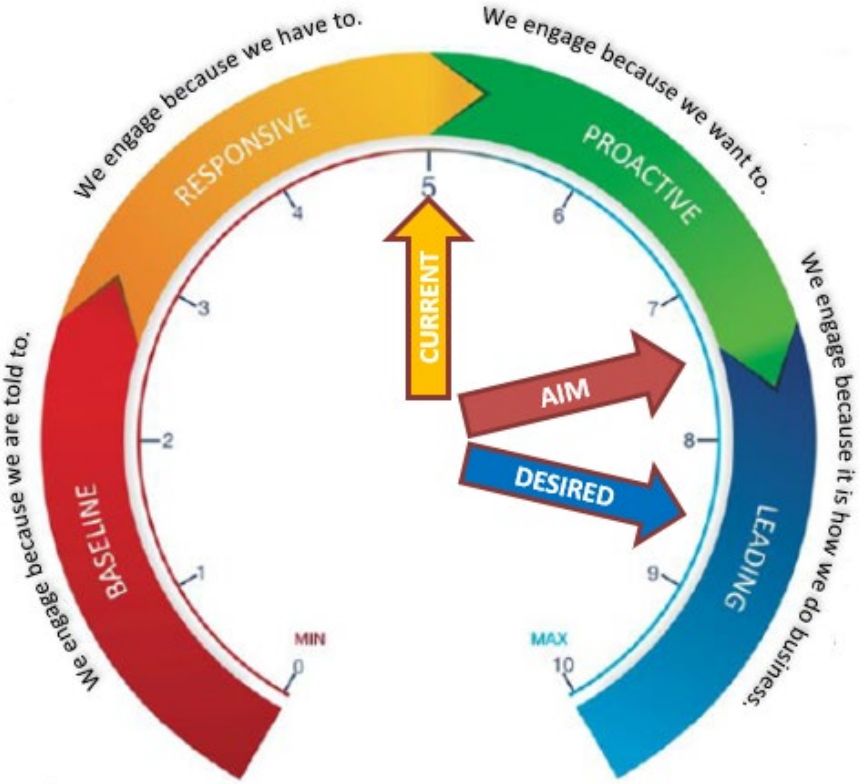


Figure 1: Engagement Dial, used with permission © Aha! Consulting

Engagement Framework and Engagement Policy

Another outcome of these discussions was identifying that the City's aspiration for engagement practice was broader than the initial scope of the review. In order to aspire to 'Leading Practice', the existing documentation and process could not support that aspiration. This prompted a shift in the framing of 'community engagement' in the context of project consultation, to 'engagement' more broadly as all activities that contribute to good decision making and collaboration. The shared understanding and desire emerged as:

- Engagement is not just about point in time consultations;
- Engagement is any meaningful interaction with community and stakeholders intended to influence planning and decisions or lead to collaborations. This includes conversations, meetings, emails, partnerships, reference groups, capacity building, etc;
- It is about repeated interactions, which build and define relationships, and in turn build social capital;
- Stakeholder goodwill and social capital leads to smoother, more efficient business, and more effective outcomes;
- If there is continuous good information flowing in, then focused engagement is only triggered where there is a need to dig deeper with stakeholders in order to make a good decision or improve an outcome; and
- Good engagement practice builds social capital and improves outcomes.

14.3 REVIEW AND UPDATE OF THE ENGAGEMENT POLICY AND ENGAGEMENT FRAMEWORK

To support this vision a new approach to engagement needed to be developed, which led to the 'Love My Kwinana' Engagement Approach. This approach covers three key aspects of engagement, as viewed by the City:

- ***Foundational Engagement*** – understanding who the community and stakeholders are, how they can best be engaged with, and having the tools and capacity to do it well;
- ***Ongoing Engagement*** – longer-term engagement to build strong relationships and a deeper, two-way understanding to guide ongoing activity and foster partnerships; and
- ***Focused Engagement*** – engagement about a specific matter to build upon ongoing engagement.

This approach is detailed further in Attachment 2 – *Engagement Policy* and Attachment 3 - *Engagement Framework*. Both documents are aligned to IAP2's core values, code of ethics, and quality assurance standard.

Feedback on both documents has been sought both internally, and from the community. No substantive changes have been noted with only positive feedback received.

Next Steps
Establishing the Engagement Policy and Engagement Framework is the first step in developing the City's engagement practice. Once adopted, a number of key documents and actions will be delivered:

- The City recently acquired the Engagement HQ online engagement platform to support the review of the Strategic Community Plan. This presents a great opportunity to further update and embed high quality community engagement into the City's day-to-day business. The City's online engagement hub can be viewed at www.lovemykwinana.com. This hub will continue to grow as more engagement projects are integrated over time. Engagement HQ is not intended to replace other methods of engagement, but is an additional tool available to the City.
- Establishing a clear internal cross-functional engagement lead officer.
- Establishing an internal cross functional engagement championing team to continue to develop and promote a culture of engagement excellence, and guide the development of new tools and practices.
- Engagement essentials training – Delivery of International Association of Public Participation (IAP2) Engagement Essentials training to key staff across the organisation. This is to help build understanding of good engagement practice and establish a group of skilled and knowledgeable engagement practitioners at the City. This training is intended to be ongoing, alternating annually between Engagement Essentials, Engagement Methods, and Engagement Design.
- Further development and refining of the engagement toolkit, engagement action plan, and engagement register.

14.3 REVIEW AND UPDATE OF THE ENGAGEMENT POLICY AND ENGAGEMENT FRAMEWORK

LEGAL/POLICY IMPLICATIONS:

Adopting the Engagement Policy requires rescinding the existing Community Engagement Policy.

FINANCIAL/BUDGET IMPLICATIONS:

Most of the costs of implementing the Engagement Framework and Engagement Policy towards best practice are managed within existing budget and resources, though as practice evolves additional investment and resourcing may need to be considered in future years.

Engagement HQ was first licensed for the Strategic Community Plan online engagement process, and has been retained in the 2021/22 draft budget for the Love My Kwinana Engagement Hub. It has an annual licence cost of $23,700 +GST, however future reviews of other platforms will be investigated.

Training costs are currently being managed through the City's training budget. However, consideration of additional resourcing for increased in-house training of key staff will be investigated, with indicative costs being:

IAP2 Engagement Essentials (one day, 25 people)	$5,250 +GST
IAP2 Engagement Methods (two days, 15 people)	$8,950 +GST
IAP2 Engagement Design (two days, 15 people)	$8,950 +GST

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications as a result of the report or its recommendations.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

There are no implications on any determinants of health as a result of this report or its recommendations.

STRATEGIC/SOCIAL IMPLICATIONS:

This proposal will support the achievement of the following outcomes and objectives detailed in the Corporate Business Plan 2020 - 2025 and will meet the following CEO KPI objective.

Plan	Outcome	Objective
Corporate Business Plan	1.1 Develop and strengthen community identity to create a sense of belonging	1.1.12 Review and update the Community Engagement Policy and Framework
CEO KPI		3.3.1 Develop and build a culture that recognises community engagement and the benefits that it delivers

14.3 REVIEW AND UPDATE OF THE ENGAGEMENT POLICY AND ENGAGEMENT FRAMEWORK

COMMUNITY ENGAGEMENT:

Community Engagement has taken place in the following forms:

- External engagement through online engagement hub, following emails to key community representatives and groups, and promotion to the community via social media;
- Presentation at meeting of Boola Maara Many Hands Advisory Group;
- One on one and small group interviews and workshops with staff;
- Quality workshops with Elected Members and Executive;
- Internal invitation for feedback.

COUNCIL DECISION

###

MOVED CR P FEASEY **SECONDED CR S WOOD**

That Council:

1. **Rescind the Council Policy - Community Engagement as detailed at Attachment 1;**
2. **Adopts the Council Policy - Engagement as detailed at Attachment 2;**
3. **Endorse the Engagement Framework as detailed at Attachment 3.**

CARRIED
7/0

ATTACHMENT 1

Policy

Community Engagement



Community Engagement

The purpose of this policy is to establish guidelines for the City of Kwinana's community engagement processes. It is informed by the International Association of Public Participation's Foundations of Public Participation.

Adopted:	23/03/2016 #136
Last reviewed:	
Legal Authority:	Local Government Act Section 2.7 – The Role of Council

Policy:

1. Core Values for Community Engagement:

1.1. Community engagement is based on the belief that those who are affected by a decision have an opportunity to be involved in the decision-making process.

1.2. Community engagement includes the promise that the community's contribution will be considered in the decision-making process.

1.3. Community engagement promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.

1.4. Community engagement seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

1.5. Community engagement seeks input from participants in designing how they participate.

1.6. Community engagement provides participants with the information they need to participate in a meaningful way.

1.7. Community engagement communicates to participants how their input was considered in the decision-making process.

2. Code of Ethics for Community Engagement:

2.1. Purpose: We support community engagement as a process to make better decisions that incorporate the interests and concerns of affected stakeholders and meet the needs of the decision-making body.

2.2. Role of Practitioner: We will enhance the community's participation in the decision-making process in order to assist decision-makers in being responsive to the community's concerns and suggestions.

2.3. Trust: We will undertake and encourage actions that build trust and credibility for the process and among all the participants.

2.4. Defining the Public's Role: We will carefully consider and accurately portray the community's role in the decision-making process.

2.5. Openness: We will encourage the disclosure of relevant information to the community's understanding and evaluation of a decision.

2.6. Access to the Process: We will ensure that stakeholders have fair and equal access to the community engagement process and the opportunity to contribute to the decision-making process.

2.7. Respect for Communities: We will avoid engagement processes that risk polarising the community, and we will attempt to mediate community differences.

3. Community Engagement Matrix:

3.1. The Community Engagement Matrix defines the community engagement processes that are (1) essential, (2) optional, or (3) not applicable, for initiatives by level of impact.

3.2. The Community Engagement Matrix does not supersede statutory requirements or other Council policies for public notice (including the Advertising 'SA' and Town Planning Scheme Amendment Policy), or apply to emergency situations.

3.3. The City will maintain operational procedures for each Community Engagement Matrix process, and integrate them into its quality and project management systems, and strategic and financial planning processes, to ensure they are undertaken in a comprehensive, consistent and robust manner. In addition, all City Council agenda items will include a list of proposed community engagement processes.

3.4. The following definitions apply to the Community Engagement Matrix:

3.4.1. High Impact: All of Kwinana means an initiative with a high level of real or perceived impact or risk across the whole local government area (LGA). It may include the development or review of a Council strategy, or change to an LGA-wide amenity or service.

3.4.2. High Impact: Local means an initiative with a high level of real or perceived impact or risk to one or more suburbs or user groups. It may include a change to a local or niche amenity or service.

3.4.3. Lower Impact: All of Kwinana means an initiative with a lower level of real or perceived impact or risk across the whole local government area. It may include a minor change to an LGA-wide amenity or service, such as a minor improvement to an amenity or the rescheduling of an activity.

3.4.4. Lower Impact: Local means an initiative with a lower level of real or perceived impact or risk to one or more suburbs or user groups. It may include a minor change to a local or niche service or amenity, such as a minor improvement to an amenity or the rescheduling of an activity.

3.4.5. World Cafe means a conversational leadership method created by the World Cafe Community Foundation (see www.theworldcafe.com).

	HIGH IMPACT: ALL OF KWINANA	HIGH IMPACT: LOCAL	LOWER IMPACT: ALL OF KWINANA	LOWER IMPACT: LOCAL
INFORM: To provide the community with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.				
Briefing, public	Optional	Optional	Optional	Optional
Briefing, stakeholders	Essential	Essential	Optional	Optional
Display at site (if applicable)	Essential	Essential	Optional	Optional
Email distribution	Essential	Optional	Optional	Optional
Flyers	Optional	Optional	Optional	Optional
Phone calls, automated	Optional	Optional	Optional	Optional
Phone calls, personal	Optional	Optional	Optional	Optional
Letterbox distribution	Optional	Optional	Optional	Optional
Mail out	Optional	Optional	Optional	Optional
Media release	Essential	Essential	Essential	Optional
Notice in local newspaper	Essential	Essential	Essential	Optional
Notice in newsletter	Essential	Essential	Essential	Optional
Posters	Optional	Optional	Optional	Optional
SMS distribution	Optional	Optional	Optional	Optional
Social media post, paid	Essential	Optional	Optional	Not applicable
Social media post, non-paid	Optional	Optional	Optional	Optional
Website post	Essential	Essential	Essential	Optional
CONSULT: To obtain community feedback on analysis, alternatives and/or decisions.				
Call for submissions	Essential	Essential	Optional	Not applicable

	HIGH IMPACT: ALL OF KWINANA	HIGH IMPACT: LOCAL	LOWER IMPACT: ALL OF KWINANA	LOWER IMPACT: LOCAL
Community art project	Optional	Optional	Optional	Optional
Community event, integration into existing	Optional	Optional	Optional	Optional
Community event, standalone	Optional	Optional	Not applicable	Not applicable
Focus group meetings	Optional	Optional	Optional	Not applicable
Hotline	Optional	Optional	Not applicable	Not applicable
One-on-one meetings	Optional	Optional	Optional	Optional
Online discussion forum	Optional	Optional	Optional	Optional
Online feedback form	Optional	Optional	Optional	Optional
Phone calls, automated	Optional	Optional	Optional	Not applicable
Phone calls, personal	Optional	Optional	Optional	Not applicable
Public meeting	Optional	Optional	Optional	Not applicable
Stall at high-traffic location	Optional	Optional	Optional	Not applicable
Suggestion box	Optional	Optional	Optional	Optional
INVOLVE: To work directly with the community throughout the process to ensure that community concerns and aspirations are consistently understood and considered.				
Community art project	Optional	Optional	Optional	Optional
Community committees	Optional	Optional	Not applicable	Not applicable
Community forum	Optional	Optional	Optional	Optional
Polling, mail survey	Optional	Optional	Optional	Optional
Polling, online survey	Optional	Optional	Optional	Optional
Polling, phone survey	Optional	Optional	Optional	Optional
Site meeting (if applicable)	Optional	Optional	Optional	Optional

	HIGH IMPACT: ALL OF KWINANA	HIGH IMPACT: LOCAL	LOWER IMPACT: ALL OF KWINANA	LOWER IMPACT: LOCAL
Stakeholder workshops	Optional	Optional	Optional	Optional
COLLABORATE: To partner with the community in each aspect of the decision including the development of alternatives and the identification of the preferred solution.				
Community reference group	Optional	Optional	Not applicable	Not applicable
Community summit	Optional	Optional	Not applicable	Not applicable
Joint advisory committee	Optional	Optional	Not applicable	Not applicable
Specialist panel	Optional	Optional	Not applicable	Not applicable
World Cafe	Optional	Optional	Not applicable	Not applicable

ATTACHMENT 2

Council Policy

Engagement



Council Policy	
Legal Authority	Local Government Act Section 2.7 – The Role of Council
Department	Community Engagement

1. Title

Engagement Policy

2. Purpose

The purpose of this policy is to establish the City of Kwinana's commitment to and principles for engagement between the City, stakeholders and the wider community through the use of appropriate, effective and inclusive practices.

3. Scope

This policy applies to all Elected Members, City Officers, and consultants when they are undertaking relationship building, partnership development and consultation to involve others in their work and or decision making.

4. Definitions

Engagement: An intentional process with the specific purpose of working across organisations, stakeholders and communities to shape the decisions or actions of the members of the community, stakeholder or organisation in relation to a problem, opportunity or outcome. [1]

Partnership: A type of engagement activity that produces formal agreements between stakeholders to work together.

Consultation: A type of engagement activity that seeks input on a specific matter at a point in time, usually where additional information or representation is required to that already achieved through ongoing engagement.

Community**:** Individuals who have been grouped together by geographic location (community of place), similar interests (community of practice), or affiliation or identity (such as membership of a club or association).

Stakeholders**:** Individuals, groups, organisations or communities with a specific interest or involvement in a matter who have direct input into the decision making and actions that affect them.

5. Policy statement

5.1 Statement

For the City of Kwinana to deliver on the aspirations of the community it needs meaningful and productive relationships, partnerships and practices. This will ensure that the City better understands the community and is able to provide ongoing opportunities for community and stakeholders to influence decisions, collaborate on action and share in success.

[1] IAP2A; Certificate of Engagement

Engagement thereby encompasses all informal and formal interactions that contribute to shaping the decisions of the City or working with the City on actions. It is more than consultation that is done every now and then; it sits at the heart of how City business is done with respect to building enduring goodwill and cooperation to achieve more than can be done alone.

To implement this the City commits to six Engagement Principles and an Engagement Framework that articulates the City's approach and methodology in greater detail.

5.2 Engagement Principles

Principle 1 – Engagement Culture
The City embraces engagement as key to successful governance and will build a culture and environment conducive to engagement excellence.

Principle 2 – Relationships
The City sees strong relationships as the basis of its work, to build goodwill and harness collective insight and collaboration.

Principle 3 – Participation
The City actively encourages broad participation and will provide equitable opportunities to engage.

Principle 4 – Processes
The City's engagement practices will be undertaken with a genuine intention to be transparent, fair and meaningful.

Principle 5 – Outcomes
The City engages to improve community outcomes, so will be deliberate in linking engagement into planning and actions, and provide timely feedback to community on how they contributed to the final outcome.

Principle 6 – Evaluation
The City will reflect on how well it engages in order to continuously improve engagement effectiveness.

5.3 Engagement Framework

This Policy combines with the City's Engagement Approach, Engagement Toolkit and Engagement Action Plan to form the City's overarching Engagement Framework. The Engagement Framework document provides further detail on how and why the City engages.

6. References

Date of adoption and resolution No.	TBC
Review dates and resolution No.	TBC
Next review due date	June 2023
Related documents	D21/29131 City of Kwinana Engagement Framework

ATTACHMENT 3

City of Kwinana

Engagement Framework



Contents

	Acknowledgement of Country	2
1.	Introduction from the Mayor	4
2.	The Engagement Framework	5
3.	Understanding Engagement	6
4.	Engagement Policy	11
5.	Engagement Approach	13
6.	Engagement Toolkit	16
7.	Engagement Action Plan	18
8.	Framework Evaluation	19
9.	Invitation to Engage	19

Acknowledgement of Country

City of Kwinana acknowledges the Traditional Custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.

The City of Kwinana is committed to the journey of conciliation and respects Aboriginal and Torres Strait Islander people's connection to the Country as the Traditional Custodians of the land. The City of Kwinana's mission is to work together with the Kwinana community to build positive relationships between Aboriginal and Torres Strait Islander communities and non-Aboriginal communities. Throughout this journey, the City aims to promote and assist with the development of pathways and opportunities in support of Aboriginal and Torres Strait Islander communities that are meaningful, mutually beneficial, and sustainable, including efforts to improve engagement and collaboration.

Developed with the support of Joel Levin from Aha! Consulting www.ahaconsulting.net.au











1. Introduction from the Mayor

I am pleased to introduce you to the City of Kwinana Engagement Framework.

The City has a community of diverse individuals, groups, businesses and organisations that we highly value. It is our absolute priority to involve you in helping shape our day-to-day decisions and to work in partnership with you to create the Kwinana we love.

We regularly hear from you about how Kwinana has a small town feel where lots of good people and organisations roll up their sleeves to help each other.

As we rapidly grow however, that close-knit identity may be tested. So it is imperative we maintain that identity by being more deliberate in engaging with each other well. The City will do this by identifying our stakeholders, building genuine two-way relationships, developing stakeholder capacity, providing opportunity for shared influence, and working together on actions.



Therefore, in developing this Framework we knew we needed to focus on relationships and not just a process of consulting with you every now and then about projects or plans.

As we continue improving how we engage, please bear with us while we try new things. Or better yet, work with us! We would love your help, so feel free to join us in the community's online Love My Kwinana Engagement Hub at **www.lovemykwinana.com**

I invite you to read this framework, embrace our commitment and approach, and engage with us soon.

Yours sincerely

Carol Adams OAM

Mayor of Kwinana



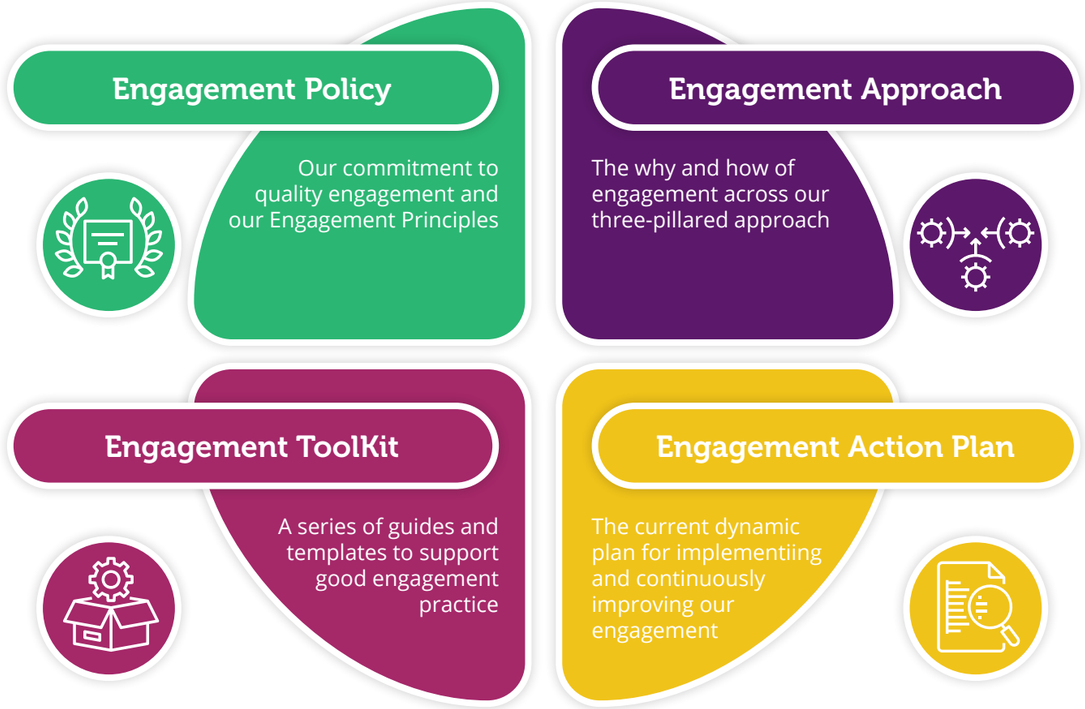




2. The Engagement Framework

A framework is an overarching document to explain the different parts of a whole.

The City of Kwinana's Engagement Framework consists of four important parts: a policy, an approach, a toolkit and an action plan:



The policy and approach communicate to our community how and why we do engagement. The toolkit and action plans are more inward facing documents to guide the City's engagement practices.

This framework document first discusses how the City of Kwinana understands engagement, before outlining the four parts to the Framework in more detail.

3. Understanding Engagement

Defining Engagement

Engagement is founded on the principle that people have a right to be involved in the decisions and actions that affect their lives[1].

As a local government everything we do is done on behalf of the community, so we want to involve them as much as possible.

The International Association for Public Participation (IAP2) defines engagement as:

"An intentional process with the specific purpose of working across organisations, stakeholders and communities to shape the decisions or actions of the members of the community, stakeholder or organisation in relation to a problem, opportunity or outcome."[2].

For the City this means being more intentional in all of our processes for engaging community; in understanding our stakeholders, building relationships, communicating, collaborating, partnering and consulting.

We therefore see an engagement activity as any interaction with community and stakeholders, big or small, formal or informal, intended to contribute to the sharing of information, ideas, influence, decision making, partnerships and collaborative action.

[1] *International Association for Public Participation (IAP2): Core Value #1*

[2] *International Association for Public Participation (IAP2): Engagement Definition*

Why We Engage

Engagement is not an end in itself. It is a vehicle for building the kinds of relationships and understanding that allows the City to make quality decisions, build sustainable partnerships, and have confidence that we are implementing the programs, services and projects that best support the community.

The *Local Government Act 1995, Section 1.3 (2)* also points to engagement leading to;

- Better decision making by local governments
- Greater community participation in the decisions and affairs of local governments
- Greater accountability of local governments to their communities
- More efficient and effective local government.

The City seeks to understand and act on the views, issues and aspirations expressed by the community, balanced against other influences such as budgetary and legislative constraints. While it will always be highly prioritised and valued, engagement does not replace the overall decision making responsibility of Council.

Essentially, it is the City's vision to build a better Kwinana and the best way to do this is by working together with community wherever possible.

Who We Engage

Kwinana has a diverse population who individually and collectively will shape life in Kwinana and will influence its development.

Our community includes individuals such as rate payers, residents, students, workers and business owners, as well as stakeholders such as community groups, businesses, organisations and other spheres of government.

The City of Kwinana will ensure that opportunities exist for everyone to provide input, influence and collaborate on issues that affect them, regardless of age, gender, sexual identity, ethnicity, education, ability and other diverse aspects of identity.

We understand it can sometime seem difficult to engage with us, so will explore different ways to talk to our community to increase inclusion and representation.

We prioritise engaging widely when there is a broad community context or impact, in a more focused manner where impacts are narrow or localised, or quite specifically with known stakeholders with a particular interest in a matter.

Better engagement also occurs when there are strong participants and stakeholders able to readily contribute. We commit to community and economic development and capacity building; where we work deliberately with community and stakeholders to build their strength so they can work with us to achieve the best outcome.

Engagement is also not just externally focused. We will also work across different parts of our organisation with the same principles of engagement that we would apply to the wider community.





Ways That We Engage

The City engages using many different methods and we will be creative in trying to grow the reach and effectiveness of our engagement. Engagement activities will often dynamically change to suit the context of any community issue or opportunity. As such, the detail is captured where it can be updated more flexibly; in specific engagement practice guides, templates, documents and supporting resources that form the Engagement Toolkit.

Some example engagement activities the City undertakes include:

- **Partnerships**
- **Community building activations**
- **Interagency collaborations**
- **Council meetings**
- **Stakeholder meetings**
- **Information sharing**
- **Deliberative correspondence**
- **Consultations**
- **Network meetings**
- **Online engagement hub**
- **Reference groups**
- **Social media information**

While our focus is on the importance of longer term relationships with community and ongoing meaningful opportunities to influence our decisions, traditional project consultation is still critically important. When we do need to consult, it will take place early in the planning stage of any significant change in service, activities or infrastructure where it would be beneficial to have additional information, representation, or evidence than our ongoing engagement give us. This will be guided by a Consultation Guide that is part of our Engagement Toolkit.



Key Terms

To assist with knowing how the City talks about engagement and be more familiar with some key terms within our documents, below are some common terms explained:

Engagement:	The City adopts the IAP2 definition of engagement: "An intentional process with the specific purpose of working across organisations, stakeholders and communities to shape the decisions or actions of the members of the community, stakeholder or organisation in relation to a problem, opportunity or outcome." Engagement therefore refers to our deliberate interactions with community and stakeholders to build strong relationships and facilitate the exchange of information, ideas, influence and collaboration.
Partnership:	A type of engagement activity that produces formal agreements between stakeholders to work together.
Consultation:	A type of engagement activity that seeks input on a specific matter at a point in time, usually where additional information or representation is required to that already achieved through ongoing engagement.
Community:	Individuals who have been grouped together by geographic location (community of place), similar interests (community of practice), or affiliation or identity (such as membership of a club or association).
Stakeholders:	Individuals, groups, organisations or communities with a specific interest or involvement in a matter who have direct input into the decision making and actions that affect them.
City Officers:	Refers to the employees of the City.
Elected Members:	(Sometimes referred to as Councillors) Members of the community who have been selected by the wider community to oversee the strategic direction of the Local Government Authority.



4. Engagement Policy

A Policy is a formal statement of intent about how the City will act. Its most important elements are the Policy Statement and Engagement Principles:

Policy statement

For the City of Kwinana to deliver on the aspirations of the community it needs meaningful and productive relationships, partnerships and practices. This will ensure that the City better understands the community and is able to provide ongoing opportunities for community and stakeholders to influence decisions, collaborate on action and share in success.

Engagement thereby encompasses all informal and formal interactions that contribute to shaping the decisions of the City or working with the City on actions. It is more than consultation that is done every now and then; it sits at the heart of how City business is done with respect to building enduring goodwill and cooperation to achieve more than can be done alone.

To implement this the City commits to six Engagement Principles and an Engagement Framework that articulates the City's approach and methodology in greater detail.

Engagement Principles

Principle 1 **Engagement Culture**	The City embraces engagement as key to successful governance and will build a culture and environment conducive to engagement excellence.
Principle 2 **Relationships**	The City sees strong relationships as the basis of its work, to build goodwill and harness collective insight and collaboration.
Principle 3 **Participation**	The City actively encourages broad participation and will provide equitable opportunities to engage.
Principle 4 **Processes**	The City's engagement practices will be undertaken with a genuine intention to be transparent, fair and meaningful.
Principle 5 **Outcomes**	The City engages to improve community outcomes, so will be deliberate in linking engagement into planning and actions, and will provide timely feedback to community on how they contributed to the final outcome.
Principle 6 **Evaluation**	The City will reflect on how well it engages in order to continuously improve engagement effectiveness.

5. Engagement Approach

An approach is an explanation of why and how we go about things, and provides a guide for the way we work.

Our Engagement Approach is a positively focused three-pillar approach.

Love My Kwinana

We have called our approach the Love My Kwinana Engagement Approach. The 'Love My Kwinana' phrase has become familiar to the community after being coined to encourage participation in developing our 2021 Strategic Community Plan. We received great feedback about this positive approach.

'Love My Kwinana' captures the positivity and pride most people in Kwinana feel for their community and its identity; characterised by a small town feel with an abundance of green spaces and nature, a mix of old and new, and the promise and opportunity that rapid growth brings. 'Love My Kwinana' also speaks to our forward looking approach, to engaging with the community to build and grow a Kwinana we will always love.

Love My Kwinana Engagement Approach

The City's Love My Kwinana Engagement Approach is a three-pillared approach that sees us prioritise positive, enduring relationships with our community through engagement activity that:

- Builds a strong foundation to enable good engagement;
- Fosters ongoing goodwill, shared influence and collaboration; and
- Mobilises these relationships to come together and focus on particular issues or actions; all in the best interests of the Kwinana we love.

This is how we conceptualise this approach:

Love My Kwinana Engagement Approach

Foundational Engagement

Understanding who our community and stakeholders are and how we can best engage with them, and having the tools and capacity to do it well.

Ongoing Engagement

Longer-term engagement to build strong relationships and a deeper two-way understanding to guide ongoing activity and foster partnerships.

Focused Engagement

Engagement about a specific matter to build upon our ongoing engagement.

The following table outlines the objectives for each engagement type, and some example engagement activity associated with each.

Approach	Objectives	Examples
Foundational Engagement Understanding who our community and stakeholders are and how we can best engage with them, and having the tools and capacity to do it well.	• Ensure we know who we need to engage and share information with, and understand how they prefer to be engaged and their key interests • Make it easy for others to engage and access information from us • Build and maintain the tools and systems to avoid duplication and share understanding across the City • Maintain staff engagement capability and culture to a level that is conducive to engagement excellence • Provide resources to undertake community and stakeholder capacity building	• Engagement training for staff • Having a guide to effective consultation • Stakeholder mapping, databases and management plans to better understand who we can engage with • Hosting an online community engagement hub • Building and championing this framework • Establishing a cross-functional engagement championing team • Employing community and economic development officers who build capacity and encourage engagement
Ongoing Engagement Longer-term engagement to build strong relationships and a deeper two-way understanding to guide ongoing activity and foster partnerships.	• Form and maintain stakeholder one-to-one relationships to improve understanding and .foster goodwill, supporting our decision-making and actions • Form and maintain networks and groups that enhance collective understanding, influence and collaborative actions • Build long term partnerships that share the responsibilities of decision making and implementation • Implement general 'quick win' collaborative activities that build engagement momentum and readiness to come together around issues and opportunities	• A long term agreement with a stakeholder to work together • Reference groups and committees to provide ongoing advice • Monthly meetings with stakeholder groups or networks • Regular communication through diverse mediums to seek advice and understanding • Long term development work in a new community to build leadership and local stakeholders and capacity • Events that connect the City and community and foster community spirit to grow interest in participating in other engagement activities
Focused Engagement Engagement about a specific matter to build upon our ongoing engagement.	• Pursue issue-specific partnerships that advantage community outcomes • Engage in a timely manner when priority issues or opportunities arise • Ensure pre-planning assessments accurately identify when consultation is required • Ensure consultation planning and resourcing delivers methods that fit the context and level of influence	• A partnership to work together on a specific issue • A targeted consultation about a project • An activation activity to bring people together around a specific issue or action • Calling together key stakeholders to workshop a coordinated response to a critical issue or emergency





6. Engagement Toolkit

The Engagement Toolkit is a set of guides, templates, documents and other tools City Officers use to guide engagement activities.

While developing staff engagement competencies through training and practice is also fundamental to a good engagement, we recognise that City officers will be at different stages of engagement skill and experience, so the toolkit is designed to provide something for everyone; covering the basics through to best practice information.

The Toolkit is intended to develop flexibly; able to have new and updated guides, templates and other resources added at any time. Some of its key tools will include a partnership guide, consultation guide, customer service charter, stakeholder management database, communications guides and our online Love My Kwinana Engagement Hub.

The Love My Kwinana Engagement Hub at **www.lovemykwinana.com** provides a range of ways to engage with us, featuring some highlighted partnerships, community activation to be involved with, a register to let us know what you are interested in, local stakeholder group opportunities, as well as a range of topics we are consulting on at the moment.

7. Engagement Action Plan

The City's Action Plans state specifically what actions the City will take about a certain area of our work. The Engagement Action Plan outlines the steps we will take to achieve improved engagement practice; detailing exactly what will be done and by who.

These are dynamic documents that are updated regularly and respond to what we learn and agree with community are issues and appropriate actions to take. They then inform our Annual Business Plan which commits us to some priority actions for the year ahead.

The plan also has measures of success to help us track and evaluate how we are improving and achieving the things we said we would do.





8. Framework Evaluation

The City is constantly reviewing our own community engagement practice and researching contemporary best-practice. The Engagement Framework, including all its component parts, will be a living document that will be evaluated and updated as appropriate, in collaboration with our community.

9. Invitation to Engage

We would love to have you involved with us and receive your 'Love My Kwinana' story, ideas, input and collaboration.

You can call, email or write to the City at any time to enquire about opportunities to engage with us, or join us in our Love My Kwinana Engagement Hub at **www.lovemykwinana.com**

City of Kwinana

ADMINISTRATION

Cnr Gilmore Ave and Sulphur Rd,
Kwinana WA 6167
PO Box 21, Kwinana WA 6966

Telephone 9439 0200

customer@kwinana.wa.gov.au

www.kwinana.wa.gov.au

15 Reports – Economic

Nil

16 Reports – Natural Environment

Nil

17 Reports – Built Infrastructure

17.1 Joint Development Assessment Panel Application for General Industry: Battery Energy Storage System – Lot 22 Weston Street, Naval Base

DECLARATION OF INTEREST:

Mayor Carol Adams declared an impartiality interest due to her spouse being employed as the Director Kwinana Industry Council. The proponent in this application is an industry member of the Kwinana Industry Council. Also, due to being a member of the JDAP that will be considering this matter on the 6 July 2021.

Councillor Matthew Rowse declared an impartiality interest due to being a member of the JDAP that will be considering this matter on the 6 July 2021.

SUMMARY:

The City has received an application for a Battery Energy Storage System (BESS) on a portion of the Kwinana Power Station site at Lot 22 Weston Street, Naval Base (the subject site). The application comprises two main components being a battery storage area and an associated substation. The proposed BESS will complement existing infrastructure on the site, utilising approximately 3.99 hectares of the 40.4-hectare site. The application has been assessed against relevant planning legislation and is considered to meet the requirements of the City's Local Planning Scheme No. 2 (LPS2). Further discussion and the development plans can be found in Attachment A.

As the estimated development cost of this application is in excess of $10 million (the estimated cost of development is $120 million), the City of Kwinana (the City) does not have delegation to determine the application. The application is required to be determined by the Joint Development Assessment Panel (JDAP). In accordance with the *Planning and Development (Development Assessment Panels) Regulations 2011,* a Responsible Authority Report (RAR) is required to be prepared by City Officers and is attached for Council's consideration and adoption. The application will likely be considered by the JDAP at a meeting in early July 2021.

OFFICER RECOMMENDATION:

That Council resolve to support the development application for a Battery Energy Storage System at Lot 22 Weston Street, Naval Base as per the recommendation outlined in the Responsible Authority Report (Attachment A) to the Metro Outer Joint Development Assessment Panel.

DISCUSSION:

This application aligns with a number of objectives set out under Council's adopted Draft Local Planning Strategy, particularly under the economy element. These include, 'Stimulate economic development and encourage diversification' and, 'The Western Trade Coast is developed with maximum leverage being gained from investments in new infrastructure'.

17.1 JOINT DEVELOPMENT ASSESSMENT PANEL APPLICATION FOR GENERAL INDUSTRY: BATTERY ENERGY STORAGE SYSTEM – LOT 22 WESTON STREET, NAVAL BASE

The subject application is for a Battery Energy Storage System (BESS) at Lot 22 Weston Street, Naval Base, which is historically known as the Kwinana Power Station site. The subject site is located in the heart of the Kwinana Industrial Area, with the actual proposed development area being located to the east of the site, utilising approximately 3.99 hectares of the 40.4hectare site – see Attachment 7 of the attached RAR (Attachment A).

The proposed BESS development area is divided into two sections being the battery storage area to the north and an associated substation to the south. In addition to these two main sections, the proposal comprises the following components:

- 2x Switch Rooms;
- 2x Control Rooms;
- Perimeter Fencing and sealed service/access tracks;
- Noise wall (adjacent to the battery storage area); and
- Construction Laydown area.

The proposal is incidental to the existing overarching use of the site, for power generation, which was historically approved as a 'General Industry' land use under the City of Kwinana LPS2. The proposed BESS is also classified as a 'General Industry' land use under LPS2.

The application has been advertised to all owners and occupiers of the surrounding properties and has also been referred to various external agencies and government departments. The application has been assessed against planning legislation and requirements as applicable to the development. The proposed development and consideration of planning requirements applicable to the proposal is further discussed in Attachment A – the RAR.

As the estimated development cost exceeds $2 million (estimated cost of this development is $120 million), the application is required to be referred to the JDAP for determination. The application is likely to be considered by the JDAP at a meeting in early July 2021. The City is required to submit the RAR to the DAP Secretariat on 25 June 2021.

The application has been referred to Council prior to the lodgement of the RAR with the JDAP. City Officers do not have delegation to prepare the RAR under the *Planning and Development (Development Assessment Panel) Regulations 2015*. In the event that Council wishes to modify or make an alternative recommendation to that contained within the RAR, this will form a separate recommendation to that of Officers in the RAR for JDAP's consideration.

LEGAL/POLICY IMPLICATIONS:

For the purpose of Councillors considering a financial or impartiality interest only, the proponent is Planning Solutions and the owner is Synergy.

Legislation

- *Planning and Development Act 2005*
- *Contaminated Sites Act 2003*
- *Environmental Protection Act 1986 and relevant Regulations*

17.1 JOINT DEVELOPMENT ASSESSMENT PANEL APPLICATION FOR GENERAL INDUSTRY: BATTERY ENERGY STORAGE SYSTEM – LOT 22 WESTON STREET, NAVAL BASE

State Government Planning Policies
- State Planning Policy 2.6: State Coastal Planning Policy
- State Planning Policy 3.7: Planning in Bushfire Prone Areas
- Environmental Protection (Kwinana) (Atmospheric Wastes) Policy 1999.

Local Planning Scheme
- City of Kwinana, Local Planning Scheme No. 2

Local Planning Policies
- Local Planning Policy 5 – Development Contribution Towards Public Art
- Local Planning Policy 8 – Designing Out Crime
- Local Planning Policy 11 – Site Requirements and Standards for Development within Industrial Zones.

FINANCIAL/BUDGET IMPLICATIONS:

There are no financial or budget implications as a result of this application.

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications as a result of this application.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

The application was referred to the Department of Water and Environment Regulation who provided advice in relation to environmental matters including site contamination and noise impacts. These matters are being addressed and it is noted that minimal clearing of native vegetation is proposed.

Public Health Implications:

The proposal has the potential to help improve the following determinants of health -
- Built Environment –The proposal for a battery energy storage system is consistent with sustainable development principles.

STRATEGIC/SOCIAL IMPLICATIONS:

This proposal will support the achievement of the following outcome and objective detailed in the Strategic Community Plan:

Plan	Outcome	Objective
Strategic Community Plan	A thriving local economy	2.5 Stimulate economic development and encourage diversification.

17.1 JOINT DEVELOPMENT ASSESSMENT PANEL APPLICATION FOR GENERAL INDUSTRY: BATTERY ENERGY STORAGE SYSTEM – LOT 22 WESTON STREET, NAVAL BASE

COMMUNITY ENGAGEMENT:

The application was advertised for 21 days to all property owners/occupiers that abut Lot 22 Weston Street, Naval Base. One submission was received and is discussed in the attached RAR (attached to this report).

RISK IMPLICATIONS:

The risk implications in relation to this proposal are as follows:

Risk Event	Appeal of the JDAP's decision or conditions of approval imposed.
Risk Theme	Failure to fulfil statutory regulations or compliance requirements Providing inaccurate advice/ information.
Risk Effect/Impact	Reputation Compliance
Risk Assessment Context	Strategic
Consequence	Minor
Likelihood	Possible
Rating (before treatment)	Medium
Risk Treatment in place	Reduce - mitigate risk
Response to risk treatment required/in place	Work instructions in place and checklists used when assessing the application. The recommendation on the application is justified on the basis of compliance with the Local Planning Scheme, and the discretion afforded to the JDAP to vary these documents. Liaising with the applicant throughout the application process.
Rating (after treatment)	Low

COUNCIL DECISION

447

MOVED CR S WOOD **SECONDED CR S LEE**

That Council resolve to support the development application for a Battery Energy Storage System at Lot 22 Weston Street, Naval Base as per the recommendation outlined in the Responsible Authority Report (Attachment A) to the Metro Outer Joint Development Assessment Panel.

CARRIED
7/0

ATTACHMENT A

Lot 22 Weston Street, Naval Base
Battery Energy Storage System

Form 1 – Responsible Authority Report
(Regulation 12)

DAP Name:	Metro-Outer	
Local Government Area:	City of Kwinana	
Applicant:	Josh Watson/Planning Solutions	
Owner:	Electricity Generation and Retail Corporation T/A Synergy	
Value of Development:	$120 million ☒ Mandatory (Regulation 5) ☐ Opt In (Regulation 6)	
Responsible Authority:	Local Government & WAPC	
Authorising Officer:	Senior Planning Officer	
LG Reference:	DA9965	
DAP File No:	DAP/21/01975	
Application Received Date:	13 April 2021	
Report Due Date:	25 June 2021	
Application Statutory Process Timeframe:	90 Days	
Attachment(s):	1. Site Plan 2. Detailed Site and Landscape Plan 3. Concept Site Plan 4. Substation Site Plan & Elevations 5. Substation Elevations 6. Battery Site Plan and Elevations 7. Site Context Plan 8. DBP Referral Response 9. DWER Referral Response 10. Noise Assessment 11. 2110 Erosion Mapping 12. 2110 Inundation Mapping 13. Bushfire Management Plan	
Is the Responsible Authority Recommendation the same as the Officer Recommendation? This section to be completed after Council Resolution	☐ Yes ☐ N/A	Complete Responsible Authority Recommendation section
	☐ No	Complete Responsible Authority and Officer Recommendation sections

Responsible Authority Recommendation

That the Metro-Outer JDAP resolves to:

1. **Approve** DAP Application reference DAP/21/01975 and accompanying plans (Attachments 1 - 6) in accordance with Clause 68 of Schedule 2 (Deemed Provisions) of the *Planning and Development (Local Planning Schemes)*

Regulations 2015, and the provisions of Clause 6.1 of the City of Kwinana Local Planning Scheme No. 2, subject to the following conditions:

Conditions

1. Prior to construction of the development, a Construction Management Plan is to be submitted to and approved by the City of Kwinana, addressing but not limited to:
    i. hours of demolition;
    ii. temporary fencing;
    iii. traffic management including, a Traffic Management Plan addressing site access and egress and parking arrangements for staff and contractors;
    iv. management of vibration and dust;
    v. management of construction noise and other site generated noise.

2. The development shall at all times comply with the requirements and recommendations of the Bushfire Management Plan prepared by Linfire Consultancy and dated 30 March 2021 (Reference Number: 20210128111GHD-BMP-001_0) to the satisfaction of the City of Kwinana.

3. Prior to the commencement of operations on site, a noise wall shall be constructed on the eastern boundary of the site, as detailed in the Environmental Noise Assessment (GHD, 29 March 2021) to the satisfaction of the City of Kwinana.

4. Stormwater is to be contained and disposed of on site to the satisfaction of the City of Kwinana.

Advice Notes

i. This decision constitutes planning approval only and is valid for a period of two (2) years from the date of approval. If the subject development is not substantially commenced within the two (2) year period, the approval shall lapse and be of no further effect.

ii. The applicant is advised that the Minister for Planning has issued a formal notice extending the deadline for substantial commencement by an additional two (2) years for all applications approved during the current State of Emergency. In effect, this means that the timeframe for substantial commencement is now four (4) years from the date of this determination.

iii. The applicant is advised that this approval is not a building permit, which constitutes a separate legislative requirement. Prior to any building work commencing on site, a building permit or building permit exemption must be obtained from the City of Kwinana. Significant penalties apply under the *Building Act 2011* for any failure to comply with this requirement.

iv. The applicant is advised that the site is classified as *'Contaminated - Remediation Required'* under the *Contaminated Sites Act 2003*. A suitable occupational health safety and environmental management plan should be developed that reflects all known and potential contamination exposure risks associated with all site activities. The applicant is advised to contact the Department of Water and Environment Regulation for further information.

v. The applicant is advised that the premises is required to comply with the Environmental Protection (Noise) Regulations 1997 and Environmental Protection (Unauthorised Discharges) Regulations 2004 irrespective of whether the premises is prescribed or not.

vi. The applicant is advised to contact APA prior to construction in relation to the Parmelia Gas Pipeline corridor. The proposed development is located to the south of the development area and may impact on the gas pipeline.

vii. The Cockburn Sound Coastal Alliance's City of Kwinana Coastal Adaptation Plan identifies the subject site within the Coastal Management Unit 10 – Naval Base. The proponent is referred to this document for its consideration in respect to mitigating any future risk to built form and infrastructure.

Reasons for Responsible Authority Recommendation

This section is to be completed where the Council resolution differs from the Officer Recommendation. The Council minutes in that case would be shown here, including reasons for that decision.

Details: outline of development application

Region Scheme	Metropolitan Region Scheme
Region Scheme - Zone/Reserve	Industrial
Local Planning Scheme	Local Planning Scheme No.2
Local Planning Scheme - Zone/Reserve	General Industry
Structure Plan/Precinct Plan	N/A
Structure Plan/Precinct Plan - Land Use Designation	N/A
Use Class and permissibility:	General Industry: 'P' (Permitted) Land Use
Lot Size:	40.4 Hectares
Existing Land Use:	General Industry (Electricity Generation)
State Heritage Register	No
Local Heritage	☒ N/A ☐ Heritage List ☐ Heritage Area
Design Review	☒ N/A ☐ Local Design Review Panel ☐ State Design Review Panel ☐ Other
Bushfire Prone Area	Yes
Swan River Trust Area	No

Proposal:

Proposed Land Use	General Industry

Proposed Net Lettable Area	N/A (Area to be utilised: 3.99 hectares)
Proposed No. Storeys	N/A
Proposed No. Dwellings	N/A

Synergy proposes to construct and connect a Battery Energy Storage System (BESS) on a portion of the Kwinana Power Station site at Lot 22 Weston Street, Naval Base (the subject site) – refer to Attachment 7 for the site context. The proposed development has two main components being the battery storage area and an associated substation. The battery storage area comprises of a series of large batteries that could be compared to a standard sea container in terms of size. The development plans can be seen in Attachments 1 - 6.

Synergy advise that as Western Australia's leading energy generator and retailer, it plays an important role in the everyday life of West Australians. In recent times, the energy industry has seen an increasing uptake in renewable energy with the development of large-scale windfarms, solar and individual residential solar systems. Synergy advises that much of these renewable generation sources cannot be controlled and electricity generation output from these assets can vary significantly over a short period of time, depending on whether there is sun, cloud or wind. This presents a need for these renewables to be carefully controlled to quickly absorb excess supply and ultimately mitigate system security risks.

The applicant advises that the overarching purpose of the proposed BESS is to avoid system security issues and provide for a more reliable electricity network. The resultant benefits of the proposed BESS are to:

- Enable Synergy to optimise the use of several of its existing generation assets;
- Provide network services such as voltage control; and
- Provide other system benefits such as frequency control.

Land Use

The proposed BESS development area is divided into two sections being the battery storage area to the north and an associated substation to the south. In addition to these two main sections, the proposal comprises the following components:

- 2x Switch Rooms;
- 2x Control Rooms;
- Perimeter Fencing and sealed service/access tracks;
- Noise wall (adjacent to the battery storage area); and
- Construction Laydown area.

The proposal is incidental to the existing overarching use of the site for power generation, which was historically approved as a 'General Industry' land use under the City of Kwinana Local Planning Scheme No.2 (LPS2).

Under LPS2, a 'General Industry' land use includes the generation of electricity, which is the overarching use of the site. The proposed BESS is incidental to, and supports the overall use of the site in generating electricity. Therefore, it is considered appropriate for the proposal to be classified as a 'General Industry' land use under LPS2. This approach is also consistent with previous approvals on the site that have been issued for minor additions which have also been classified as a 'General Industry' land use under LPS2. The 'General Industry' land use is a 'P' (permitted) land use under LPS2 within the General Industry zone.

Background:

Site Context
The subject site is 40.4 hectares in area and is home to the Kwinana Power Station and associated infrastructure. The proposed BESS will complement existing infrastructure on the site, utilising approximately 3.99 hectares of the site. The lot is wedged between Cockburn Sound to the west and a state-owned railway reserve to the east. The site has direct access from Weston Street to the south. A number of established, heavy industrial land uses surround the lot including Alcoa Australia to the north. The actual development area for the proposed BESS is over 450 metres from the Cockburn Sound shoreline.

Site History
The Kwinana Power Station was established at Lot 22 Weston Street in the early 1970's. Over the last 50 years, infrastructure on the site has expanded on an as needed basis with a number of high-efficiency gas turbines, multiple switch yards, large storage tanks, administration and parking areas being established across the site. The southern portion of the BESS development area currently contains decommissioned storage tanks. Separate planning approvals have been obtained for the removal of these tanks and associated infrastructure. Attachment 7 shows the existing infrastructure and the proposed location of the BESS development on the subject site.

Legislation and Policy:

The proposed BESS is subject to a range of licences and regulations applicable for industry in Western Australia. A summary of the key legislation, regulations or local laws relevant to the application is listed below:

Legislation
- *Planning and Development Act 2005*
- *Contaminated Sites Act 2003*
- *Environmental Protection Act 1986 and relevant Regulations*

State Government Planning Policies
- State Planning Policy 2.6: State Coastal Planning Policy
- State Planning Policy 3.7: Planning in Bushfire Prone Areas
- Environmental Protection (Kwinana) (Atmospheric Wastes) Policy 1999.

Local Planning Scheme
- City of Kwinana, Local Planning Scheme No. 2

Local Planning Policies
- Local Planning Policy 5 – Development Contribution Towards Public Art
- Local Planning Policy 8 – Designing Out Crime
- Local Planning Policy 11 – Site Requirements and Standards for Development within Industrial Zones.

Consultation:

Public Consultation
The proposal represents a "P" (permitted) land use under Table 1 – Zoning and Use Classes of LPS2, and therefore is not required to be advertised. However, due to the scale and nature of the project, the application was advertised to all adjoining property owners and occupiers for a period of 21 days. One response was received whereby

the respondent outlined that while it does not object to the proposal, a number of issues regarding vehicular access were raised.

Issue Raised	Respondents Comments	Officer Comments
Vehicular Access between Weston Street and the adjoining property to the north (Alcoa's Kwinana Alumina Refinery) may be compromised as part of the BESS development.	Alcoa's Kwinana Alumina Refinery is located to the north of the subject site. The proposed BESS development area incorporates a private road which is a key access point for Alcoa (from Weston Street to the south) – see Figure 1 below. The respondent stated the following in this regard: • It is of critical importance to Alcoa that its access along the private road is maintained both throughout construction phase and for the life of the development. • During construction phase, majority of vehicles are proposed to be accessing the BESS development area via this private road	The following comments are made: • The applicant has responded to the comments raised and advised that Synergy has been engaged in discussions with Alcoa regarding the use of this private access road to reach an agreement. • This private access road will only be used by Synergy during the construction phase of the BESS. • Following construction, access to the BESS will be from the internal Synergy site. • A condition of approval is recommended for a construction management plan to satisfy the respondents comments (this was also the request of the applicant).

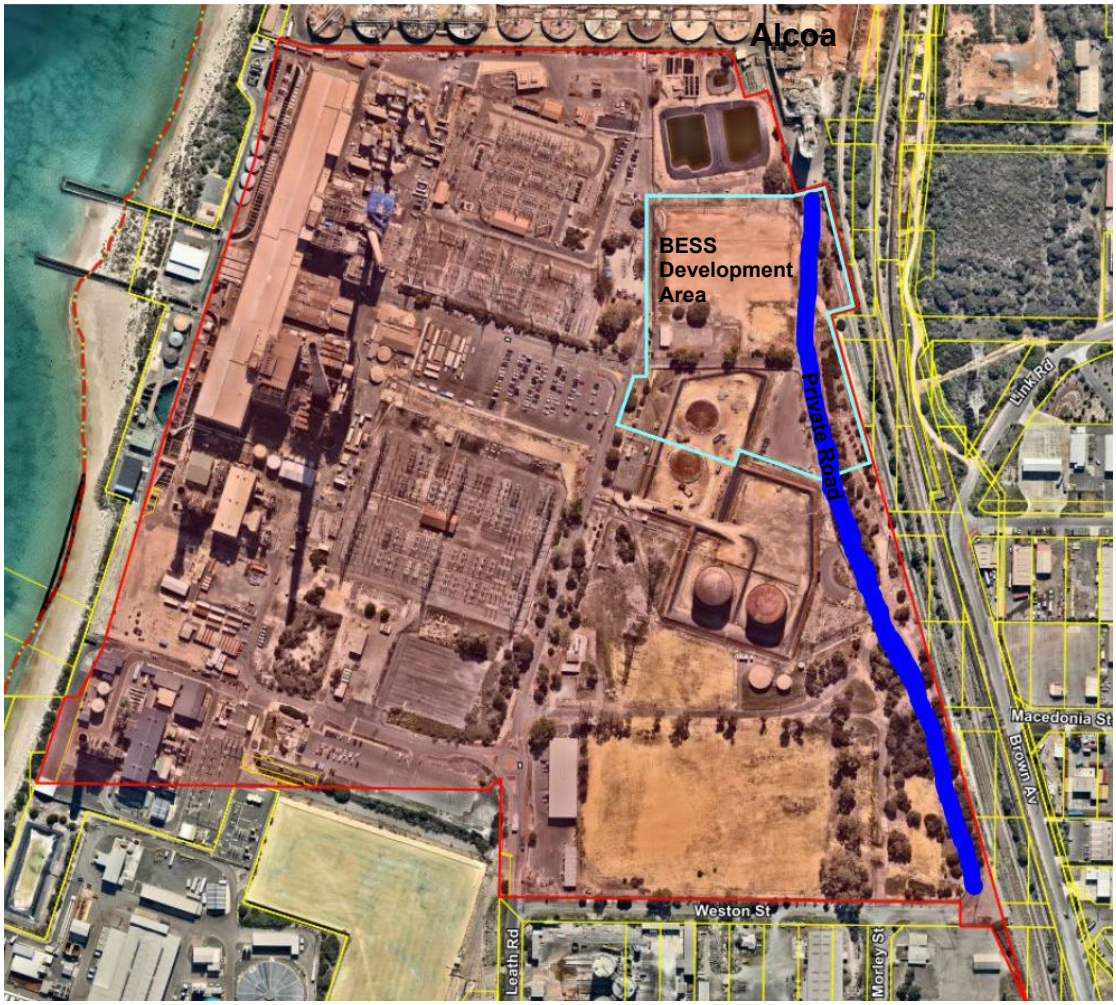


Figure 1

Referrals/consultation with Government/Service Agencies

The following government departments and service agencies were consulted with a response being provided:

- Department of Water and Environmental Regulation (DWER)
- Parmelia Gas Pipeline (APA)
- Dampier Bunbury Pipeline operator (DBP)

DWER's response is discussed later in this report. The proposed development is located within the 150-metre pipeline notification zone of both the Dampier to Bunbury Natural Gas Pipeline and the Parmelia Gas Pipeline. The application was therefore referred to the respective pipeline operates (DBP and APA). DBP stated no objection to the proposal (see Attachment 8). The City has referred and attempted to contact APA on multiple occasions but has not received a response. However, it is noted that the proposed development is located outside the APA pipeline corridor (located to the south of the BESS development area). An advice note is recommended for the applicant to liaise with APA in this regard.

Design Review Panel Advice
Not Applicable

Planning Assessment:

The proposal has been assessed against all relevant legislative requirements of the Scheme, State and Local Planning Policies outlined in the Legislation and Policy section of this report. The following matters have been identified as key considerations for the determination of this application:

- Zoning
- Objectives of Industrial Development
- Public Art
- Environmental Considerations
- Coastal Planning
- Bushfire Planning

Zoning

The subject site is zoned 'General Industry' under LPS2 and 'Industrial' under the Metropolitan Region Scheme (MRS). As per the resolution under Clause 32 of the MRS (RES 2015/01), the proposed development requires an approval by the Local Government under LPS2 and an approval from the WAPC under the MRS. In accordance with this resolution, the proposed development is within the area shown on WAPC plan No. 4.1489/1 and is valued at over $250 000. The City therefore does not have delegation to determine this development under the MRS. Therefore, a Responsible Authority Report (RAR) has also been prepared by the WAPC on this application.

Objectives of Industrial Development

The application was considered against Local Planning Policy 11: Site requirements and standards for development within Industrial Zones (LPP11). The proposed development is considered to meet the relevant objectives and requirements of LPP11 as follows:

Objective	Comment
To clearly identify the circumstances where Council will consider variations to the site requirements and development standards outlined in LPS2 for industrial zoned lots.	The proposed development meets all site requirements and development standards as outlined in LPS2 and therefore this objective is satisfied.
To encourage a high standard of development with flexible development controls, which recognise the realistic commercial needs of businesses, while helping to ensure industrial development has minimal impact on the Cockburn Sound Catchment.	The proposed development is located more than 100 metres from any public road, therefore having no visual impact on the public realm. The development is consistent with existing infrastructure on the site and will only complement the industrial zone it is located. While it is acknowledged the site may be affected by contamination, the development is taking into consideration remediation efforts that will further mitigate impacts on the Cockburn Sound Catchment. The proposal is therefore considered to meet the objective.
To ensure the appropriate provision and siting of landscaping, security fencing, and verge parking ensuring that the City	The proposal is sufficiently set back from all boundaries with established landscaping being retained adjacent to

of Kwinana (the City) is not exposed to risk of public liability.	the BESS. The proposed batteries are approximately 2.5 metres in height with a series of 23 metre high 'lightning poles' across both the battery and substation areas. The substation includes a 14 metre high 'Blast Wall' to protect infrastructure and surrounds. Furthermore, a 3.5 metre noise wall is proposed adjacent to the proposed batteries to satisfy noise emission requirements. The development area is enclosed by adequate security fencing (chain link). Development of this nature as proposed is considered appropriate for the zone and has minimal impact on public safety, satisfying the objective.

Public Art

The application was considered against Local Planning Policy 5: Development Contribution towards Public Art (LPP5). The proposed development is valued at $120 million and this policy requires a public art contribution be provided for certain developments valued over $2 million.

Clause 3 of the Policy outlines where development is exempt from either providing public art on the development site or providing a monetary contribution for public art in the vicinity. Clause 3.3 clarifies the exemptions by stating that the requirements to provide for public art will only be *required on new developments or major extensions only in the General Industry zone.*

Considering the BESS is located in the General Industry zone, an assessment to determine whether the proposed development is classified as a 'new development' or a 'major extension' (as per Cl 3.3 above) is detailed below. It should be noted that LPP5 defines a 'major extension' as follows:

> *Those extensions that introduce a new plant or physical infrastructure for a process chain **and/or** significant increases in throughput and production capacity. While not limited to, it may also refer to replacement and/or addition to administration buildings and/or other supporting facilities or buildings'*

Exemption Classification	**Assessment/Comment**
New Development	The proposal is not a new, standalone development. The intent of the Policy in referring to 'New Development' is clearly for developments that introduce a new land use (i.e. development on a vacant lot or development where the existing use is demolished). The proposed development is an addition to the existing power station which has also been approved as a 'General Industry' land use.

Major Extension: a. Extension that introduces new plant or physical infrastructure for a process chain; b. Extension that introduces significant increases in throughput and production capacity; c. may also refer to replacement and/or addition to administration buildings and/or other supporting facilities or buildings.	a. The proposal is for a 100MW battery storage system to create a more reliable/efficient electricity network. While it is acknowledged that new physical infrastructure is being proposed, the BESS is not part of a process chain - essentially the existing land use as a power station is not dependant on the construction of the BESS. b. The primary purpose of the proposed battery is to contribute to the avoidance of system security issues. The BESS will not introduce an increase in throughput and/or production capacity. The BESS will enable Synergy to optimise the use of several of its existing generation assets, provide some network services (such as voltage control) and other system benefits (such as frequency control). **c.** The proposed development will not replace or add to existing administration buildings or supporting facilities. Switch rooms (x2) and control rooms (x2) (total of 286.2m2) are proposed, however these are considered insignificant in the site context.

Based on the above assessment, City Officers are of the view that the proposed development is exempt from the requirements of LPP5. In addition to the above, and for the purposes of providing for proper and orderly planning, the following general comments are also made regarding the development and its relationship with LPP5:

- The proposed development is not visible from the public realm as it is located more than 250 metres from a public road. Notwithstanding the fact that the development is located on a site that abuts a public road, if the provisions of LPP5 were applicable, the City would prefer a contribution rather than providing public art adjacent to the development area.
- There are no staff that will be permanently based at the proposed BESS development site. If public art was endorsed within the BESS development area, it would only be 'enjoyed' by ad-hoc service persons.

In summary, the requirements of LPP5 are not relevant to the proposal as the development is considered exempt under Cl 3 of the Policy. Notwithstanding this, if the JDAP is of the opinion that the proposed development is not exempt under LPP5 and should contribute to public art, the City's standard condition for a public art contribution is recommended.

Environmental Considerations

As previously mentioned in this report, the proposal was referred to DWER in relation to potential environmental impacts including:

- Noise
- Contaminated site

In its response, DWER outlined that it does not object to the proposal and provided a number of comments the abovementioned key issues. DWER also stated that Synergy has been in contact with DWER regarding this proposal. DWER's response can be seen in Attachment 9 and is further discussed below.

Noise:

DWER and the City's Health Department have considered noise implications as a result of the proposed BESS operations. The applicant provided an Environmental Noise Assessment (ENA) to support the application – see Attachment 10. As per the Noise Assessment, it was noted that cumulative noise levels from the existing power station and the proposed BESS are predicted to comply with the permitted noises levels subject to the installation of a noise wall along the eastern boundary. The nearest noise sensitive areas are Medina and Naval Base/Wattleup, and it is predicted that noise levels from the BESS will meet relevant requirements of the *Environmental Protection (Noise) Regulations 1997* with the mitigation measure (noise wall) as detailed by the ENA. A condition of approval is recommended to require the noise wall be constructed prior to the use commencing. Regardless, DWER has requested advice be provided to the applicant that the development is required to comply with the *Environmental Protection (Noise) Regulations 1997* at all times.

Contaminated Sites:

It is noted that subject site was classified as a contaminated site in 2009 as also seen on the certificate of title. The proposed BESS development area is located on an area that contained former fuel oil bulk storage tanks. Synergy has been liaising with DWER in relation to contamination on the site and noted a considerable amount of work has been undertaken in the last few years to investigate and remediate much of the site.

DWER advised that given uncertainties associated with the current contamination status of the site, it cannot comment on the suitability of the site for the proposed battery energy storage system. However, DWER has been liaising with Synergy on this matter and is confident that contamination is being addressed and the development is consistent with the current electricity power station generation use on the site. DWER therefore advised it has no objection to the proposed development and recommends that the approval include advice regarding contaminated sites.

Coastal Planning

The application has been considered against State Planning Policy 2.6: Coastal Planning Policy (SPP2.6) and the associated guidelines. The proposed BESS is located to the eastern boundary of the subject site, approximately 450 metres from the Cockburn Sound shoreline.

As per SPP2.6, the responsible authority needs to consider coastal hazards when assessing development applications and determine whether a proposed development is appropriate for the coastal zone . Where a development is at risk to

the adverse impacts of coastal hazards such as erosion and storm surge inundation within the planning timeframe (of 100 years), the appropriateness of the development should be considered. The policy advises that where proposing infill development, any new development should be located on the least vulnerable portion of the site.

In the absence of more detailed assessment, SPP2.6 includes calculations for erosion caused by future sea level rise.

In this case however, there is more detailed assessment for this coastline area as part of Coastal Adaptation Plan (CAP) commissioned by the Cockburn Sound Coastal Alliance (CSCA). It included mapping that identified both inundation and erosion risks for this section of the coastline. (Attachments 11 and 12).

The BESS is located within Coastal Management Unit 10 – Naval Base (CMU) on the eastern side of Synergy's landholding in the industrial zone. As seen in Attachments 11 - 12, the proposed BESS is located outside of both the projected inundation and erosion 100-year mapping, being approximately 200 metres from high risk areas. Access to the development is from the south, not from the coastal side of the development and it does not encroach on any remaining vegetation or beach.

The applicant has referenced the CSCA's CAP in its development application documents and has noted that no measures are required to be implemented for this development. While no immediate measures are needed, is worth noting that the CSCA CAP does note that Coastal Management Unit 10 is an area which has been identified as an area increasingly vulnerable to erosion and sea level rise. It is important that the applicant consider this implication into the future.

Bushfire Planning

A portion of the proposed BESS development area is located within a bushfire prone area as prescribed by DFES. The applicant has submitted a Bushfire Management Plan (BMP) – see Attachment 13. Following a review of the BMP, City Officers are satisfied the implementation of bushfire mitigation measures outlined in the BMP to reduce the bushfire threats adequately demonstrate the risk can be managed. A condition is recommended for the development to comply with the requirements and recommendations of the BMP.

Conclusion:

The proposed development adequately addresses relevant planning objectives and considered to be an effective use of currently underutilised land within the Kwinana Power Station site. The proposed BESS seeks to integrate new technology into energy generation. This technology is leading the way in promoting innovation and new energy solutions. Such developments are essential in reducing emissions and optimising the use of existing renewable energy generation assets. In this regard, the proposed development is consistent with the overarching planning principles of the City's draft Local Planning Strategy, incorporating sustainability principles that seek to ensure the needs of future generations can be met.

Officer Recommendation

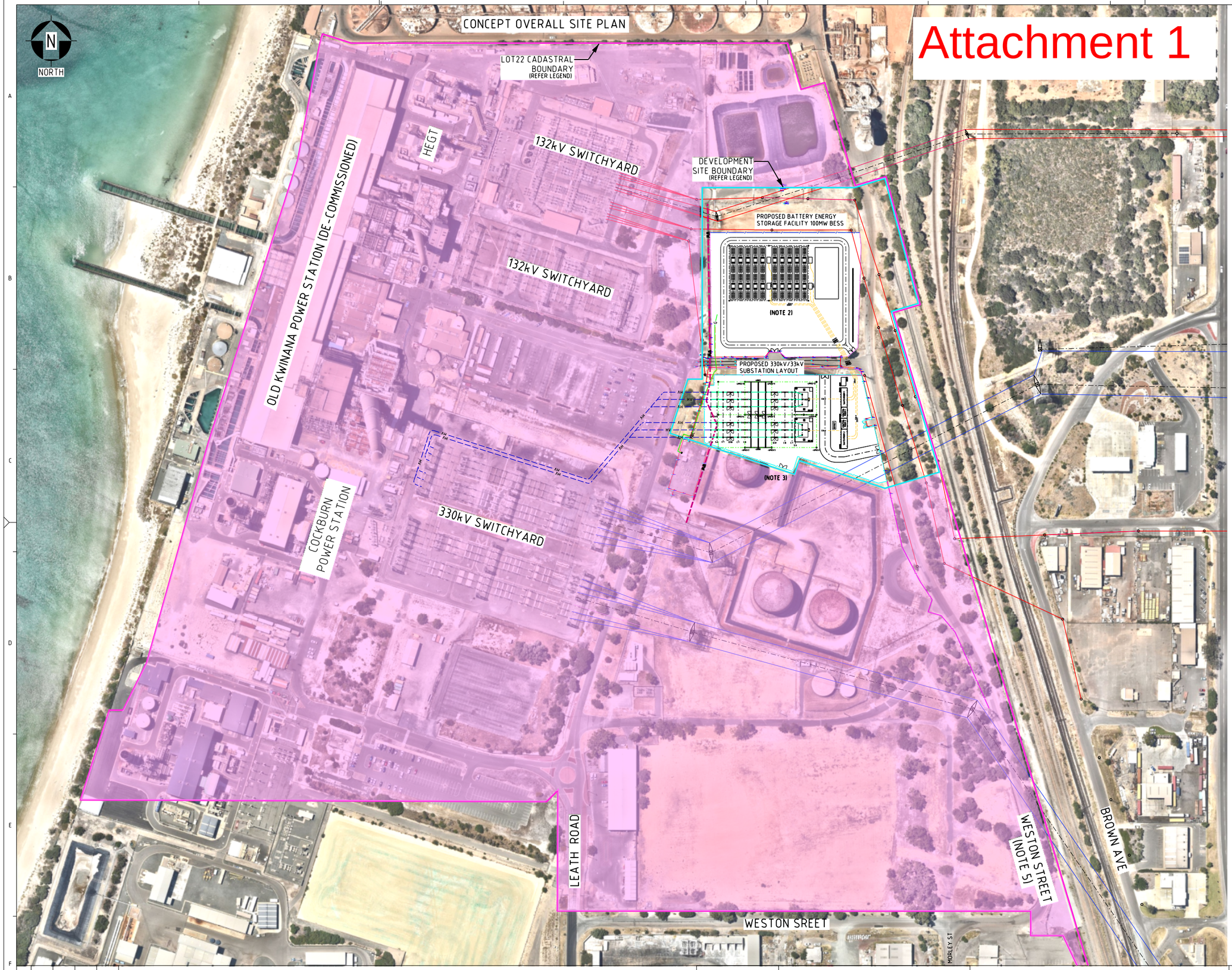
This section is to be completed where the Officer Recommendation is different to Council's recommendation (the 'Responsible Authority Recommendation').

Reasons for Officer Recommendation

This section is to be completed where the Officer Recommendation is different to Council's recommendation (the 'Responsible Authority Recommendation').

CONCEPT OVERALL SITE PLAN

Attachment 1



NOTES:

1. ALL DIMENSIONS IN METRES (m).
2. BATTERY STORAGE FACILITY - (INDICATIVE LAYOUT)
   PERIMETER - 454.02m
   AREA - 12455.02m^2.
3. 330/33kV SWITCHYARD - (INDICATIVE LAYOUT)
   PERIMETER - 496.09m
   AREA - 10853.50m^2.
4. THIS AREA IS NOT THE SUBJECT OF THIS APPLICATION.
5. WESTON STREET WILL BE THE MAIN ACCESS ROAD FOR CONSTRUCTION. EXISTING INTERNAL ROADS WILL BE USED FOR OPERATION.

LEGEND:

- 330kV POWERLINE
- HV — PROPOSED 330kV U/G CABLE
- 132kV POWERLINE
- 33kV — PROPOSED 33kV U/G CABLES
- G — U/G HP GAS
- FOC — U/G FIBRE OPTIC
- OW — OILY WATER
- WW — WASTE WATER
- LOT 22 CADASTRAL BOUNDARY
  PERIMETER -2972.53m
  AREA - 404059.82m^2
- DEVELOPMENT SITE BOUNDARY
  PERIMETER - 880.34m
  AREA - 41207.72m^2
- NEW FENCE PALISADE (ANTI-CLIMB) 2.5m
- NEW FENCE CHAINLINK 2.5m
- EXISTING FENCE
- NOTE 4

Worley
energy | chemicals | resources

REV	DATE	DRWN	CHK'D	APP'D	DESCRIPTION	DRAWING No	TITLE
A	03.05.21	JH	GM	GS	ISSUED FOR APPLICATION		

DRAWING REVISIONS | DRAWING REFERENCES

KWINANA POWER STATION

330kV/33kV SUBSTATION AND 100MW BESS PLANT
CONCEPT OVERALL
SITE PLAN

DRAWN	J. HARTLEY	02.03.21
CHECKED	G. MANNING	
APPROVED		

DRAWING NUMBER: RW412400-SK-0001

0
SCALE 1:1500 U.O.N

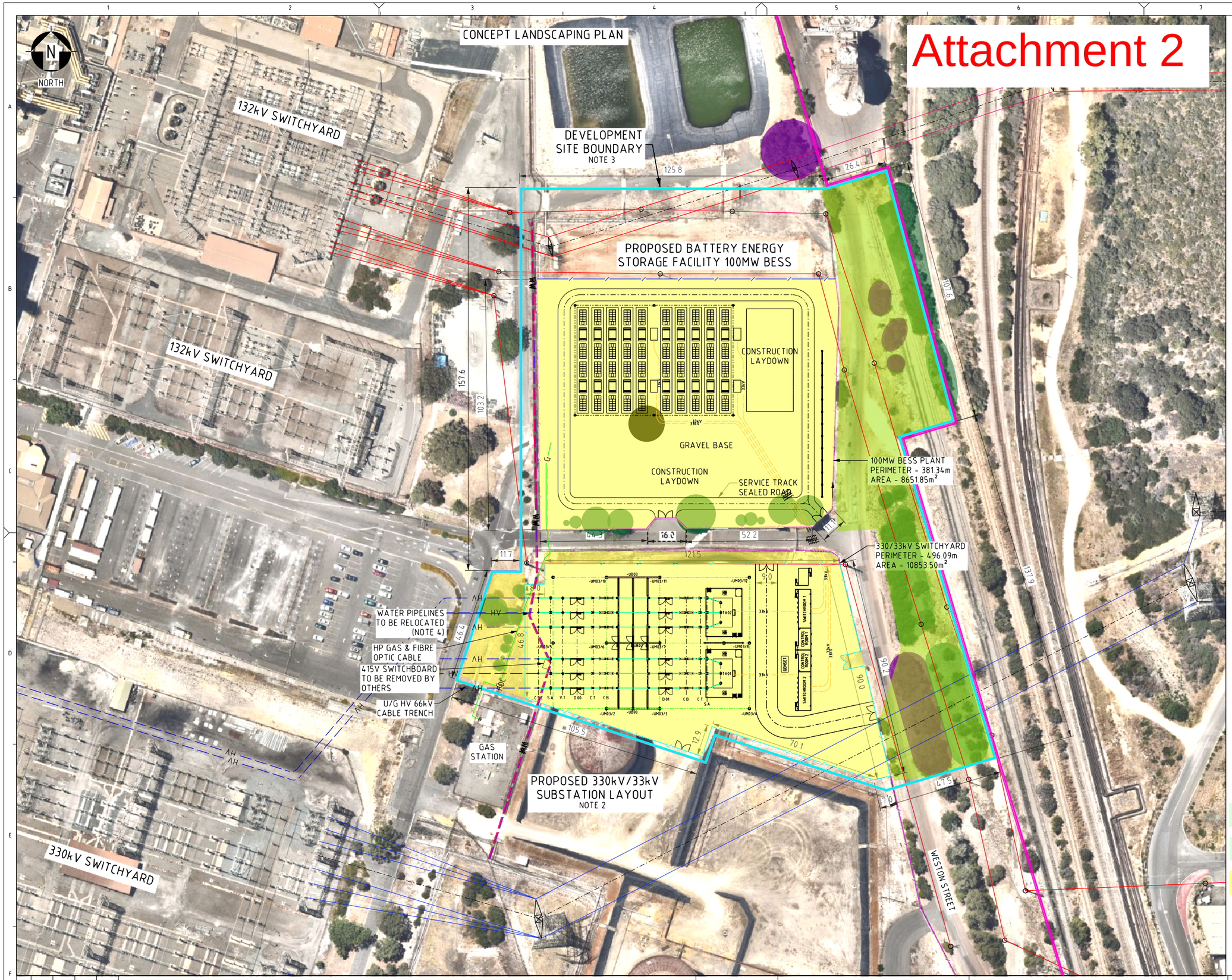
synergy

NEXT SHT:
REVISION: A

A1

©2017 Electricity Generation and Retail Corporation t/as Synergy. Enquiries should be addressed to Synergy, 6282 7001 or The Forrest Centre, 219 St Georges Terrace Perth WA 6000 AUSTRALIA

Attachment 2



NOTES:

1. ALL DIMENSIONS IN METRES (m).
2. ALL VEGETATION WITHIN THE 330kV/33kV SUBSTATION FENCLINE TO BE REMOVED.
3. ALL VEGETATION/TREES WITHIN THIS BOUNDARY SHALL BE RETAINED WHERE POSSIBLE.
4. WASTE WATER & OILY WASTE WATER PIPELINES SHALL BE RELOCATED AWAY FROM THE 330/33kV SWITCHYARD. A 6.0m CLEARANCE SHALL BE REQUIRED.
5. THE 100MW BATTERY FARM PROPOSED LAYOUT IS ONLY AT CONCEPT AT THIS STAGE. A MORE ACCURATE LAYOUT SHALL BE COMPLETED AT DETAILED DESIGN.

LEGEND:

- 330kV POWERLINE
- HV — PROPOSED 330kV U/G CABLES
- 132kV POWERLINE
- 33kV — PROPOSED 33kV U/G CABLES
- G — U/G HP GAS
- FOC — U/G FIBRE OPTIC
- OW — OILY WATER
- WW — WASTE WATER
- LOT 22 CADASTRAL BOUNDARY PERIMETER - 2972.53m AREA - 404059.82m²
- DEVELOPMENT SITE BOUNDARY PERIMETER - 868.38m AREA - 39865.58m²
- NEW FENCE PALISADE (ANTI-CLIMB) 2.5m
- NEW FENCE CHAIN LINE 2.5m
- EXISTING FENCE
- EXISTING TREES & VEGETATION TO REMAIN PERIMETER - 796.62m AREA - 13861.6m² (34% OF DEVELOPMENT BOUNDARY)
- EXISTING TREES & VEGETATION TO REMAIN BUT SHALL BE MANAGED IN ACCORDANCE WITH THE BUSHFIRE MANAGEMENT PLAN
- EXISTING TREES & VEGETATION TO BE REMOVED

Worley
energy | chemicals | resources

REV	DATE	DRWN	CHK'D	APP'D	DESCRIPTION
A	03.05.21	JH	GM	GS	ISSUED FOR APPLICATION

DRAWING REVISIONS

DRAWING No	TITLE

DRAWING REFERENCES

KWINANA POWER STATION

330kV/33kV SUBSTATION AND 100MW BESS PLANT
CONCEPT LANDSCAPING
SITE PLAN

DRAWN	J.HARTLEY	25.02.21
CHECKED	G.MANNING	
APPROVED		

SCALE 1:750 U.O.N.

DRAWING NUMBER RW412400-SK-0002

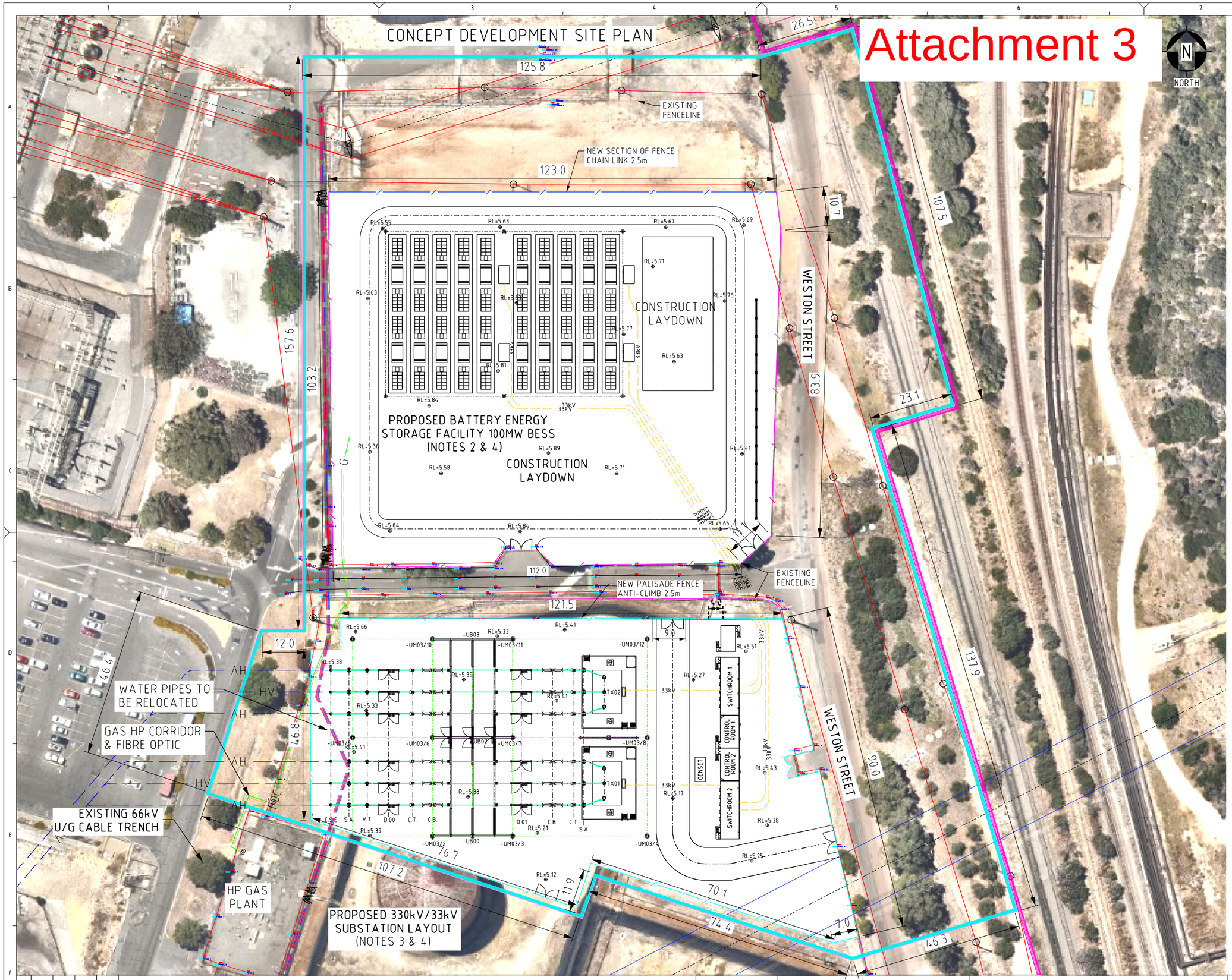
synergy

NEXT SHT

REVISION A

©2017 Electricity Generation and Retail Corporation t/as Synergy. Enquiries should be addressed to Synergy, 6282 7001 or The Forrest Centre, 219 St Georges Terrace Perth WA 6000 AUSTRALIA

Attachment 3



NOTES:

1. ALL DIMENSIONS IN METRES (m).
2. BATTERY STORAGE FACILITY : PERIMETER - 381.34m AREA - 8651.85m².
3. 330/33kV SWITCHYARD : PERIMETER - 496.09m AREA - 10853.50m².
4. SPECIFIC LAYOUT AND CONFIGURATION OF BATTERY'S AND SWITCHGEAR ARE CONCEPT ONLY AT THIS STAGE. A MORE ACCURATE LAYOUT SHALL BE COMPLETED AT THE DETAILED DESIGN STAGE.
5. TOTAL AREA OF THE INDICATIVE BATTERY & SUBSTATION LAYOUT IS : 865185 + 10853.50 = 19505.35m².

LEGEND:

- 330kV POWERLINE
- HV — PROPOSED 330kV U/G CABLES
- 132kV POWERLINE
- 33kV — PROPOSED 33kV U/G CABLES
- G — U/G HP GAS
- FOC — U/G FIBRE OPTIC
- OW — OILY WATER
- WW — WASTE WATER
- LOT 22 CADASTRAL BOUNDARY PERIMETER - 2972.53m AREA - 404059.82m²
- DEVELOPMENT SITE BOUNDARY PERIMETER - 909.69m AREA - 42010.34m²
- NEW FENCE PALISADE (ANTI-CLIMB) 2.5m
- NEW FENCE CHAIN LINK 2.5m
- EXISTING FENCE
- CONSTRUCTION BOUNDARY
- RL=4.81 RELATIVE LEVEL (m)

Worley energy | chemicals | resources

REV	DATE	DRWN	CHK'D	APP'D	DESCRIPTION
A	26.03.21	JH	GM	GS	ISSUED FOR APPLICATION

DRAWING REVISIONS

DRAWING No	TITLE

DRAWING REFERENCES

KWINANA POWER STATION

330kV/33kV SUBSTATION AND 100MW BESS PLANT
CONCEPT DEVELOPMENT
SITE PLAN

DRAWN	J. HARTLEY	26.02.21
CHECKED	G. MANNING	
APPROVED		

SCALE 1:500 U.O.N.

DRAWING NUMBER RW412400-SK-0003

synergy

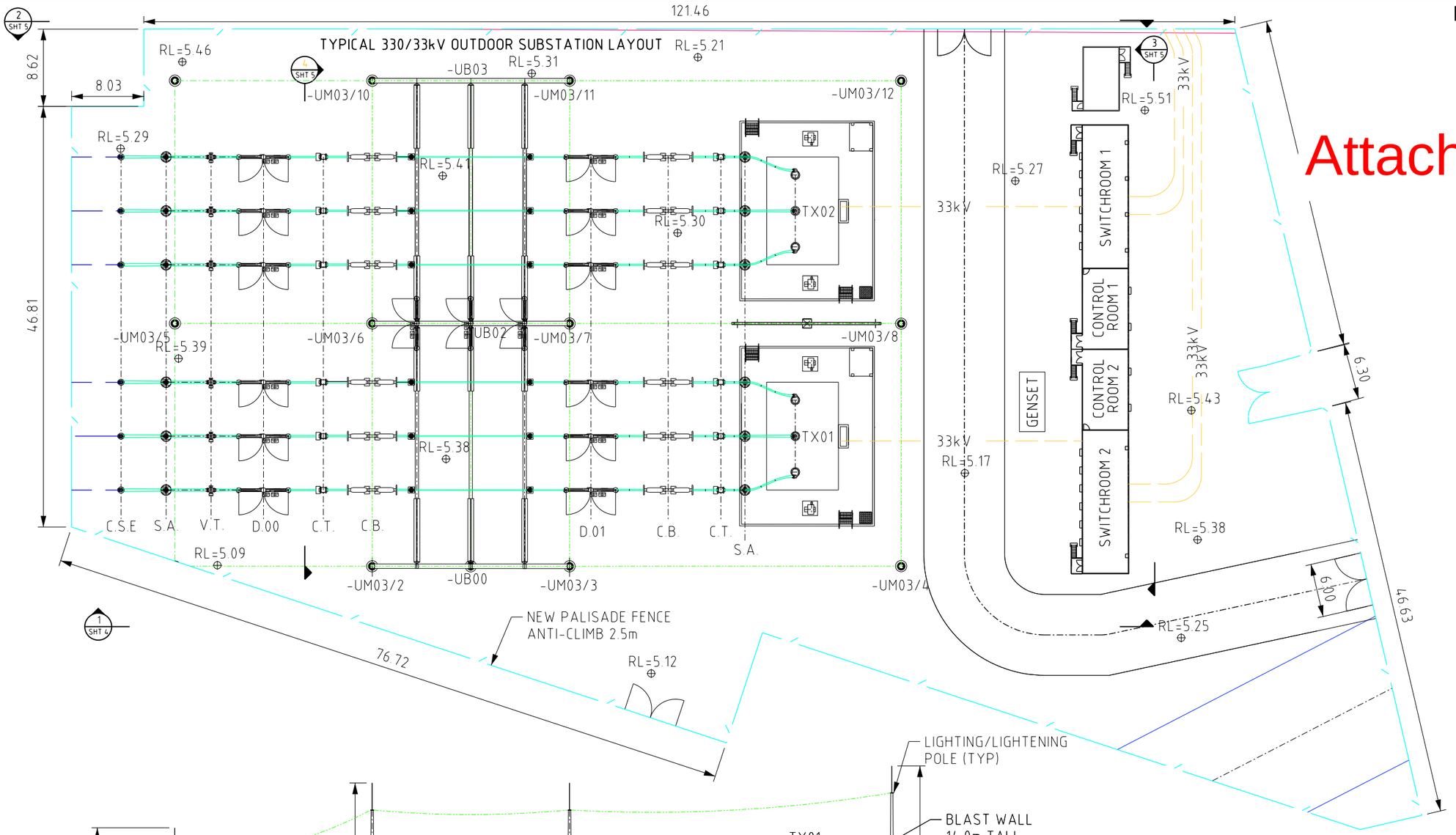
NEXT SHT

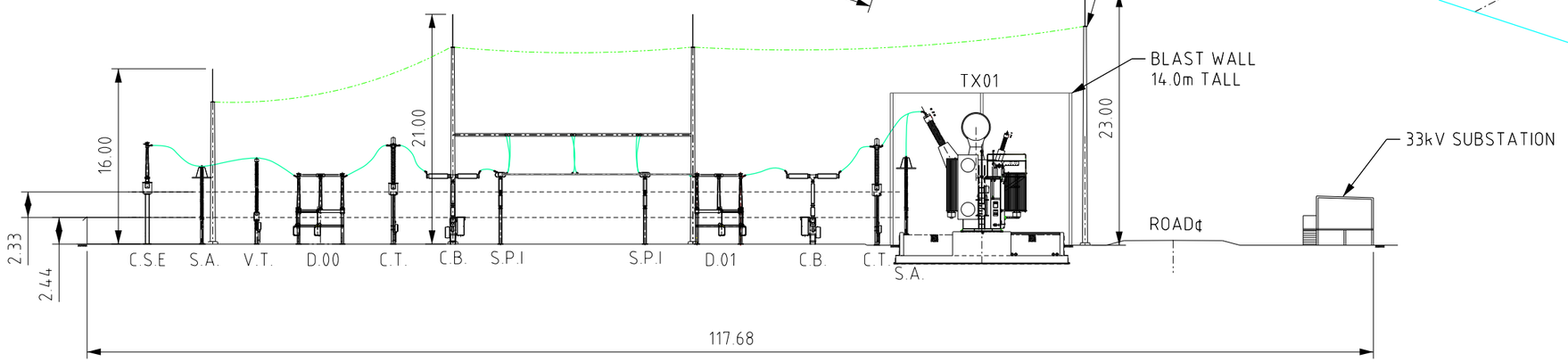
REVISION A

©2017 Electricity Generation and Retail Corporation t/as Synergy. Enquiries should be addressed to Synergy, 6282 7001 or The Forrest Centre, 219 St Georges Terrace Perth WA 6000 AUSTRALIA

NORTH

TYPICAL 330/33kV OUTDOOR SUBSTATION LAYOUT





SECTION 1
SCALE 1 : 250

NOTES:

1. ALL DIMENSIONS IN METRES (m).
2. THIS 300/33kV SUBSTATION LAYOUT AND SECTION IS ONLY CONCEPT AT THIS STAGE. A MORE ACCURATE LAYOUT SHALL BE DONE IN THE DETAILED DESIGN PHASE.

Attachment 4

LEGEND:

- BUSBAR
- 330kV CONDUCTOR
- 330kV POWERLINE
- HV — PROPOSED 330kV U/G CABLES
- 33kV — PROPOSED 33kV U/G CABLES
- FOC — U/G FIBRE OPTIC
- OVERHEAD EARTHWIRE
- U/G FIBRE OPTIC
- 330kV POWERLINE
- SUBSTATION FENCE

Worley
energy | chemicals | resources

REV	DATE	DRWN	CHK'D	APP'D	DESCRIPTION
A	03.05.21	JH	GM	GS	ISSUED FOR APPLICATION

DRAWING REVISIONS

DRAWING No	TITLE
RW412400-SK-0005	KWINANA POWER STATION 330/33kV SUBSTATION SECTIONS

DRAWING REFERENCES

KWINANA POWER STATION

330kV/33kV SUBSTATION AND 100MW BESS PLANT
330kV/33kV SUBSTATION
SITE PLAN & SECTION

DRAWN	J.HARTLEY	03.03.21
CHECKED	G.MANNING	
APPROVED		

DRAWING NUMBER: RW412400-SK-0004

SCALE 1:250 U.O.N.

synergy

NEXT SHT

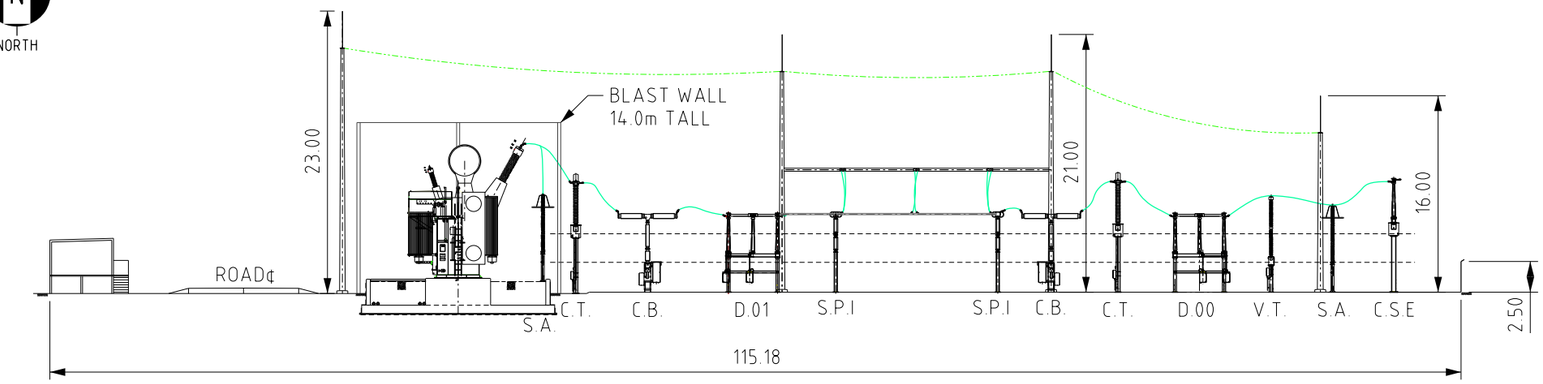
REVISION A

©2017 Electricity Generation and Retail Corporation t/as Synergy. Enquiries should be addressed to Synergy, 6282 7001 or The Forrest Centre, 219 St Georges Terrace Perth WA 6000 AUSTRALIA

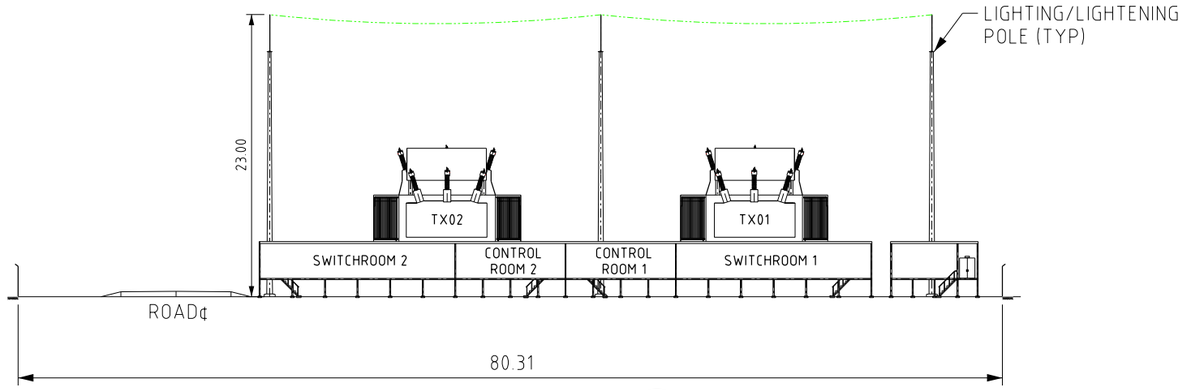
330/33kV OUTDOOR SUBSTATION SECTIONS

Attachment 5

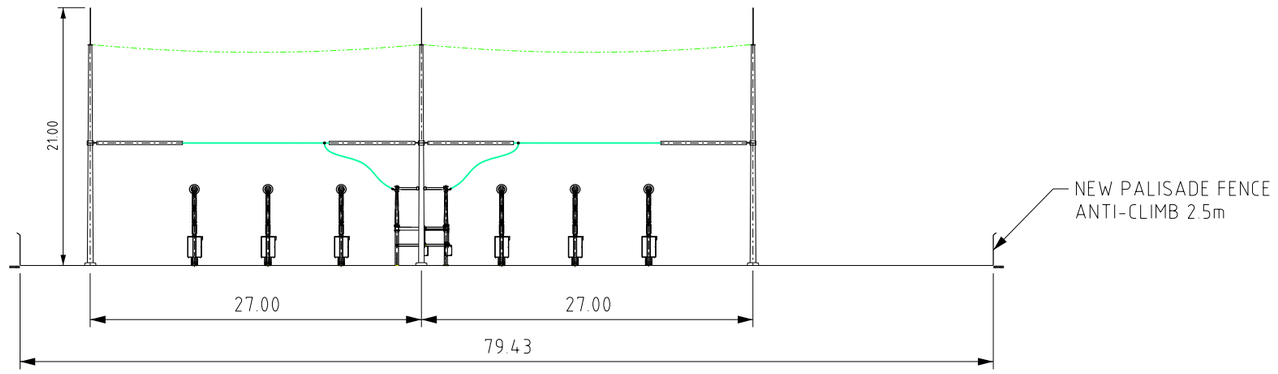
NORTH



SECTION 2
SCALE 1 : 250



SECTION 3
SCALE 1 : 250



SECTION 4
SCALE 1 : 250

NOTES:

1. ALL DIMENSIONS IN METRES (m).
2. THESE 300/33kV SUBSTATION SECTIONS ARE ONLY CONCEPT AT THIS STAGE. A MORE ACCURATE SECTION DRAWING SHALL BE DONE IN THE DETAILED DESIGN PHASE.

LEGEND:

- BUSBAR
- 330kV CONDUCTOR
- OVERHEAD EARTHWIRE
- U/G FIBRE OPTIC
- SUBSTATION FENCE

Worley
energy | chemicals | resources

REV	DATE	DRWN	CHK'D	APP'D	DESCRIPTION	DRAWING No	TITLE
A	03.05.21	JH	GM	GS	ISSUED FOR APPLICATION	RW412400-SK-0004	KWINANA POWER STATION 330/33kV SUBSTATION SITE PLAN

DRAWING REVISIONS — DRAWING REFERENCES

KWINANA POWER STATION

330kV/33kV SUBSTATION AND 100MW BESS PLANT
330kV/33kV SUBSTATION
SECTIONS

DRAWN	J.HARTLEY	03.03.21
CHECKED	G.MANNING	
APPROVED		

SCALE 1 : 1500 U.O.N

DRAWING NUMBER
RW412400-SK-0005

synergy

NEXT SHT
REVISION A

©2017 Electricity Generation and Retail Corporation t/as Synergy. Enquiries should be addressed to Synergy, 6282 7001 or The Forrest Centre, 219 St Georges Terrace Perth WA 6000 AUSTRALIA

Attachment 6

100MW PROPOSED BATTERY FARM

NEW SECTION OF CHAIN LINK FENCING

122.99

10.71

EXISTING FENCE

LIGHTING/ LIGHTENING POLES

CONSTRUCTION LAYDOWN

NOISE WALL

CONCRETE SLAB

1 SET OF 10 BATTERY'S

CONSTRUCTION LAYDOWN

NOISE WALL (NOTE 4)

EXISTING FENCE

103.18

83.86

5.00

112.05

11.09

TX

SUB

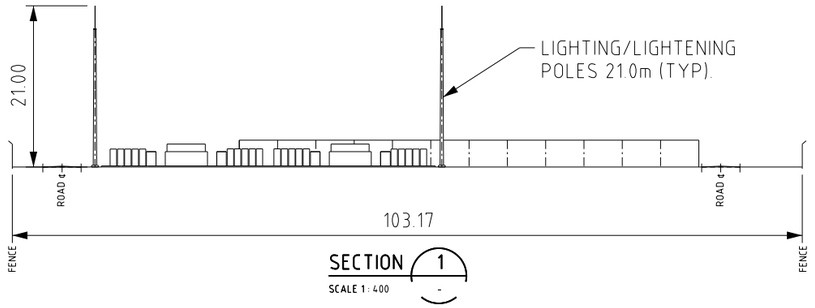
33kV

RL=5.69 RL=5.46 RL=5.63 RL=5.67 RL=5.77 RL=5.65 RL=5.63 RL=5.58 RL=5.97 RL=5.64 RL=5.12 RL=5.65 RL=5.60 RL=5.12 RL=5.48 RL=5.34 RL=5.84 RL=5.45 RL=5.41 RL=5.48 RL=5.73 RL=5.75 RL=5.84 RL=5.65 RL=5.90 RL=6.03 RL=5.90

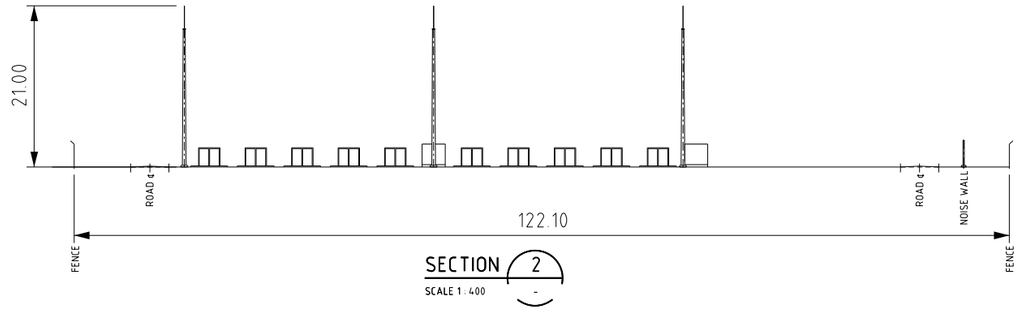
NORTH

NOTES:

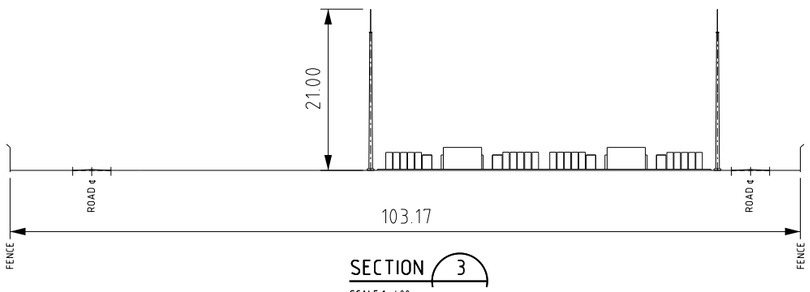
1. ALL DIMENSIONS IN METRES (m).
2. THE 100MW BATTERY FARM PROPOSED PLAN LAYOUT IS ONLY CONCEPT AT THIS STAGE. A MORE ACCURATE LAYOUT SHALL BE DONE IN THE DETAILED DESIGN PHASE.
3. THE BATTERY STORAGE AREA IS 865185m^2
4. NOISE WALL 3.5m HIGH x 60.0m LONG, CONCRETE TILT PANEL CONSTRUCTION.



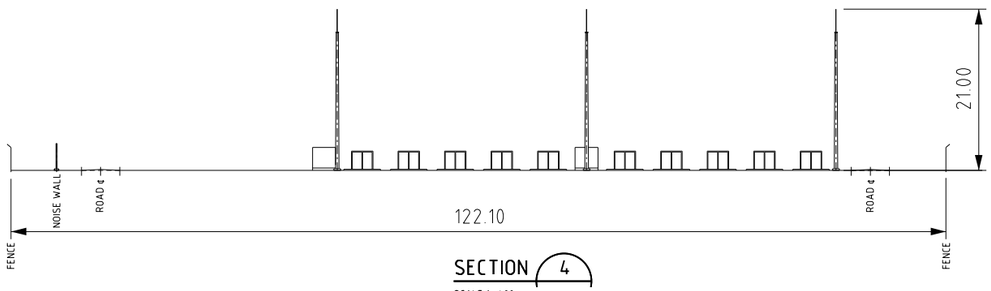
SECTION 1
SCALE 1 : 400



SECTION 2
SCALE 1 : 400



SECTION 3
SCALE 1 : 400



SECTION 4
SCALE 1 : 400

TYPICAL 100MW PROPOSED BATTERY FARM SECTIONS

LEGEND:

- CONCRETE SLAB
- GRAVEL/BLUE METAL
- 132kV POWERLINE
- 33kV PROPOSED 33kV U/G CABLES
- LOT 22 CADASTRAL BOUNDARY PERIMETER - 2972.53m AREA - 404059.82m^2
- DEVELOPMENT SITE BOUNDARY PERIMETER - 909.69m AREA - 42010.34m^2
- NEW CHAIN LINK FENCE 2.5m
- EXISTING FENCE

Worley
energy | chemicals | resources

REV	DATE	DRWN	CHK'D	APP'D	DESCRIPTION
A	03.05.21	JH	GM	GS	ISSUED FOR APPLICATION

DRAWING REVISIONS

DRAWING No | TITLE

DRAWING REFERENCES

KWINANA POWER STATION

330KV/33kV SUBSTATION AND 100MW BESS PLANT
100MW/200MWh BESS PLANT
LAYOUT

DRAWN	J.HARTLEY	03.03.21
CHECKED	G.MANNING	
APPROVED		

SCALE 1: 400 U.O.N

DRAWING NUMBER
RW412400-SK-0006

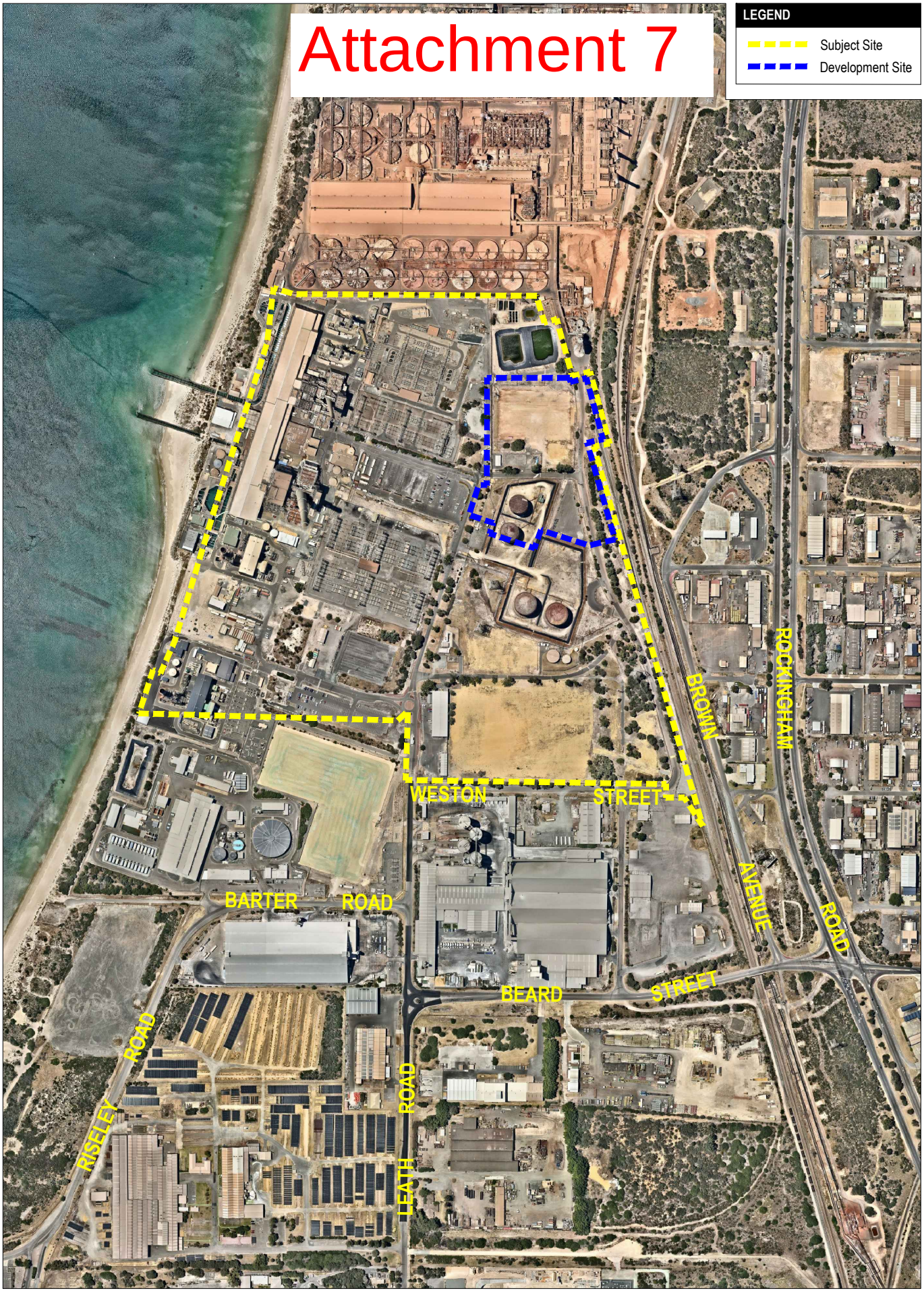
synergy

NEXT SHT
REVISION A

A1

©2017 Electricity Generation and Retail Corporation t/as Synergy. Enquiries should be addressed to Synergy, 6282 7001 or The Forrest Centre, 219 St Georges Terrace Perth WA 6000 AUSTRALIA

Attachment 7



PLANNING SOLUTIONS
URBAN & REGIONAL PLANNING

SCALE	1: 7,500 @ A4
DATE	10 March 2021
FILE	210310 7219 Aerial Photograph.dwg
REVISION	2/RC/Rev/10.03.2021
	1/RC/First Draft/25.02.2021

Scale Bar (m) 0 50 100 200

AERIAL PHOTOGRAPH

LOT 22 WESTON STREET
NAVAL BASE, WESTERN AUSTRALIA

FIGURE 01

DISCLAIMER: THIS DOCUMENT IS AND REMAINS THE PROPERTY OF PLANNING SOLUTIONS AND MAY NOT BE COPIED IN WHOLE OR IN PART WITHOUT THE WRITTEN CONSENT OF PLANNING SOLUTIONS. ALL AREAS, DISTANCES AND ANGLES ARE APPROXIMATE ONLY AND ARE SUBJECT TO SURVEY. BASEPLAN SOURCE: NEARMAPS

Attachment 8

Dampier Bunbury Pipeline

Your Ref: DA9965
Our Ref: LM: Planning May 2021
Contact: Neil Parry
Telephone: 08 9223 4944

Level 23, 140 St Georges Terrace
Perth WA 6000
Postal Address
PO Box Z5267
Perth St Georges Tce WA 6831
Telephone: +61 8 9223 4300
Facsimile: +61 8 9223 4301

14 May 2021

Mr Wayne Jack
Chief Executive Officer
City of Kwinana
PO Box 21
KWINANA WA 6966

Attention: Jared Veenendaal

Dear Wayne

APPLICATION NO: 9965 LOT 22 WESTON STREET, NAVAL BASE

Thank you for your referral email of 16 April seeking comment on the proposed Battery Energy Storage System at the abovementioned site.

DBP as the owner and operator of the Dampier to Bunbury Natural Gas Pipeline has no objection to the proposal as indicated on the plans supplied.

Should you have any further inquiries, please do not hesitate to contact me on the number above.

Yours sincerely

Neil Parry
Head of Land Management
Dampier Bunbury Pipeline

Government of Western Australia
Department of Water and Environmental Regulation

Attachment 9

Your ref: DA9965
Our ref: RF3779-04, PA 041492
Enquiries: Jane Sturgess, Ph 9550 4228

City of Kwinana
PO Box 21
Kwinana WA 6966

Attention: Jared Veendendall

Dear Jared

DEVELOPMENT APPLICATION – LOT 122 WESTON STREET, NAVAL BASE – INTEGRATED BATTER ENERGY STORAGE SYSTEM AND ASSOCIATED INFRASTRUCTURE

Thank you for providing the development application received 16 April 2021 for the Department of Water and Environmental Regulation (Department) to consider.

The Department has identified that the proposed development at Lot 122 Weston Street in Naval Base has the potential for impact on environment and water resource management. In principle the Department does not object to the proposal however key issues, recommendations and advice are provided below and these matters should be addressed.

Issue
Industry Regulation

Advice
The Department regulates emissions and discharges from the construction and operation of prescribed premises through a works approval and licensing process, under Part V, Division 3 of the *Environmental Protection Act 1986* (EP Act).

The categories of prescribed premises are outlined in Schedule 1 of the *Environmental Protection Regulations 1987*.

The EP Act requires a works approval to be obtained before constructing a prescribed premises and makes it an offence to cause an emission or discharge from an existing prescribed premises unless they are the holder of a works approval or licence (or registration) and the emission is in accordance with any conditions to which the licence or works approval is subject.

Kwinana Peel Region
107 Breakwater Parade Mandurah Ocean Marina Mandurah Western Australia 6210
PO Box 332 Mandurah Western Australia 6210
Telephone: 08 9550 4222 Facsimile: 08 9581 4560
www.dwer.wa.gov.au

The provided development referral request was reviewed in relation to works approval and licence requirements under Part V Division 3 of the EP Act.

Based on the information provided, the proposed operations were considered as per Schedule 1 of the *Environmental Protection Regulations 1987* for the following category:

Category	Category description	Production or design capacity
52	Electric power generation: premise (other than premises within category 53 or an emergency or standby power generating plant) on which electrical power is generated using a fuel.	20 MW or more in aggregate (using natural gas) 10MW or more in aggregate (using fuel other than natural gas)

Synergy provided information to the Department on 29 March 2021 regarding its proposed installation of a battery storage system and associated substation on the licensed Kwinana Power Station. The Department responded to Synergy on 13 April 2021 noting that the proposal did not appear to fall within a prescribed premises category under Schedule 1 of the *Environmental Protection Regulations 1987*.

Section 53 of the *Environmental Protection Act 1986* (EP Act) outlines obligations for certain types of changes to an existing prescribed premises to be approved. Under the Department's Regulatory Framework, the appropriate mechanism for obtaining approval (if required) is through the grant or amendment of a works approval or licence. While it is a licence holder's responsibility to decide whether a change falls within section 53 of the EP Act and lodge an application (if required). However, the Department agrees that the proposed battery system is unlikely to trigger requirements under section 53 of the EP Act for this premises if it does not generate or alter emissions or waste from the existing prescribed premises.

It is noted noise may be a relevant factor for this proposal. As part of its section 53 of the EP Act deliberations, it is recommended that Synergy consider its noise emissions profile for the existing prescribed premises and whether proposed new infrastructure and equipment may impact on the overall contribution of noise emissions from the premises.

The premises will need to comply with the *Environmental Protection (Noise) Regulations 1997 and Environmental Protection (Unauthorised Discharges) Regulations 2004* irrespective of whether the premises is prescribed or not.

Note that this advice is provided based on the information provided. Should this information change, the works approval and/or licensing requirements may also change. Applicants are encouraged to contact the Department at info@dwer.wa.gov.au or 6364 7000 for further information or to clarify requirements, should there be changes to information.

Issue
Contaminated sites

Recommendation
See direct response from the contaminated sites branch dated 3 May 2021 – copy attached.

Where the Department has a statutory role, planning applications should be considered prior to the Department issuing any relevant permits, licenses and/or approvals.

In the event that the applicant determines that a works approval or licence application is required under Part V of the *Environmental Protection Act 1986* (EP Act), the advice provided in this communication does not prejudice and must not be considered to infer the outcome of the EP Act licence and works approval process.

In the event there are modifications to the proposal that may have implications on aspects of environment and/or water management, the Department should be notified to enable the implications to be assessed.

Should you require any further information on the comments please contact Jane Sturgess on 9550 4228.

Yours sincerely



Brett Dunn
Program Manager – Planning Advice
Kwinana Peel Region

03 / 05 / 2021

Attachment 9

Government of Western Australia
Department of Water and Environmental Regulation

Your ref: DA9965
Our ref: DMO4537 DEC6554/2
Enquiries: Scott Jenkinson, Ph 6364 7188
Email: scott.jenkinson@dwer.wa.gov.au

Mr Jared Veenendaal
City of Kwinana
Corner Gilmore Ave & Sulphur Rd
KWINANA 6167

Email: jared.veenendaal@kwinana.wa.gov.au

Dear Mr Veenendaal

CITY OF KWINANA - DA9965 - LOT 22 WESTON STREET, NAVAL BASE - BATTERY ENERGY STORAGE SYSTEM AT EXISTING POWER STATION

I refer to your referral to the Department of Water and Environmental Regulation (the department) regarding an application to the City of Kwinana for the proposed development of the above-mentioned lot. The department understands the proposed development comprises the installation of a battery energy storage system and associated substation.

As per the requirements under section 58(6)(b) of the Contaminated Sites Act 2003 (CS Act), advice is required as to the suitability of the land for the proposed development. Lot 22 is currently zoned 'general industry' under the City of Kwinana's Town Planning Scheme.

Land at Lot 22 on Diagram 72310, as shown on certificate of title 1918/62, was classified under section 13 of the CS Act as contaminated - remediation required on 17 August 2009 and a memorial (reference number L273787ML) has been placed on the certificate of title.

The site was historically used as a coal fired power station and more recently as an oil and gas fired power station, water desalination plant and ancillary uses such as coal storage, bottom ash storage, bulk fuel oil storage, electrical transformers, workshops and offices. These are land uses that have the potential to cause contamination as indicated in the guideline 'Assessment and management of contaminated sites' (Department of Environment Regulation, 2014).

The department understands that two former fuel oil bulk storage tank areas will become the location of the 'Kwinana Big Battery' energy storage system. Synergy has advised the department, and the application details, that a considerable amount of work has been undertaken in the last few years to investigate and remediate much of the area and further work was planned for the first half of 2021. An accredited contaminated sites auditor has been engaged on a voluntary basis to review all contamination reports associated within the project area and produce a voluntary

auditor's report. The department has been advised that Synergy will be seeking confirmation from the auditor that firstly, the site is suitable for construction and operation of the Kwinana Big Battery and secondly, that the site has been sufficiently remediated and investigated to support reclassification under the CS Act. Synergy anticipate providing the auditor's report and all associated contaminated sites reports to the department in July/ August 2021.

Given uncertainties associated with the current contamination status of the site, the department cannot comment on the suitability of the site for the proposed battery energy storage system. However, based on an understanding that contamination related land use suitability issues are being addressed and the development is consistent with the current electricity power station generation and desalinisation related industrial land uses on the site, the department has no objection to the proposed 'Kwinana Big Battery' energy storage system development and recommends that the approval should not require a contamination condition.

However, as there are potential risks associated with contamination at the site, the department recommends that the approval include the following advice note:

Advice:

The site is classified contaminated - remediation required under the *Contaminated Sites Act 2003*. A suitable occupational health safety and environmental management plan should be developed that reflects all known and potential contamination exposure risks associated with all site activities.

If you have any queries in relation to the above, please contact Senior Environmental Officer, Scott Jenkinson, on 6364 7188.

Yours sincerely



Andrew Miller
SENIOR MANAGER
CONTAMINATED SITES
Delegated Officer under section 91
of the *Contaminated Sites Act 2003*

3 May 2021

Attachment 10

29 March 2021

Emma Jones
Synergy
219 St Georges Terrace
PERTH WA 6000

Our ref:
Your ref:

Dear Emma

Kwinana Big Battery – Environmental Noise Assessment

As requested, an acoustic assessment of the proposed Synergy Kwinana Big Battery project located in the Kwinana Industrial Area has been completed.

Operational noise levels associated with the project works were assessed by GHD Pty Ltd (GHD) in accordance with the *Environmental Protection (Noise) Regulations 1997*.

1 Summary

Noise levels attributable to the operating Kwinana Big Battery project have been calculated to comply with the *Environmental Protection (Noise) Regulations 1997* (the Regulations) at the lot boundary and the closest noise sensitive receptors based on the provided equipment sound power levels described in this letter. The assessment is based on locating the project noise sources (battery packs. battery step up transformers and main transformers) as per the latest project layout (as used for the Development Application). Additionally, the assessment includes an emergency generator operating continuously, should mains power be lost to the facility, to represent worst case noise levels.

Project noise sources have been assessed at highest likely noise levels when operating during the day and evening period when temperatures are highest and cooling needs most demanding, such as during high ambient temperatures or during periods of high charge/discharge where cooling fans are running at maximum output. Project noise sources have also been assessed for operating during the night, where the operating noise levels will be much lower, due to lower charging/discharge demand and much lower ambient temperatures, where cooling fans are not required.

Conclusion of this assessment is that additional noise mitigation of project noise sources (battery packs, battery step up transformers and main transformers) is not required to meet the L_{A10} assigned level of 75 dBA at the lot boundary. Commercial assigned levels at the adjacent BP service station are predicted to be in compliance on the basis of providing mitigation in the form of a noise wall along the eastern project boundary of 3.5 m height and 60 m length. Assigned levels are predicted to be complied with at the closest noise sensitive receptors to the south (Medina) and north (Naval Base and Wattleup) of the project, during all assessment periods.

This assessment has been completed by James Forrest – Technical Director – Air Quality and Noise at GHD Perth in line with requirements detailed in *Draft Guideline on Environmental Noise for Prescribed Premises* (May 2016). James is competent in environmental noise assessment and holds current membership of the Australian Acoustical Society (MAAS).

GHD Pty Ltd ABN 39 008 488 373
Level 10 999 Hay Street Perth WA 6000 Australia
T +61 8 6222 8222 **F** +61 8 9463 6012 **E** permail@ghd.com.au **W** www.ghd.com

2 Noise criteria

Environmental noise is managed through the Regulations. The Regulations specify maximum allowable external noise levels at noise sensitive, commercial and industrial premises.

The Regulations (Regulation 7) define prescribed standards for noise emissions as follows:

> *7. (1) Noise emitted from any premises or public place when received at other premises –*
>
> *(a) Must not cause or significantly contribute to, a level of noise which exceeds the assigned level in respect of noise received at premises of that kind*
>
> *(b) Must be free of –*
>
> *(i) Tonality (e.g. whining or droning)*
>
> *(ii) Impulsiveness (e.g. sirens)*
>
> *(iii) Modulation (e.g. banging or thumping)*

The assigned levels for noise sensitive premises (Regulation 8) are shown in Table 2-1.

Table 2-1 Assigned noise levels (dBA)

Type of premise receiving noise	Time of day	Assigned level		
		L_{A10}	L_{A1}	L_{AMax}
Noise sensitive[1]	7.00 am to 7.00 pm Monday to Saturday (Day)	45 + IF	55 + IF	65 + IF
	9.00 am to 7.00 pm Sunday and public holidays (Sunday)	40 + IF	50 + IF	65 + IF
	7.00 pm to 10.00 pm all days (Evenings)	40 + IF	50 + IF	55 + IF
	10.00 pm on any day to 7.00 am Monday to Saturday and 9.00 am Sunday and public holidays (Night)	35 + IF	45 + IF	55 + IF
Noise sensitive[2]	All hours	60	75	80
Commercial premises	All hours	60	75	80
Industrial and utility premises in the Kwinana Industrial Area	All hours	75	85	90

IF = influencing factor

[1] Highly sensitive areas include a building, or a part of a building, on the premises that is used for a noise sensitive purpose and any other part of the premises within 15 metres of that building or that part of the building.

[2] Any area other than highly sensitive area

Tonality, impulsiveness and modulation are defined in Regulation 9. Noise is to be taken to be free of these characteristics if:

(a) The characteristics cannot be reasonably and practicably removed by techniques other than attenuating the overall level of noise emission.

(b) The noise emission complies with the standard after the adjustments of Table 2-2 are made to the noise emission as measured at the point of reception.

Table 2-2 Adjustment for intrusive or dominant noise characteristics (dB)[3]

Tonality[4]	Impulsiveness[4]	Modulation[4]
5	10	5

The noise sources on site are not expected to contribute intrusive or dominant noise characteristics at the nearest noise sensitive receptors and therefore no penalty has been applied.

Assigned noise levels (Table 2-1) are set differently for noise sensitive, commercial and industrial and utility premises. For noise sensitive premises an influencing factor (IF) is incorporated into the assigned noise levels. IF depends on land use zonings within circles of 100 m and 450 m radius from the noise receptor, including:

- Proportion of industrial land use zonings
- Proportion of commercial zonings
- Presence of major (more than 15,000 vehicles per day) or secondary (6000 to 15,000 vehicles per day) roads

2.1 Noise sensitive receptors

Closest noise sensitive receptors to the proposed Kwinana Big Battery project are provided in Table 2-3. For each location, the resultant L_{A10} assigned level with incorporation of calculated IF used for this assessment are shown.

In the absence of existing noise level contribution from the Kwinana Industrial Area, the assessment has been conducted such that the project will not significantly contribute to existing noise levels (significant contribution). As such, a 5 dBA penalty has been included, such that compliance with the assigned L_{A10} noise levels of shown in Table 2-3 demonstrates that the project will not significantly contribute to existing noise levels.

Table 2-3 Assigned levels at noise sensitive receptors, dBA

Receptor	Type	Influencing factor	L_{A10} assigned level		
			Day	Evening	Night
R1 - Medina	Residential	0	40	35	30
R2 – Naval Base	Residential	2	42	37	32
R3 – Wattleup	Residential	14	54	49	44

[3] Adjustment applies where noise emission is not music

[4] Adjustments are cumulative to a maximum of 15 dB

Receptor	Type	Influencing factor	L_{A10} assigned level		
			Day	Evening	Night
C1 - BP service station	Commercial	-	55		

3 Noise modelling

CadnaA, by Datakustik, is a computer program for the calculation, assessment and prognosis of noise exposure. CadnaA calculates environmental noise propagation according to the CONCAWE algorithm.

CONCAWE is a mathematical model developed to predict community noise levels from petrochemical and industrial plant for a range of meteorological conditions. A full description of the mathematical model is provided in the report prepared for the Conservation of Clean Air and Water in Europe (CONCAWE)[5] The CONCAWE prediction method is widely used in a range of environmental scenarios for predicting noise impacts of industrial facilities.

CadnaA considers local site characteristics, site sources and the location of the receptor areas to predict noise levels. The method specified consists specifically of octave-band algorithms (with nominal mid band frequencies from 31.5 Hz to 8 kHz) for calculating the attenuation of sound.

3.1 Proposed plant layout

The noise model developed for this assessment was based on the project layout of the Kwinana Big Battery project as provided (Appendix A).

3.2 Topography and ground absorption effects

In line with the proposed location of the Kwinana Big Battery project, the site and surrounding ground topography was included in the modelled using 1 m ground contours. Ground absorption was taken into account in the calculations. A general ground absorption coefficient of 0.5 was used throughout the model to represent the surrounding ground type.

3.3 Meteorological conditions

The meteorological conditions selected for the model can have a significant effect on the result. As such, Department of Water and Environmental Regulation (DWER) requires compliance with the assigned noise levels to be demonstrated for 98 percent of the time, during day and night periods, for the month of the year in which the worst case weather conditions prevail. *Draft Guideline on Environmental Noise for Prescribed Premises* (May 2016) specifies the use of the meteorological conditions outlined in Table 3-1.

Table 3-1 Meteorological conditions for noise modelling

Parameter	Day 7:00 am to 7:00 pm)	Evening/Night (7:00 pm to 7:00 am)
Wind speed	4 m/s	3 m/s
Pasquill stability	E	F
Temperature	20 °C	15 °C

[5] Manning, 1991. *CONCAWE Report No. 4/81 – The propagation of noise from petroleum and petrochemical complexes to neighbouring communities.*

Relative humidity	50%	50%

3.4 Existing noise sources

Existing noise levels from the operating Kwinana Power Station have been extracted from the noise assessment completed by Herring Storer Acoustics during the approval of the high efficiency gas turbines (HEGT) project which was completed in August 2009 (Figure 3-1)[6].

Existing noise levels were assessed with project noise sources to determine cumulative noise levels at the lot boundary in Section 4.

[6] Herring Storer Acoustics, 2009. *Proposed High Efficiency Gas Turbines - Kwinana Power Station - Environmental Noise Assessment*, prepared for Verve Energy, August 2009.

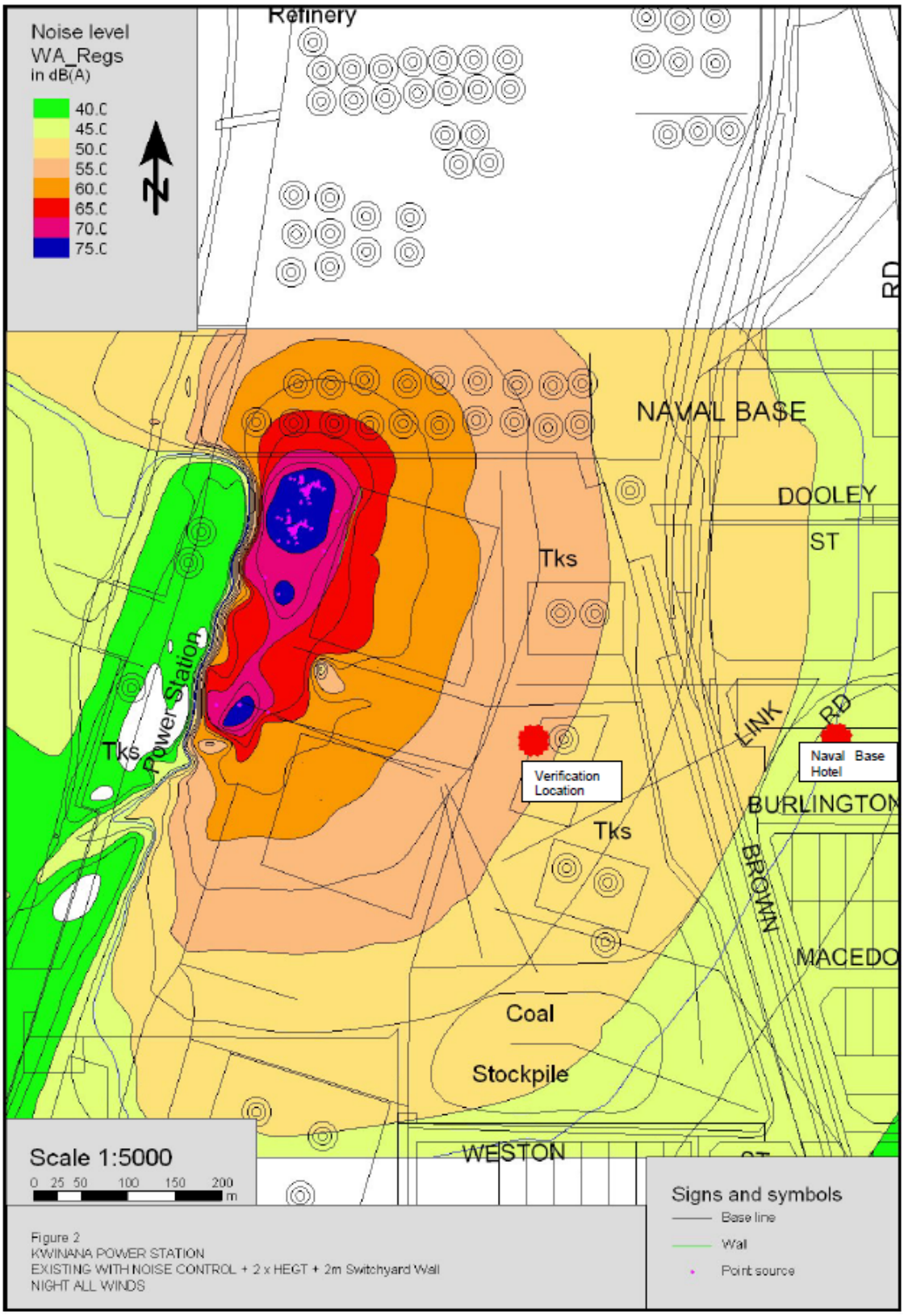


Figure 3-1 Existing noise levels from Kwinana Power Station (extracted from HSA, 2009)

3.5 Project noise sources

Noise levels for equipment for the project have been supplied by Synergy as outlined in Table 3-2.

This assessment has been based on noise levels from all equipment operating continuously and simultaneously, including the emergency generator (which has been included to represent worst case noise emissions).

The assessment is based on locating the major noise sources (battery packs. battery step up transformers and main transformers) as per the latest project layout (as used for the Development Application).

Table 3-2 Project equipment and sound power levels

Equipment	Number of units modelled operating	Sound power level (dBA)	Operation
Battery pack (day/evening) with fans on	80	103	Continuous
Battery pack (night) with fans off	80	88	Continuous
Battery step up transformers	20	87	Continuous
120 MVA main transformers	2	89	Continuous
2.5 MVA emergency generator	1	92	Continuous

4 Noise modelling results

The calculated worst case[7] noise levels at the lot boundary were assessed to determine if noise emissions complied with the assigned L_{A10} noise level of 75 dBA. Results of noise modelling are presented in Figure 4-1, which shows that 75 dBA is predicted to be complied with at the lot boundary, with the highest noise level of 73 dBA at the eastern lot boundary predicted.

Existing noise levels from the operating Kwinana Power Station (Figure 3-1) were assessed with project noise sources to determine cumulative noise levels at the lot boundary. Table 4-1 presents the assessed cumulative noise levels at each lot boundary location, demonstrating compliance with the 75 dBA at all locations.

Table 4-1 Cumulative noise levels, dBA

Location	Existing L_{A10} noise level	Project L_{A10} noise level	Cumulative L_{A10} noise level
N1	56	67	67
E1	53	73	73
S1	47	55	55
W1	45	58	58

[7] Assessed for worst case wind direction for each noise sensitive receptor location.

Predicted worst case[7] noise levels at the closest noise sensitive receptors were assessed to determine if noise levels complied with the assigned L_{A10} noise levels, incorporating a 5 dB penalty for significant contribution (Table 2-3).

Table 4-2 Predicted L_{A10} levels at noise sensitive receptors, dBA

Receptor	Predicted L_{A10} noise level			Compliant		
	Day	Evening	Night	Day	Evening	Night
R1 - Medina	20	20	6	Yes	Yes	Yes
R2 – Naval Base	36	36	22	Yes	Yes	Yes
R3 – Wattleup	32	32	18	Yes	Yes	Yes
C1 - BP service station	55			Yes		

Table 4-2 demonstrates compliance is predicted at all noise sensitive receptors for all time periods. For the purpose of this assessment, it has been assumed that if compliance is achieved at the closest noise sensitive receptors, compliance would be achieved further away. Results of noise modelling are presented in Figure 4-2 for day/evening operations (fans on) and in Figure 4-3 for night operations (fans off).

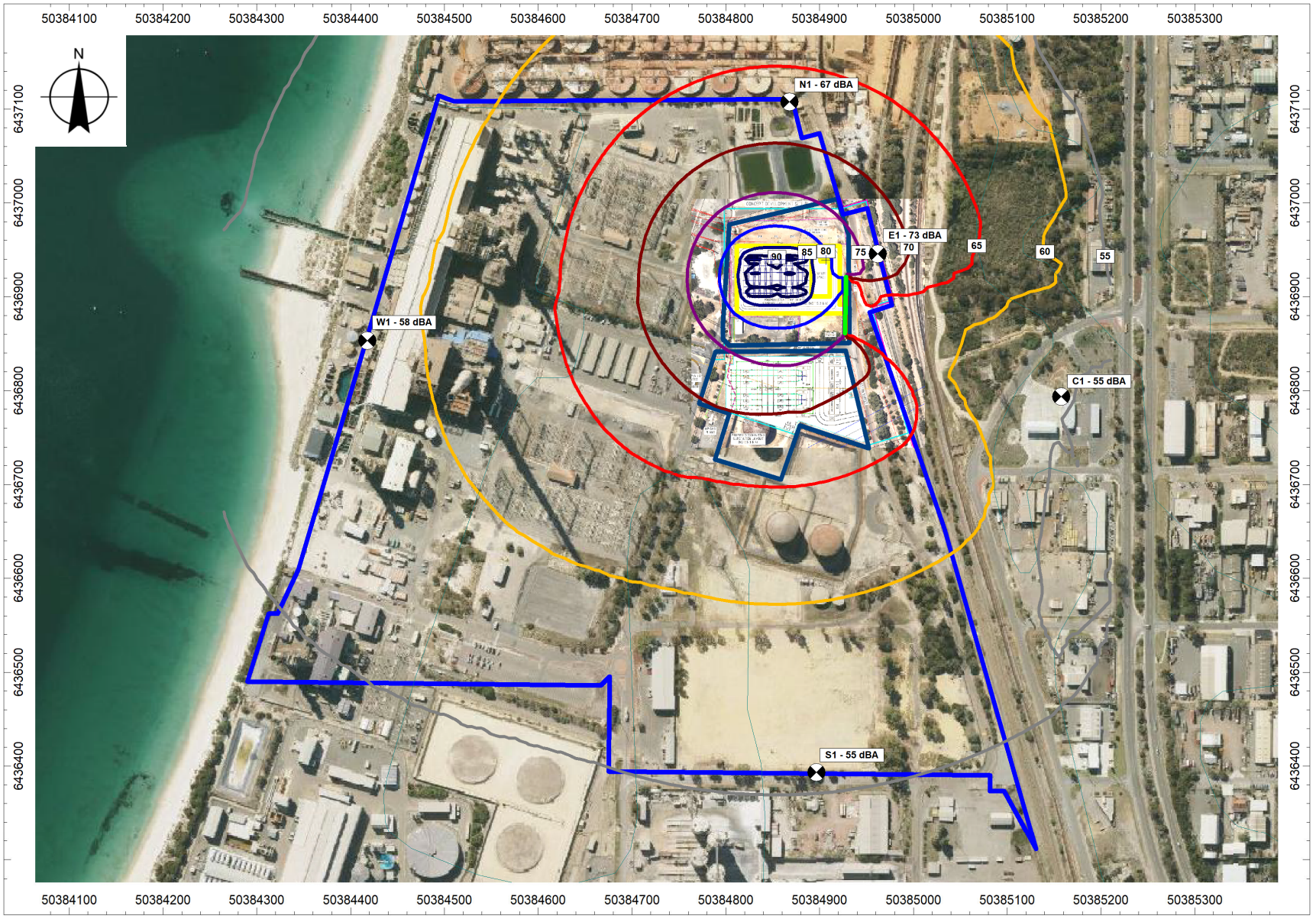
Commercial assigned levels at the adjacent BP service station are predicted to be complied with, by providing mitigation in the form of a noise wall along the eastern project boundary of 3.5 m height and 60 m length (as shown in Figure 4-1). The noise wall should be constructed from materials with a minimum density of 15 kg/m^2.

PREDICTED NOISE LEVELS

- 35 dBA
- 40 dBA
- 45 dBA
- 50 dBA
- 55 dBA
- 60 dBA
- 65 dBA
- 70 dBA
- 75 dBA
- 80 dBA
- 85 dBA
- 90 dBA

LEGEND

- Noise source
- Lot boundary
- Project boundary
- Noise sensitive receptor
- Proposed noise wall, 3.5 m height, 60 m length



SCALE

0 100 200

Metres (at A3)

COPYRIGHT

THIS DOCUMENT IS AND SHALL REMAIN THE PROPERTYOF GHD PTY LTD. THIS DOCUMENT MAY ONLY BE USED FOR THE PURPOSE FOR WHICH IT WAS COMMISSIONED AND IN ACCORDANCEWITH THE TERMS OF ENGAGEMENT FOR THE COMMISSION.

CREATED	CHECKED	APPROVED
JF	JF	MB

MAP PROJECTION:	Universal Transverse Mercator
HORIZONTAL DATUM:	Geocentric Datum of Australia (GDA)
GRID:	Map Grid of Australia 1994, Zone 50

DATE	FILE LOCATION
22.03.2021	Perth\Projects\61\12543752\Tech\Noise
REVISION	DRAWING NO.
0	Figure 4-1_Kwinana Big Battery.srf

KWINANA BIG BATTERY

Noise Assessment

PREDICTED NOISE LEVELS

Noise contours: L_{A10}
Grid height: 1.5 m

FIGURE 4-1

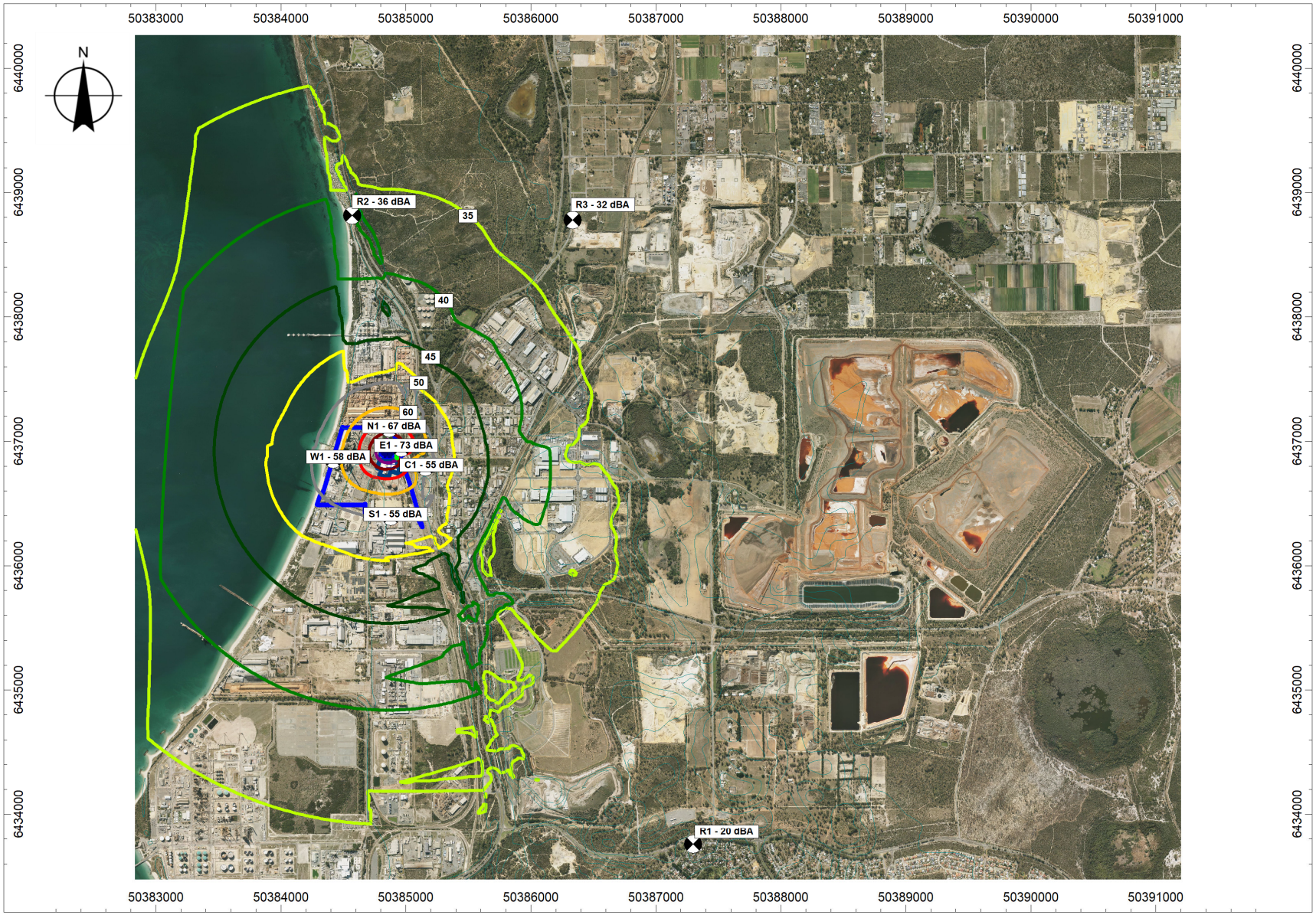
GHD CLIENTS | PEOPLE | PERFORMANCE

PREDICTED NOISE LEVELS

- 35 dBA
- 40 dBA
- 45 dBA
- 50 dBA
- 55 dBA
- 60 dBA
- 65 dBA
- 70 dBA
- 75 dBA
- 80 dBA
- 85 dBA
- 90 dBA

LEGEND

- Noise source
- Lot boundary
- Project boundary
- Noise sensitive receptor



SCALE

0 500 1000 1500

Metres (at A3)

COPYRIGHT

THIS DOCUMENT IS AND SHALL REMAIN THE PROPERTYOF GHD PTY LTD. THIS DOCUMENT MAY ONLY BE USED FOR THE PURPOSE FOR WHICH IT WAS COMMISSIONED AND IN ACCORDANCEWITH THE TERMS OF ENGAGEMENT FOR THE COMMISSION.

CREATED	CHECKED	APPROVED
JF	JF	MB

MAP PROJECTION:	Universal Transverse Mercator
HORIZONTAL DATUM:	Geocentric Datum of Australia (GDA)
GRID:	Map Grid of Australia 1994, Zone 50

DATE	FILE LOCATION
22.03.2021	Perth\Projects\61\12543752\Tech\Noise
REVISION	DRAWING NO.
0	Figure 4-2_Kwinana Big Battery_NSR.srf

KWINANA BIG BATTERY

Noise Assessment

PREDICTED NOISE LEVELS - DAY/EVENING - FANS ON

Noise contours: L_{A10}
Grid height: 1.5 m

FIGURE 4-2

GHD CLIENTS | PEOPLE | PERFORMANCE

PREDICTED NOISE LEVELS

- 35 dBA
- 40 dBA
- 45 dBA
- 50 dBA
- 55 dBA
- 60 dBA
- 65 dBA
- 70 dBA
- 75 dBA
- 80 dBA
- 85 dBA
- 90 dBA

LEGEND

- Noise source
- Lot boundary
- Project boundary
- Noise sensitive receptor



SCALE

0 500 1000 1500

Metres (at A3)

COPYRIGHT

THIS DOCUMENT IS AND SHALL REMAIN THE PROPERTYOF GHD PTY LTD. THIS DOCUMENT MAY ONLY BE USED FOR THE PURPOSE FOR WHICH IT WAS COMMISSIONED AND IN ACCORDANCEWITH THE TERMS OF ENGAGEMENT FOR THE COMMISSION.

CREATED	CHECKED	APPROVED
JF	JF	MB

MAP PROJECTION:	Universal Transverse Mercator
HORIZONTAL DATUM:	Geocentric Datum of Australia (GDA)
GRID:	Map Grid of Australia 1994, Zone 50

DATE	FILE LOCATION
22.03.2021	Perth\Projects\61\12543752\Tech\Noise

REVISION	DRAWING NO.
0	Figure 4-2_Kwinana Big Battery_NSR.srf

KWINANA BIG BATTERY

Noise Assessment

PREDICTED NOISE LEVELS - NIGHT - FANS OFF

Noise contours: L_{A10}
Grid height: 1.5 m

FIGURE 4-3

GHD CLIENTS | PEOPLE | PERFORMANCE

5 Assessment

The predicted noise levels were examined for annoying characteristics in accordance with *Environmental Protection (Noise) Regulations 1997*, including tonality, impulsiveness and modulation. This assessment has assumed noise levels exhibit none of these characteristics.

Cumulative noise levels from the existing Kwinana Power Station and the proposed Kwinana Big Battery project at the lot boundary are predicted to comply with the L_{A10} assigned noise levels of 75 dBA.

Commercial assigned levels at the adjacent BP service station are predicted to be complied with, by providing mitigation in the form of a noise wall along the eastern project boundary of 3.5 m height and 60 m length.

Assigned levels are predicted to be complied with at the closest noise sensitive receptors to the south (Medina) and north (Naval Base and Wattleup) of the project, during all assessment periods.

6 Limitations

This assessment has been prepared by GHD for Synergy and may only be used and relied on by Synergy for the purpose agreed between GHD and Synergy.

GHD otherwise disclaims responsibility to any person other than Synergy arising in connection with this report. The services undertaken by GHD in connection with preparing this report were limited to those specifically detailed in the Contract and are subject to the scope limitations set out in the Contract.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed at the date of preparation of the report. GHD has no responsibility or obligation to update this report to account for events or changes occurring subsequent to the date that the report was prepared.

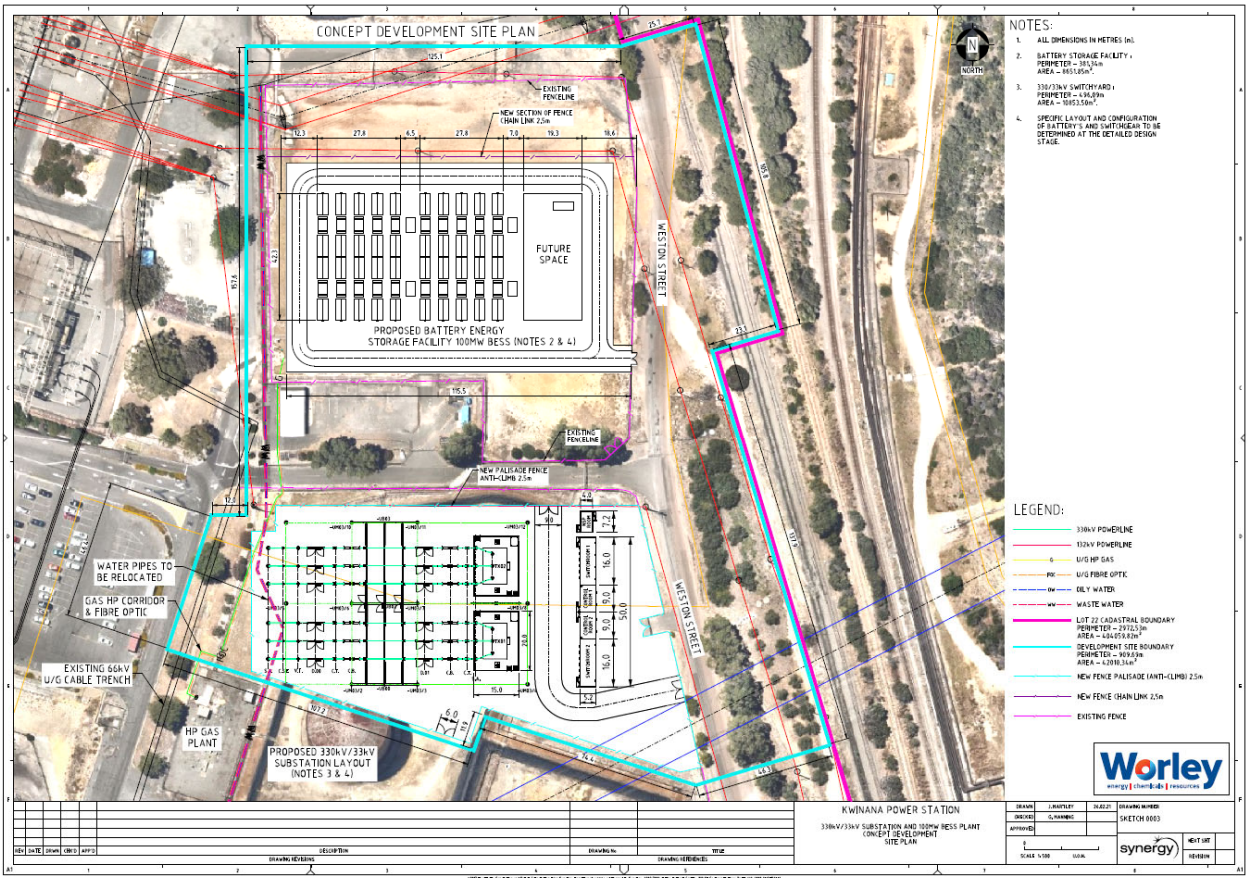
GHD accepts no responsibility for the integrity of the software coding of the approved acoustic model (CadnaA) used.

Project Number:
Table of revisions

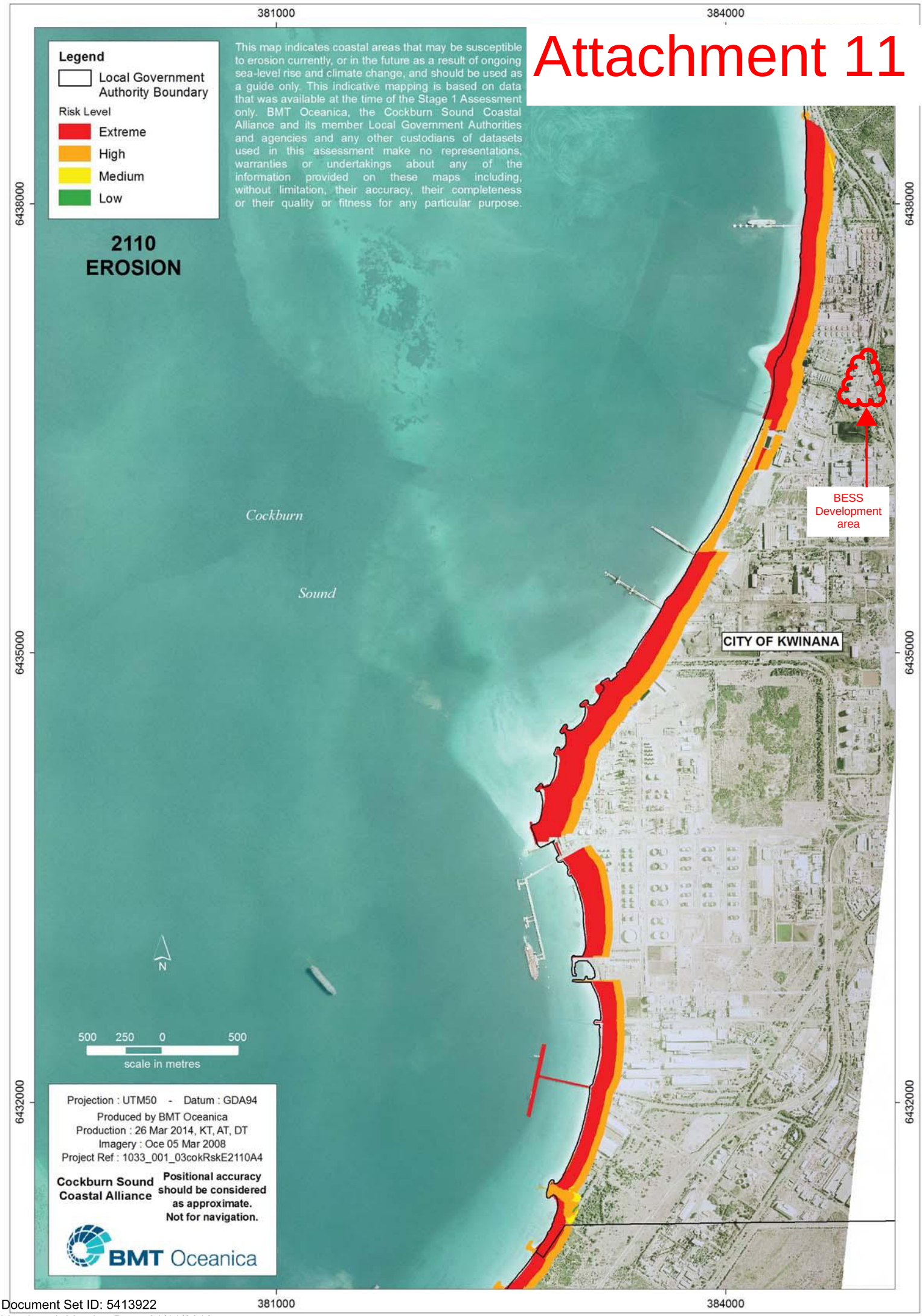
Revision	Author	Reviewer	Approved for issue by:	Date issued
Draft A	J Forrest	M Brook	R Ceic	3/2/2021
Rev 0	J Forrest	M Brook	R Ceic	12/3/2021
Rev 1	J Forrest	M Brook	R Ceic	29/3/2021

Appendix A

Kwinana Big Battery project layout

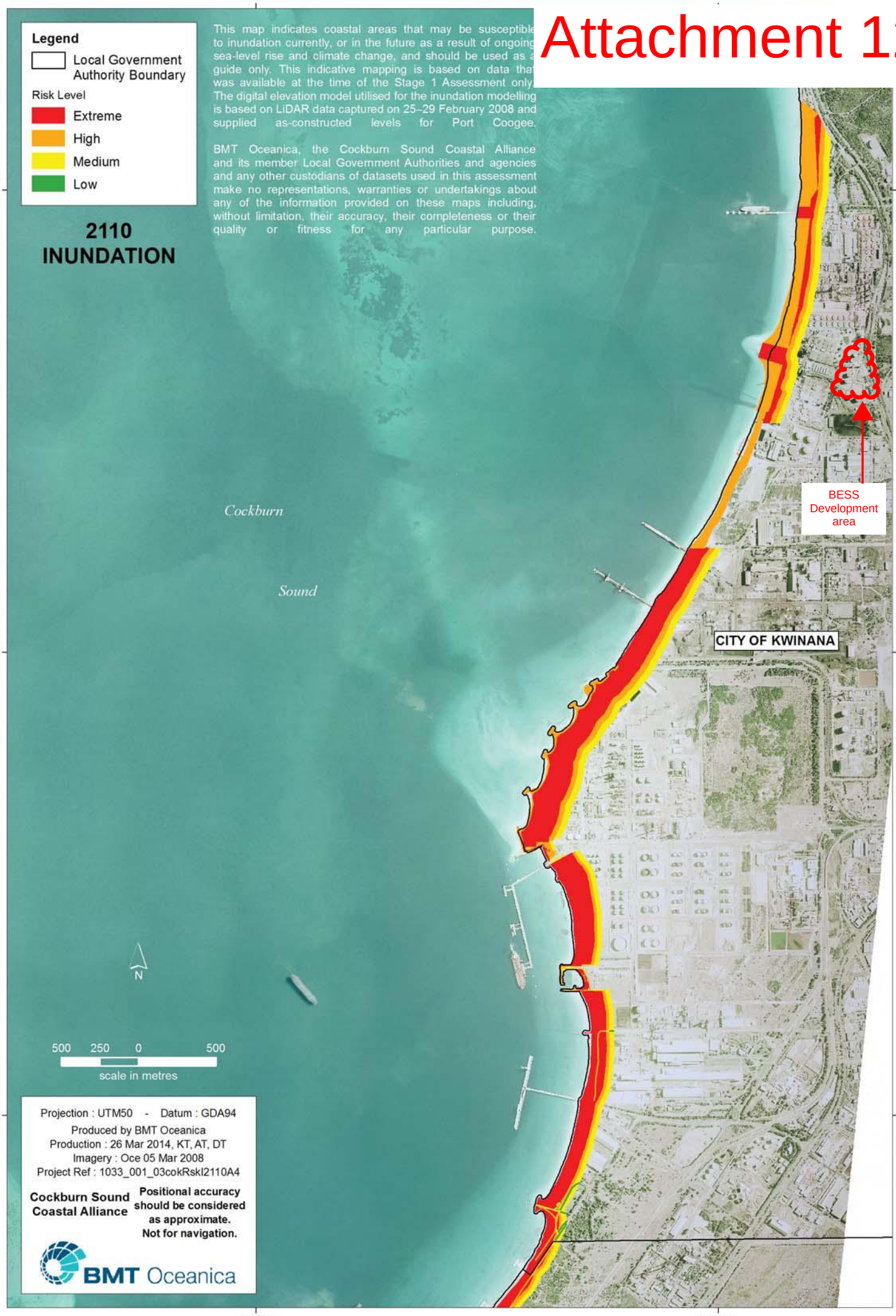


Attachment 11



Document Set ID: 5413922
Version: 1, Version Date: 01/11/2016

Attachment 12



Document Set ID: 5413922
Version: 1, Version Date: 01/11/2016

Attachment 13

Kwinana Substation and Battery Energy Storage, Weston Street, Naval Base

Bushfire Management Plan

Date: 30 March 2021

Prepared For: Synergy

Linfire Ref: 20210128111GHD-BMP-001_0

Linfire Consultancy

ABN: 577 930 47299

Revision	Issue Date	Revision Description	Approved By
A	11 March 2021	Issued for Review	Linden Wears (Level 3 BPAD 19809)
B	24 March 2021	Issued for Final Review	Linden Wears (Level 3 BPAD 19809)
0	30 March 2021	Issued for Approval	Linden Wears (Level 3 BPAD 19809)

Disclaimer and Limitation

This report is prepared solely for the nominated client, and any future residents of the subject lot(s), and is not for the benefit of any other person and may not be relied upon by any other person.

To the maximum extent permitted by the law, Linfire Consultancy, its employees, officers, agents and the writer ("Linfire") excludes all liability whatsoever for:

1. claim, damage, loss or injury to any property and any person caused by fire or as a result of fire or indeed howsoever caused;
2. errors or omissions in this report except where grossly negligent; and the proponent expressly acknowledges that they have been made aware of this exclusion and that such exclusion of liability is reasonable in all the circumstances.

If despite the provisions of the above disclaimer Linfire is found liable then Linfire limits its liability to the lesser of the maximum extent permitted by the law and the proceeds paid out by Linfire's professional or public liability insurance following the making of a successful claim against such insurer.

Fire is an unpredictable force of nature. Changing climatic factors (whether predictable or otherwise) either before or at the time of a fire can also significantly affect the nature of a fire and in a bushfire prone area it is not possible to completely guard against bushfire. The mitigation strategies contained in this Bushfire Management Plan (BMP) are considered to be prudent minimum standards only, based on the standards prescribed by relevant authorities. It is expressly stated that Linfire do not guarantee that if such standards are complied with or if a property owner exercises prudence, that a building or property will not be damaged or that lives will not be lost in a bush fire.

Further, the achievement of the level of implementation of fire precautions will depend on the actions of the landowner or occupiers of the land, over which Linfire has no control. If the proponent becomes concerned about changing factors then either a review of the existing BMP, or a new BMP, should be requested. Linfire accepts no liability or responsibility whatsoever for or in respect of any use or reliance upon this report and its supporting material by any third party.

Table of Contents

1.0 Proposal details 5
1.1 Background 5
1.2 Site description 5
1.3 Purpose 6
1.4 Other plans/reports 6
2.0 Environmental considerations 10
2.1 Native vegetation - modification and clearing 10
2.2 Revegetation / Landscape Plans 11
3.0 Bushfire assessment results 12
3.1 Assessment inputs 12
3.1.1 Vegetation classification 12
3.1.2 Effective slope 12
3.1.3 Summary of inputs 12
3.2 Assessment outputs 15
3.2.1 Bushfire Attack Level (BAL) contour assessment 15
4.0 Identification of bushfire hazard issues 18
4.1 Bushfire context 18
4.2 Bushfire hazard issues 18
4.3 Bushfire safety strategy 19
5.0 Assessment against the bushfire protection criteria 21
5.1 Compliance table 21
5.2 Additional management strategies 25
5.2.1 Project Bushfire Risk Management Plan (high-risk land uses) 25
5.2.2 Access gates 25
5.2.3 Building construction standards 25
5.2.4 On-site staging buffers 26
5.2.5 Bushfire Emergency Management Procedures 26
5.2.6 BAL compliance and/or BAL assessment report 28
5.2.7 Compliance with annual firebreak notice 28
6.0 Responsibilities for implementation and management of the bushfire measures 30
7.0 References 32

Tables List

Table 1: Summary of environmental values 10
Table 2: Post-development vegetation classifications/exclusions and effective slope 12
Table 3: BAL contour assessment results 15

Table 4: BAL applicable to each building/element 16
Table 5: Compliance with the bushfire protection criteria of the Guidelines 21
Table 6: Responsibilities for implementation and management of the bushfire measures 30

Figures List

Figure 1: Development Plan 8
Figure 2: Site overview 9
Figure 3: Post-development vegetation classification and effective slope 14
Figure 4: BAL contour map 17
Figure 5: Bushfire Management Measures 29

Plates List

Plate 1: Map of Bush Fire Prone Areas (DFES 2021) 7

Appendices

Appendix 1: Vegetation plot photos and description 33
Appendix 2: APZ standards (Schedule 1 of the Guidelines) 49
Appendix 3: Vehicular access technical standards of the Guidelines 50
Appendix 4: City of Kwinana Firebreak Notice 52

1.0 Proposal details

1.1 Background

Synergy (the Proponent) is seeking to lodge a development application for a proposed new transformer substation and battery energy storage facility within a portion of Lot 22 Weston Street, Naval Base, located in the City of Kwinana.

Kwinana Power Station, located in Naval Base, Western Australia, produces electricity for the South West Interconnected System via open and combined cycle gas turbines. The proposed electrical infrastructure will be connected into the South West Interconnected Network (SWIN) and is being developed to participate in the Wholesale Electricity Market (WEM) to absorb excess renewable generation and to provide essential system services (ESS).

The development plan (see Figure 1) identifies that the proposed development will comprise the following elements:

- Battery Energy Storage System (North Area)
  - Lithium-ion battery energy storage system
    - Proprietary battery packs and inverter modules
    - Lithium-ion batteries are Class 9 Miscellaneous Dangerous Goods
  - Internal driveway
  - External fence and gates
- Substation (South Area)
  - 2No. new oil-filled transformers with blast walls and bunds
  - Electrical switchgear to the west of the transformers
  - 2No. new control room and switch room buildings
  - 1No. new Network Service Provider building
  - New skid mounted 2.5MVA diesel generator complete with integrated, self-bunded, storage tank
  - External carparking area east of the control room and switch room buildings
  - Internal driveway
  - External fence and gates

The overall development site boundary is the overall development boundary, however the project area comprises the two fenced enclosures that will contain the proposed new electrical infrastructure (see Figure 2).

1.2 Site description

Kwinana Power Station is an existing security-controlled facility, that is manned at all times, as well as having remote control capability. The project area will utilise approximately 2.3 ha of land within Lot 22 for the proposed electrical infrastructure, and is mostly surrounded by existing industrial infrastructure, other than some unmanaged vegetation to the north-east, east and south-east (see Figure 2).

Vehicular access to Kwinana Power Station is primarily via the main entrance on Leath Street, which is security controlled to prevent unauthorised access. Weston Street is a public road that runs along the southern boundary to Lot 22, however it extends as a shared internal driveway north to Lot 102 Cockburn Road (Alcoa), along the eastern extent of Lot 22. Access from the portion of Weston Street within Lot 22, into Kwinana Power Station, is also security-controlled via a series of locked

gates along the eastern fence lines.

Given the nature of the facility, the power station has its own onsite fire hydrant system which consists of dedicated fire water tanks, pump room and booster connection (see Figure 5), as well as a site Emergency Management Plan detailing the response to onsite emergencies.

1.3 Purpose

This Bushfire Management Plan (BMP) has been prepared to address requirements under Policy Measure 6.5 of *State Planning Policy 3.7 Planning in Bushfire-Prone Areas* (SPP 3.7; WAPC 2015) and *Guidelines for Planning in Bushfire-Prone Areas* (the Guidelines; WAPC 2017).

The proposed development is considered to be a high-risk land use which triggers additional requirements under Policy Measure 6.6 of SPP 3.7. This BMP has been prepared in accordance with Sections 5.4 and 5.6 of Guidelines for Planning in Bushfire Prone Areas (the Guidelines; WAPC 2017), which require development applications for high-risk land uses be accompanied by a BMP that includes the results of a Bushfire Attack Level (BAL) or BAL Contour Map assessment and a Bushfire Risk Management Plan (BRMP), which details the risk management plan for all flammable on-site hazards. The BRMP for the project accompanies this BMP.

1.4 Other plans/reports

Linfire has prepared a BRMP (Linfire 2020) as a requirement of Policy Measure 6.6 of SPP 3.7. The BRMP should be read in conjunction within this BMP.

There are no known bushfire or assessments that have been prepared previously for the project area.



Plate 1: Map of Bush Fire Prone Areas (DFES 2021)

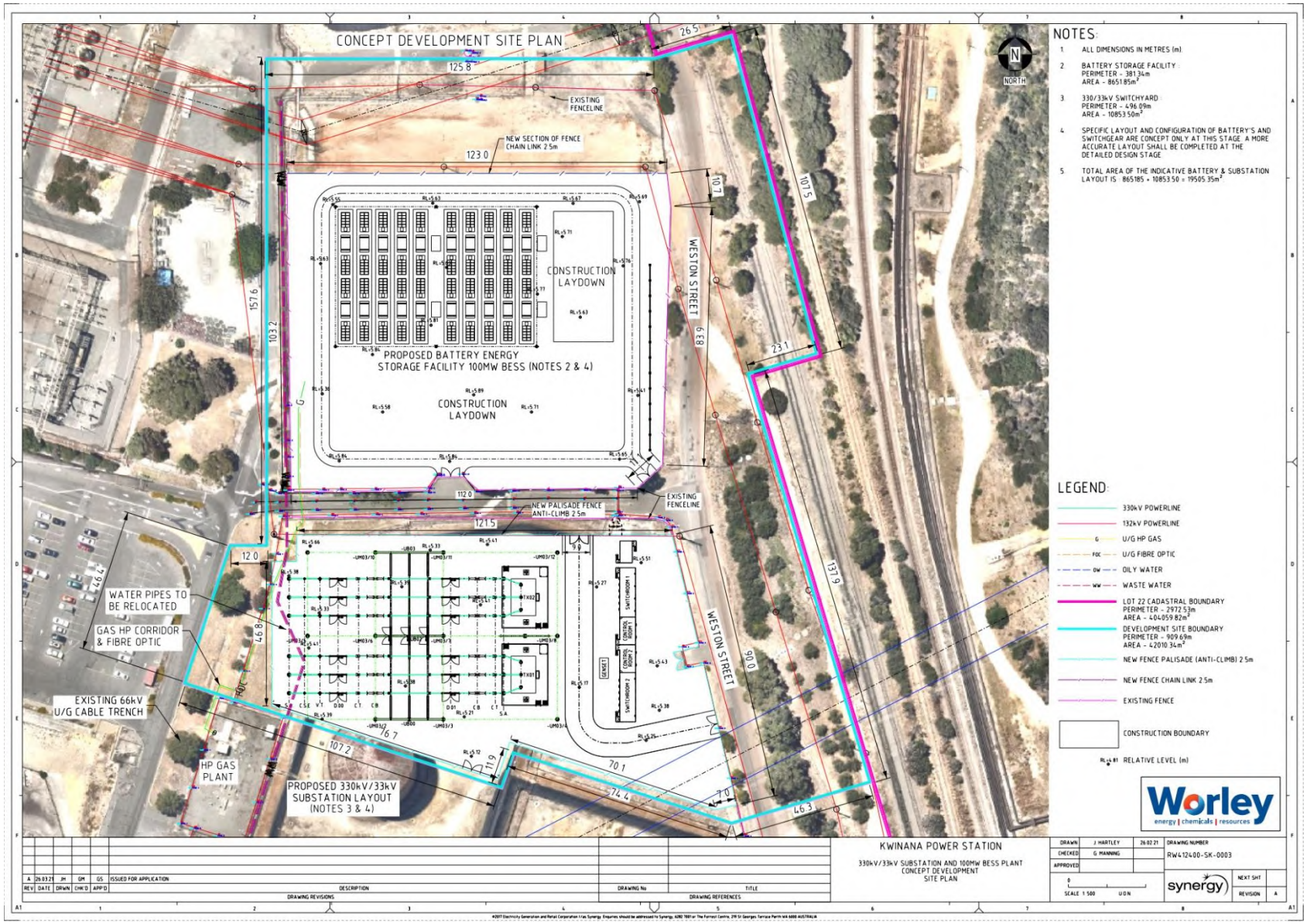


Figure 1: Development Plan



Legend

- Proposed Development Layout
- Development Site Boundary
- Electrical Infrastructure Extent
- Enclosure Fence Line (Project Area)
- 100m Assessment Area
- 150m Assessment Area

Revision Number	Date	Revision
Scale 1: 2,000		

0 30 60 90 Metres

Linfire Consultancy

A PO Box 4031 Woodlands WA 6018
M +61 (0)433 528 511
E linden@linfire.com.au

Synergy

Kwinana Substation and Battery Energy Storage, Weston Street, Naval Base

Figure 2: Site Overview

Project Number: 001		Drawing Number: 001A	
Rev Number A	Date 30-03-2021	Drawn LW	Approved LW

Ref: 101_G006_RevA.qgz

2.0 Environmental considerations

2.1 Native vegetation - modification and clearing

The project area has been previously cleared of native vegetation and requires clearing of agricultural land as part of the proposal. Table 1 provides a summary of a search of free publicly available environmental data.

Environmental impacts resulting from implementation of the proposal, if any, will need to be addressed under standard State and Federal environmental assessment and referral requirements under the Environmental Protection Act 1986 and Environment Protection and Biodiversity Conservation Act 1999.

Table 1: Summary of environmental values

Environmental value	Not mapped as occurring within or adjacent to the project area	Mapped as occurring within or adjacent to the project area		Description
		Within	Adjacent	
Environmentally Sensitive Area	✓			No Environmentally Sensitive Area have been identified within the project area and adjacent land, with the closest over 1 km to the north
Swan Bioplan Regionally Significant Natural Area	✓			No Regionally Significant Natural Areas were identified.
Ecological linkages	N/A	N/A	N/A	This layer not publicly available at the time of document preparation.
Wetlands	✓			No wetlands identified within the project area or directly adjacent. No Ramsar sites are mapped as occurring within or adjacent to the project area.
Waterways	✓			No waterways or lakes within or adjacent to the project site.
Threatened Ecological Communities listed under the EPBC Act	✓			No Threatened Ecological Communities are mapped as occurring within, or adjacent to, the project area, with the nearest over 600 m to the north.
Threatened and priority flora	N/A	N/A	N/A	This layer not publicly available at the time of document preparation.
Fauna habitat listed under the EPBC Act	✓			No Fauna habitat listed under the EPBC Act is mapped as occurring within the project

Environmental value	Not mapped as occurring within or adjacent to the project area	Mapped as occurring within or adjacent to the project area		Description
		Within	Adjacent	
				area. Land to the east of the train lines is mapped as being a potential feeding area for endangered Carnaby's Black Cockatoo but shows no confirmed Roost or Breeding Sites.
Threatened and priority fauna	N/A	N/A	N/A	This layer not available at the time of document preparation.
Bush Forever Site	✓			No protected Bush Forever sites have been identified within the project area or surrounding land.
DBCA managed lands and waters (includes legislated lands and waters and lands of interest)	✓			No DBCA managed or legislated land and waters were identified within or adjacent to the project area.
Conservation covenants	✓			No information has been provided by the client regarding Conservation Covenants.
Aboriginal Heritage	✓			No aboriginal heritage sites were mapped on the project area.
Crown Reserves	✓			No Crown Reserves were identified within or adjacent to the project area.

2.2 Revegetation / Landscape Plans

No revegetation is proposed as part of the proposal. All landscaping within Areas 1 and 2 is to consist of either non-vegetated elements or low threat landscaping in accordance with *AS 3959—2018* Clauses 2.2.3.2 (e) and (f) and Schedule 1 of the Guidelines (refer to Appendix 2), although given the nature of the facility, it is likely to be entirely non-vegetated.

Several areas of existing classified vegetation outside Areas 1 and 2, but within Lot 22, are to be modified to low threat vegetation, consistent with *AS 3959—2018* Clause 2.2.3.2 (f), and maintained as such in perpetuity. These nominated areas have existing mature trees that are to be retained, so vegetation modification is to consist of removal of all understorey vegetation and under-pruning of tree to 2 m above ground level.

3.0 Bushfire assessment results

3.1 Assessment inputs

3.1.1 Vegetation classification

Linfire assessed classified vegetation and exclusions within 150 m of the project area through on-ground verification on 24 February 2021 in accordance with *AS 3959—2018 Construction of Buildings in Bushfire-Prone Areas* (AS 3959; SA 2018) and the *Visual Guide for Bushfire Risk Assessment in Western Australia* (DoP 2016). Georeferenced site photos and a description of the vegetation classifications and exclusions are contained in Appendix 1 and depicted in Figure 3 and Table 2.

3.1.2 Effective slope

Linfire assessed effective slope under classified vegetation through on-ground verification on 24 February 2021 in accordance with AS 3959. Results were cross-referenced with Landgate 5m contour data and are depicted in Table 2 and Figure 3.

Site observations indicate that land within the project area, and within the assessment area to the west of the train lines, has an effective slope beneath classified vegetation that is predominantly flat or upslope. Effective slope varies on the eastern batters of the train lines, from downslope 5°-10° to downslope 15°- 20° in some places.

3.1.3 Summary of inputs

Table 2 illustrates the anticipated post-development vegetation classifications and exclusions following completion of development works and modification of existing vegetation to a non-vegetated or low threat state, throughout the project area and immediately to the south. The post-development vegetation classifications/exclusions and effective slope are summarised in Table 2.

Table 2: Post-development vegetation classifications/exclusions and effective slope

Vegetation plot	Vegetation classification	Effective slope	Comments
1	Class A Forest	Flat/upslope (0°)	Small plots of forest vegetation (with trees >6m in height) between the project area and the trainlines to the east. The vegetation height within the plot adjacent to the train lines is only just over 6 m high, so the assessment as forest is considered a conservative classification with fuel loads unlikely to achieve 35 t/ha. A larger plot of forest also exists in the far east of the assessment area
2	Class G Grassland	Flat/upslope (0°)	Small plot of grassland directly east of North Area, and a narrow plot of grassland to the east of the train line.
3	Class D Scrub	Flat/upslope (0°)	Plots east of the project area, lining the train lines, and devoid of trees exceeding 6 m in height. Much of this plot also consists of grassland and shrubland vegetation, however given little evidence of vegetation

Vegetation plot	Vegetation classification	Effective slope	Comments
			management along the train line, scrub is considered the conservative classification for potential mature vegetation. Larger plots of scrub also exist in the far east of the assessment area.
4	Class A Forest	Downslope >5–10°	Narrow plot of forest vegetation in the north-east of the assessment area, immediately adjacent to the eastern bank of the train line. Similar to Plot 1, the vegetation height is only just over 6 m and this is considered a conservative classification
5	Class A Forest	Downslope >15–20°	Narrow plot of forest vegetation in the north-east of the assessment area, on the steeper parts of the eastern bank of the train line. Similar to Plot 1, the vegetation height is only just over 6 m and this is considered a conservative classification
6	Class D Scrub	Downslope >15–20°	Narrow plot of scrub vegetation on the steep parts of the eastern bank of the train line
7	Excluded – Clause 2.2.3.2 [a]	N/A	Plots of vegetation further than 100 m from the project area
8	Excluded – Clause 2.2.3.2 [c]	N/A	Small plot of unmanaged vegetation to the south of the project area, that is <2500 m^2 and further than 20m from the project area or any other classified vegetation, with the grass around the transmission towers appearing managed.
9	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])	N/A	Existing non-vegetated elements (buildings, roads, paths) and low threat vegetation (managed gardens and parkland)
10	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])	N/A	Existing classified vegetation within the project area as well as three other plots within the Lot 22, to be modified to non-vegetated or low threat vegetation as part of the proposed development



Legend

- Proposed Development Layout
- Development Site Boundary
- Electrical Infrastructure Extent
- Enclosure Fence Line (Project Area)
- 100m Assessment Area
- 150m Assessment Area

Classified Vegetation

- A. Forest
- D. Scrub
- G. Grassland
- Excluded Clause 2.2.3.2(a)
- Excluded Clause 2.2.3.2(c)
- Excluded Clause 2.2.3.2(e&f)
- Modified to non vegetated and low threat

Revision Number	Date	Revision
Scale 1: 2,000		

0 30 60 90 Metres

Linfire Consultancy
A PO Box 4031 Woodlands WA 6018
M +61 (0)433 528 511
E linden@linfire.com.au

Synergy

Kwinana Substation and Battery Energy Storage, Weston Street, Naval Base

Figure 3: Classified Vegetation and Effective Slope

Project Number: 001		Drawing Number: 001A	
Rev Number A	Date 30-03-2021	Drawn LW	Approved LW

Ref: 101_G003_RevC.qgz

3.2 Assessment outputs

3.2.1 Bushfire Attack Level (BAL) contour assessment

Linfire has undertaken a BAL contour assessment in accordance with Method 1 of AS 3959 for the project area (see Figure 4). The Method 1 procedure incorporates the following factors:

- state-adopted FDI 80 rating
- vegetation classification
- effective slope
- distance maintained between proposed development areas and the classified vegetation.

The BAL rating gives an indication of the level of bushfire attack (i.e. the radiant heat flux) that may be received by proposed future development and subsequently informs the standard of building construction and/or setbacks required for proposed habitable development to potentially withstand such impacts.

The BAL contours are based on:

- the vegetation classifications and effective slope observed at the time of inspection as well as consideration of the post-development conditions resulting from proposed on-site clearing extent and vegetation management, resultant vegetation exclusions and separation distances achieved in line with the Development Plan

Should there be any changes in development design or classified vegetation extent that results in a modified BAL outcome, then the BAL contours will need to be reassessed.

The results of the BAL contour assessment are detailed in Table 3 and illustrated in Figure 4. The highest BAL applicable to the project area is BAL-29, however all proposed buildings and elements are in BAL–19 or lower, with the proposed Asset Protection Zone and vegetation modification ensuring all development will be in BAL-29 or less.

Table 3: BAL contour assessment results

Method 1 BAL determination				
Plot	**Vegetation classification**	**Effective slope**	**Separation distance**	**Highest BAL**
1	Class A Forest	Flat/upslope (0°)	26 m	BAL–29
2	Class G Grassland	Flat/upslope (0°)	14 m	BAL–19
3	Class D Scrub	Flat/upslope (0°)	15 m	BAL–29
4	Class A Forest	Downslope >5–10°	44 m	BAL–29
5	Class A Forest	Downslope >15–20°	55 m	BAL–29
6	Class D Scrub	Downslope >15–20°	44 m	BAL–12.5
7	Excluded – Clause 2.2.3.2 [a]	N/A	N/A	BAL–Low
8	Excluded – Clause 2.2.3.2 [c]	N/A	N/A	BAL–Low
9	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])	N/A	N/A	BAL–Low
10	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])	N/A	N/A	BAL–Low

Table 4 lists the BAL applicable to each building or element within the proposed development.

Table 4: BAL applicable to each building/element

Building / element	Initial BAL (no management)	Proposed vegetation management	Revised BAL
Batteries	BAL–FZ	Entire project area to be APZ and several areas to be modified to low threat vegetation	BAL–19
Diesel Generator	BAL–FZ	Entire project area to be APZ and several areas to be modified to low threat vegetation	BAL–12.5
Control Rooms	BAL–FZ	Entire project area to be APZ and several areas to be modified to low threat vegetation	BAL–12.5
Switch Rooms	BAL–FZ	Entire project area to be APZ and several areas to be modified to low threat vegetation	BAL–12.5
Network Service Provider Room	BAL–FZ	Entire project area to be APZ and several areas to be modified to low threat vegetation	BAL–12.5
Transformers	BAL–FZ	Entire project area to be APZ and several areas to be modified to low threat vegetation	BAL–12.5
Switch Gear	BAL–FZ	Entire project area to be APZ and several areas to be modified to low threat vegetation	BAL–12.5



Legend

- Proposed Development Layout
- Development Site Boundary
- Electrical Infrastructure Extent
- Enclosure Fence Line (Project Area)
- 100m Assessment Area
- 150m Assessment Area
- Cadastre

BAL Contours

- BAL FZ
- BAL 40
- BAL 29
- BAL 19
- BAL 12.5
- BAL Low

Revision Number	Date	Revision
Scale 1: 2,000		

0 30 60 90 Metres

Linfire Consultancy
A PO Box 4031 Woodlands WA 6018
M +61 (0)433 528 511
E linden@linfire.com.au

Synergy

Kwinana Substation and Battery Energy Storage, Weston Street, Naval Base

Figure 4: BAL Contours Map

Project Number: 001		Drawing Number: 001A	
Rev Number A	Date 30-03-2021	Drawn LW	Approved LW

Ref: 101_G004_RevC.qgz

4.0 Identification of bushfire hazard issues

4.1 Bushfire context

The project area is located within a built-up industrial area, including non-vegetated buildings and infrastructure, roads, railways and managed low threat vegetation, with bushfire hazards limited to isolated and fragmented patches of vegetation to the east. The proposed development will be largely undertaken within a part of the project area, which is already cleared of vegetation, with additional onsite vegetation modification within the project area and in adjacent isolated plots

The greatest bushfire threat to the proposed development is from north and north-east and east of the project area where forest, scrub and grassland vegetation, fragmented into narrow plots by the railway tracks and tracks, create long fire runs exceeding several kilometres. The fire runs from the north are locally constricted, where land has been cleared for development or laydown, resulting in a lensing of the vegetation. A bushfire approaching from the north-east would be on a much shorter fire run of 300-400 m long, although much of this is fragmented vegetation by the train lines. Bushfires approaching from the north or north-east have the potential to exhibit steady state bushfire behaviour to the train lines, however the lack of fuel load from the eastern side of the trainlines to the project area, means it is likely the bushfire behaviour will likely reduce naturally it reaches the development.

Bushfire could also impact proposed development from the south and south-west of the project area however this would be through narrow fire runs through predominantly grassland, scrub and forest vegetation. The fire run would be through fragmented and discontinuous vegetation adjacent to the train lines and would be expected to minor levels of radiant heat and ember attack on the proposed development, as it is considered it will be unlikely to create steady state bushfire behaviour.

Based on the above, bushfire impact on the proposed development is expected to be relatively short, given the quick residence time associated with bushfire spreading through the narrow plots. Linfire consider it unlikely that the discontinuous fuel structure would result in the peak bushfire behaviour anticipated by AS 3959, however, if left unprotected, the project area would be expected to receive moderate levels of radiant heat and ember attack from a bushfire approaching the development.

4.2 Bushfire hazard issues

Examination of the environmental considerations (Section 2.0) and the bushfire risk assessment (Section 3.0) has identified the following bushfire hazard issues:

1. Based on the existing extent of vegetation and potential regrowth, the proposed facility could be subject to an initial BAL of BAL-FZ. In order for the facility to achieve a compliant rating of BAL-29 or less, the entire project area is to be maintained as an APZ in addition to three plots of vegetation with Lot 22 also being modified to low threat vegetation. The existing internal driveway and low threat vegetation within Lot 22 are also required to be kept in a non-vegetated or low threat condition. Implementation and enforcement of the APZ's and low threat vegetation is further addressed in Section 5.2.
2. The proposed development constitutes a high-risk development, primarily due to presence of high-voltage electrical infrastructure and the battery energy storage system (Li-ion batteries). A BRMP has been prepared in accordance with Policy Measure 6.7 of SPP 3.7 to address the on-site electrical and flammable hazards in relation to bushfire risk (refer to Linfire 2021).
3. Given the security-controlled nature of the facility, ensuring sufficient vehicular access to the proposed development, to enable egress by onsite staff to evacuated, but more importantly, having an appropriate process to unlock all necessary gates to facilitate access for fire brigade and emergency services. This is addressed in Section 5.2.

4. Ensuring access to bushfire fighting water supply, to limit the travel time to water supplies for appliance refills.

4.3 Bushfire safety strategy

The following bushfire safety strategy is proposed to demonstrate compliance with the Bushfire Protection Criteria of the Guidelines and address the bushfire hazards identified above:

1. Create sufficient separation from surrounding classified vegetation, by ensuring the entire project area is to be maintained as an APZ in accordance with the APZ standards of the Guidelines. Additionally, three plots of vegetation with Lot 22 also being modified to low threat vegetation through understorey removal and under-pruning. Implementation and enforcement of the APZ and low threat vegetation is further addressed in Section 5.2.
2. Providing sufficient vehicular access within, to and from the proposed development, to enable occupant egress. To facilitate fire fighter access, the onsite emergency response plan is to ensure it includes measures to unlock all relevant internal gates to enable fire appliance access around the proposed development, but also to access the fire water supplies around the site.
3. Providing a secure bushfire fighting water supply utilising the following:
    a. the on-site fire hydrant system including
        i. the booster connection (for suction from site firewater tanks) and;
        ii. external hydrants adjacent to the project area
    b. existing street hydrants on Weston Street
4. Ensure the following construction elements are incorporated into the design:
    a. The Control Room, Switch Room and NSP buildings
        i. constructed in accordance with National Construction Code for the assessed BAL rating
    b. Battery and inverter modules
        i. are to be installed in accordance with manufacturers recommendations including separation between cabinet enclosures and to external combustibles and vegetation
        ii. constructed in accordance with the following principles as per AS 3959 BAL-12.5 and BAL-19 requirements
            1. Cabinet enclosure to be constructed of non-combustible material (e.g. steel)
            2. Any gaps are to be less than 2 mm wide or sealed with a non-combustible sealant or screened with mesh or perforated sheet made from corrosion resistant steel or aluminium with maximum aperture of 2 mm
            3. Install non-combustible seals on any openable cabinet doors
5. Ensure appropriate bushfire emergency management procedures are incorporated into the site emergency plan, to enable onsite staff to appropriately manage a bushfire event impacting the proposed development including:
    a. Monitoring of forecast Fire Danger Rating during bushfire season to anticipate bushfire risk for the next day
    b. Maintaining situational awareness during day in bushfire season
    c. Emergency evacuation procedures for bushfire events
    d. Procedures for discharge of the battery energy storage system to a low energy

state prior to a bushfire emergency.

e. Procedures for full emergency shutdown of the battery energy storage system and transformers, in consultation with authorised DFES personnel, should bushfire impact of the development be imminent

Based on the above, Linfire considers the bushfire hazards within and adjacent to project area and the associated bushfire risks are manageable through standard management responses outlined in the Guidelines and AS 3959, supplemented by some voluntary measures. These responses will be factored into proposed development as early as possible at all stages of the planning process to ensure a suitable, compliant and effective bushfire management outcome is achieved for protection of future life, property and environmental assets.

5.0 Assessment against the bushfire protection criteria

5.1 Compliance table

An acceptable solutions assessment against the bushfire protection criteria is provided in Table 5.

Table 5: Compliance with the bushfire protection criteria of the Guidelines

Bushfire protection criteria				Linfire response		
Element	**Intent**	**Performance Principle**	**Acceptable solutions**	**Method of compliance**	**Proposed bushfire management measures**	**Compliance Comment**
Element 1: Location	To ensure that strategic planning proposals, subdivision and development applications are located in areas with the least possible risk of bushfire to facilitate the protection of people, property and infrastructure.	Performance Principle P1 Development location The strategic planning proposal, subdivision and development application is located in an area where the bushfire hazard assessment is or will, on completion, be moderate or low, or a BAL-29 or below, and the risk can be managed. For unavoidable development in areas where BAL-40 or BAL-FZ applies, demonstrating that the risk can be managed to the satisfaction of the Department of Fire and Emergency Services and the decision-maker.	A1.1 Development location The strategic planning proposal, subdivision and development application is located in an area that is or will, on completion, be subject to either a moderate or low bushfire hazard level, or BAL–29 or below.	**Acceptable Solution**	The BAL contour map (see Figure 4) indicates that all proposed buildings and infrastructure can be sited in an area of BAL-29 or lower, upon completion of development and implementation of the Asset Protection Zone (APZ) and low threat vegetation.	• Compliance of the Performance Principle and Intent of Element 1 is achieved through compliance with Acceptable Solution A1.1
Element 2: Siting and design of developme nt	To ensure that the siting and design of development minimises the level of bushfire impact.	Performance Principle P2 The siting and design of the strategic planning proposal, subdivision or development application, including roads, paths and landscaping, is appropriate to the level of bushfire threat that applies to the site. That it incorporates a defendable space and significantly reduces the heat intensities at the building surface thereby minimising the bushfire risk to people, property and infrastructure, including compliance with AS 3959 if appropriate.	A2.1 Asset Protection Zone (APZ) Every habitable building is surrounded by, and every proposed lot can achieve, an APZ depicted on submitted plans, which meets the following requirements: **Width**: Measured from any external wall or supporting post or column of the proposed building, and of sufficient size to ensure the potential radiant heat impact of a bushfire does not exceed 29kW/m² (BAL–29) in all circumstances. **Location:** the APZ should be contained solely within the boundaries of the lot on which the building is situated, except in instances where the neighbouring lot or lots will be managed in a low-fuel state on an ongoing basis, in perpetuity (see explanatory notes) **Management:** the APZ is managed in accordance with the requirements of 'Standards for Asset Protection Zones' (see Guidelines Schedule 1).	**Acceptable Solution**	On completion of development, the entire project area is to be non-vegetated or landscaped and maintained in a low threat state as an APZ. In addition to the nominated APZs, three small plots containing mature trees located outside the project area but within Lot 22, are to be modified to low threat vegetation to avoid any potential bushfire impact on the development. These plots are all within the Proponents land and it is a commitment of this BMP that the plots are managed in perpetuity. The APZ is to be implemented and maintained in accordance with Schedule 1 of the Guidelines (see Appendix 2), although it is noted that the project area is likely to be entirely non-vegetated.	• Compliance of the Performance Principle and Intent of Element 2 is achieved through compliance with Acceptable Solution A2.1
Element 3: Vehicular access	To ensure that the vehicular access serving a subdivision/develop ment is available and safe during a bushfire event.	Performance Principle P3 The internal layout, design and construction of public and private vehicular access and egress in the subdivision / development allow emergency and other vehicles to move through it safely and easily.	A3.1 Two access routes Two different vehicular access routes are provided, both of which connect to the public road network, provide safe access and egress to two different destinations and are available to all residents/the public at all times and under all weather conditions.	**Acceptable Solution**	The existing public road network to the Kwinana Power Station site will provide all occupants with the option of travelling to more than two different destinations: • connection to Leath Road (at the site main entrance) providing the option of travelling south to Rockingham Road either via Leath Road to Donaldson Road to Moore Road, or east via Weston Street and Beard Street. • connection to Weston Street in the east, providing the option of	• Compliance of the Performance Principle and Intent of Element 2 is achieved through compliance with Acceptable Solution A3.1, A3.5 and A3.8

Bushfire protection criteria				Linfire response		
Element	**Intent**	**Performance Principle**	**Acceptable solutions**	**Method of compliance**	**Proposed bushfire management measures**	**Compliance Comment**
					travelling Rockingham Road via Morley Street to Beard Street, or to the south via Leath Road to Donaldson Road to Moore Road. In this regard, the proposed development is provided with at least two access routes which meets and exceeds the requirements of Acceptable Solution A3.1.	
			A3.2 Public road A public road is to meet the requirements in Table 2, Column 1.	**Not applicable**	No public roads are proposed as part of the development. The existing public roads sighted whilst travelling to the site appeared compliant with public road specifications of the Guidelines and will be sufficient for emergency egress or firefighter access to the site.	
			A3.3 Cul-de-sac (including a dead-end-road) A cul-de-sac and/or a dead-end road should be avoided in bushfire prone areas. Where no alternative exists (i.e. the lot layout already exists and/or will need to be demonstrated by the proponent), detailed requirements will need to be achieved (refer to the Guidelines for detailed cul-de-sac requirements).	**Not applicable**	No cul-de-sacs are proposed as part of the development. Where Leath Road and Weston Street provide access to the Kwinana Power Station, they essentially continue within the facility as internal driveways. Whilst they could be considered dead-end roads, given the facility is manned at all times, it is expected that all gates and security barriers would be removed in a bushfire emergency, permitting unobstructed access to and from the development for occupants and firefighters. Given the location and use of the site, it is not expected there would be any public accessing the site.	
			A3.4 Battle-axe Battle-axe access leg's should be avoided in bushfire prone areas. Where no alternative exists, (this will need to be demonstrated by the proponent) detailed requirements will need to be achieved (refer to the Guidelines for detailed battle-axe requirements).	**Not applicable**	No battle-axe legs are proposed as part of the development and the project area is not serviced by an existing battle-axe.	
			A3.5 Private driveway longer than 50 m A private driveway is to meet detailed requirements (refer to the Guidelines for detailed private driveway requirements).	**Acceptable Solution**	All proposed internal roads to be constructed as part of the development (within the project area) will be in accordance with the technical requirements of the Guidelines for private driveways (see Appendix 3). All existing internal roads observed during the site inspection appeared to be at least 6 m wide and appear to be interconnected around the site (generally through locked gates), with the exception being the extension of Weston Street along the eastern interface, which has a turnaround facility where it enters the Lot 102 (Alcoa) site. This turnaround appears to be at least 17.5 m wide, and therefore compliant, however it is noted that travel would likely be possible for emergency services through the Alcoa site, to Hogg Road in the north. As the existing facility and proposed development requires access by a variety of large industrial vehicles associated with construction and maintenance at the site, it is expected that the on-site vehicular access will be sufficient for any attending fire appliances.	
			A3.6 Emergency access way An access way that does not provide through access to a public road is to be avoided in bushfire prone areas. Where no alternative exists (this will need to be demonstrated by the proponent), an emergency access way is to be provided as an alternative link to a public road during emergencies. An	**Not applicable**	The proposed development does not require Emergency Access Ways (EAWs) to provide through access to a public road.	

Bushfire protection criteria				Linfire response		
Element	**Intent**	**Performance Principle**	**Acceptable solutions**	**Method of compliance**	**Proposed bushfire management measures**	**Compliance Comment**
			emergency access way is to meet detailed requirements (refer to the Guidelines for detailed EAW requirements).			
			A3.7 Fire service access routes (perimeter roads) Fire service access routes are to be established to provide access within and around the edge of the subdivision and related development to provide direct access to bushfire prone areas for fire fighters and link between public road networks for firefighting purposes. Fire service access routes are to meet detailed requirements (refer to the Guidelines for detailed fire service access route requirements).	**Not applicable**	The proposed development does not require fire service access routes (FSARs) to achieve access within and around the perimeter of the project area.	
			A3.8 Firebreak width Lots greater than 0.5 hectares must have an internal perimeter firebreak of a minimum width of three metres or to the level as prescribed in the local firebreak notice issued by the local government.	**Acceptable Solution**	On completion of development, the project area will be developed with non-vegetated surfaces, cleared land or low threat landscaping (compliant with the APZ standards), and as such, perimeter firebreaks are not considered to be required around the project area. The overall site shall comply with relevant requirements of the City of Kwinana firebreak notice (see Appendix 4)	
Element 4: Water	To ensure that water is available to the subdivision, development or land use to enable people, property and infrastructure to be defended from bushfire.	Performance Principle P4 The subdivision, development or land use is provided with a permanent and secure water supply that is sufficient for firefighting purposes.	A4.1 Reticulated areas The subdivision, development or land use is provided with a reticulated water supply in accordance with the specifications of the relevant water supply authority and Department of Fire and Emergency Services.	**Acceptable Solution**	The overall site is located within an existing reticulated area, and is currently supplied by a reticulated town main water supply. The nearest street hydrants are located on Weston Street, approximately 500 m from the project area (see Figure 5). Whilst the site in a reticulated area with street hydrants, the main bushfire fighting water supply is likely to be accessed from the dedicated onsite fire hydrant system detailed below in A4.2 below.	• Compliance of the Performance Principle and Intent of Element 4 is achieved through compliance with Acceptable Solutions A4.1 and A4.2
			A4.2 Non-reticulated areas Water tanks for firefighting purposes with a hydrant or standpipe are provided and meet detailed requirements (refer to the Guidelines for detailed requirements for non-reticulated areas).	**Acceptable Solution**	The existing facility has an on-site fire hydrant system, complete with two dedicated firewater storage tanks (450,000 L capacity each), duty/standby pumpset, booster connection at the Old Administration building and onsite external fire hydrants throughout the entire site including the project area. This hydrant system provides attending fire fighters with fire hydrant coverage of the project area, as well as access to water for bushfire fighting purposes. Given the significant onsite water storage already available at the site, the current storage capacity is considered appropriate for bushfire fighting purposes especially when it can be supplemented by nearby street hydrants. This static water supply will also be available for refilling attending fire appliances via the suction connections from the firewater storage tanks, within the site booster connection. The firewater hydrant system, including the tank/s, are to be maintained for the life of the project by the Proponent. Several of the existing external hydrants within the project area are to be relocated away from proposed development and to locations immediately adjacent to the internal driveway, where fire appliances can access the water supply for bushfire fighting purposes.	

Bushfire protection criteria				Linfire response		
Element	**Intent**	**Performance Principle**	**Acceptable solutions**	**Method of compliance**	**Proposed bushfire management measures**	**Compliance Comment**
			A4.3 Individual lots within non-reticulated areas (Only for use if creating 1 additional lot and cannot be applied cumulatively) Single lots above 500 m^2 need a dedicated static water supply on the lot that has the effective capacity of 10,000 L.	**Not applicable**	The proposed development is being addressed in accordance with A41 and A4.2	

5.2 Additional management strategies

Linfire makes the following additional bushfire management recommendations to inform ongoing planning stages of the development and increase the level of bushfire risk mitigation across the site.

5.2.1 Project Bushfire Risk Management Plan (high-risk land uses)

The proposed development constitutes a high-risk land use. On this basis, a Bushfire Risk Management Plan (BRMP) has been prepared to address the requirements of Policy Measure 6.7, and accompanies this BMP. The BRMP addresses bushfire risk management measures for flammable on-site hazards associated with electircal infrastructure and the battery energy storage system, in particular the Li-ion batteries. The BRMP demonstrates that the risk associated with the proposed development is manageable, provided the risk management measures detailed in the BRMP are complied with including:

- Onsite vegetation management
- Fire hydrant system
- Process control measures including procedures for reducing electrical infrastructure to low energy state and undertaking full emergency shutdown
- Personnel training
- Dangerous Goods compliance including updating all documentation especially the DFES Special Risks Plan

5.2.2 Access gates

All access gates proposed in the fence surrounding the project areas, shall have a minimum width of no less than 3.6m to enable a fire appliance to pass through. As the gate will be locked to restrict access, keys are to be available to Synergy site personnel to enable rapid unlocking in an emergency. Installation and ongoing maintenance of the gate is to be the responsibility of the Proponent.

5.2.3 Building construction standards

The proposed development does not include any Class 1, 2, or 3 residential buildings and associated Class 10a structures, and as such, there is no statutory requirement for proposed buildings to meet the construction requirements of AS 3959.

Notwithstanding, given the high-risk nature of the proposed use, it is a requirement of the BMP that compliance with the following AS 3959 construction requirements are implemented:

- The Control Room, Switch Room and NSP buildings
    - constructed in accordance with National Construction Code for the assessed BAL rating
- Battery and inverter modules
    - The final proprietary battery energy storage system is yet to be selected, however it is assumed to be external cabinet enclosures, with ventilation openings for the integrated cooling system (typical for most cabinet options)
    - are to be installed in accordance with manufacturers recommendations including separation between cabinet enclosures and to external combustibles and vegetation
    - constructed in accordance with the following principles of AS 3959 BAL-12.5

and BAL-19 requirements

- Cabinet enclosure to be constructed of non-combustible material (e.g. steel)
- Any gaps are to be less than 2 mm wide or sealed with a non-combustible sealant or screened with mesh or perforated sheet made from corrosion resistant steel or aluminium with maximum aperture of 2 mm
- Install non-combustible seals on any openable cabinet doors

5.2.4 On-site staging buffers

If development (and therefore clearing) is to occur on a staged basis, clearing in advance will need to occur to ensure building construction is not inhibited by a temporary vegetation extent located within adjacent development stages yet to be cleared. This can be achieved by ensuring that each approved stage subject to construction is surrounded by a suitably sized, on-site cleared or low threat buffer to development (not including vegetation proposed to be retained). Once the buffers are created, they will need to be maintained on a regular and ongoing basis in accordance with AS 3959 Clause 2.2.3.2 (f) and Schedule 1 of the Guidelines (refer Appendix 2). Management will include slashing of grassland at 100 mm or lower, to achieve a low threat minimal fuel condition all year round, until such time that the buffer area is developed as part of the next development stage. This will assist in managing the current on-site temporary vegetation hazards.

5.2.5 Bushfire Emergency Management Procedures

An emergency management plan (EMP), detailing the response procedures for both onsite and off-site emergencies, already exists for the facility. The EMP comprehensively addresses a variety of potential emergencies, including building/structure/process fires, however currently has little specific information regarding bushfires.

In the event of a fire emergency, the current EMP trained staff will be able to manage the site muster and account for all staff on site. It is expected that the procedures will also include the following for fire emergencies:

- Gather and Record all information from the person reporting the incident on the Incident Log Sheet. Maintain Log for the duration of the Event
- Send Incident Responder to Assess and Assist (Taking First Aid and Communications)
- On advice from the Incident Responder consider sounding the Station Alert or Evacuation siren
- Call Emergency Services 000 (DFES)
    - Synergy, Cockburn Power Station, DFES Plan 157
- Notify Security to open gates and give the location of the Fire for the Emergency Services to Attend.
- Notify KIMA Neighbours via the KIMA Radio
- Escalate the Incident to the EMT if Required.
- Sound the ALL CLEAR once the Event is cleared by the Incident Controller, the Chief Warden and the EMT Lead

The following bushfire emergency management measures shall also be incorporated into the facility EMP:

5.2.5.1 Awareness and Pre-emptive Actions

- **Fire Danger Rating (FDR) forecast**

  Consult Emergency WA website, DFES phone (13 3337), DFES Twitter and local ABC radio for Fire Danger Rating (FDR) forecast, which are usually issued the evening before (after 4pm).

  - Days with forecast FDR of Extreme or Catastrophic
    - Ensure relevant onsite staff, transport staff/contractors and any other relevant personnel are aware of increased bushfire risk
    - Consider pre-emptively ceasing or reducing operations and limiting site visitation. If operations need to continue, consider additional onsite staff to react to a bushfire event
    - Ensure staff are prepared for a rapid, controlled shutdowns or priority power discharges on these days, should it be required.
    - Maintain situational awareness throughout the day by visually monitor land around the site for signs of bushfire and monitoring the Emergency WA website, DFES phone (13 3337), DFES Twitter and local ABC radio for current emergency warning status and bushfire information.
  - Days with forecast FDR of Very High or Severe
    - Ensure onsite staff, transport staff/contractors and any other relevant personnel are aware of bushfire risk
    - Maintain situational awareness throughout the day
  - Days with forecast FDR of High or Low
    - Maintain situational awareness throughout the day

- **Total Fire Ban**

  Consult Emergency WA website, DFES phone (13 3337), Total Fire Ban Hotline (1800 709 355) or DFES Twitter to determine if a Total Fire Ban has been declared (evening after 6pm and prior to 8.15am). If a Total Fire Ban is declared:

  - ensure all relevant staff and contractors are notified to ensure all relevant actions are undertaken including:
    - no fire or flames allowed in the open air
    - no open fires for the purpose of cooking or camping are not allowed (including use of the fire pit)
    - no 'hot work' such as metal work, grinding, welding, soldering, gas cutting or similar is allowed unless a formal exemption has been obtained
    - no use of chainsaws, plant or grass trimmers or lawn mowers in bushland areas
    - no other activities that may start a fire
    - ensure equipment or machinery is mechanically sound
    - ensure all reasonable precautions are taken to prevent a bushfire igniting including postponing any activity that could result in a bushfire ignition.

5.2.5.2 Response Actions

- **Actions on Alert Warnings (as per Emergency WA/DFES warning system)**
  - Days with an 'Advice' alert or bushfire within 7 km
    - assess the situation relating to level of bushfire threat and potential

impact on the facility and occupants through the following:

- using information obtained from DFES or any other relevant agencies
- obtain aerial photo/map and plot where bushfire is located and direction and speed of spread (if known)
- consider Fire Danger Rating for the day

▪ Contact DFES (000) if not already undertaken
▪ Advise all onsite staff, transport staff/contractors and any other relevant personnel of the bushfire situation.
▪ Account for any visitor whereabouts using visitor register
▪ ensure onsite communication systems are ready for use and the internal evacuation routes are unlocked
▪ Ensure staff are prepared for discharge to achieve a low energy state or full emergency shutdown on these days, should it be required.
▪ Maintain situational awareness throughout the day
▪ consider activating the Evacuation procedure, including relocation of non-essential staff offsite, if bushfire could possibly result in closure of public roads from the site

○ Days where a Watch and Act' or 'Emergency Warning' or bushfire within 7 km
▪ assess the situation relating to level of bushfire threat and potential impact on the facility and occupants as per "Advice" alert
▪ Immediately advise all onsite staff, transport staff/contractors and any other relevant personnel including visitors of the bushfire situation.
▪ Consider activating the Evacuation procedure, including relocation of non-essential staff offsite, if bushfire could possibly result in closure of public roads from the site
▪ Consider undertaking discharge of power from battery energy storage system and transformers to achieve a low energy state, if a bushfire is in the local area and not yet likely to impact the site
▪ Consider full emergency shutdown of the battery energy storage system and transformers, in consultation with authorised DFES personnel, should bushfire impact of the development be imminent
▪ Should off-site evacuation not be possible for all site occupants, onsite sheltering should be considered within a building as far from the approaching bushfire as possible.

5.2.6 BAL compliance and/or BAL assessment report

A BAL compliance and/or BAL assessment report may be prepared at the discretion of the Shire following completion of construction works and prior to issue of certificate of occupancy to validate and confirm the accuracy of the BAL contour assessment.

5.2.7 Compliance with annual firebreak notice

The developer/land manager are to comply with the current City of Kwinana annual firebreak notice as amended (refer Appendix 4).



Legend

- Street Hydrant
- Fire Water Tank
- Fire Pumproom and Booster Connection
- Turning Head
- Internal Driveway
- Public Road
- Proposed Development Layout
- Asset Protection Zone
- Development Site Boundary
- Electrical Infrastructure Extent
- Enclosure Fence Line (Project Area)
- Modified and maintained as low threat vegetation

Revision Number	Date	Revision
Scale 1: 3,000		

0 50 100 150 Metres

Linfire Consultancy
A PO Box 4031 Woodlands WA 6018
M +61 (0)433 528 511
E linden@linfire.com.au

Synergy

Kwinana Substation and Battery Energy Storage, Weston Street, Naval Base

Figure 5: Bushfire Management Measures

Project Number: 001		Drawing Number: 001A	
Rev Number A	Date 30-03-2021	Drawn LW	Approved LW

Ref: 101_G005_RevC.qgz

6.0 Responsibilities for implementation and management of the bushfire measures

Implementation of the BMP applies to the Proponent (landowner, facility manager) to ensure bushfire management measures are adopted and implemented on an ongoing basis. A bushfire responsibilities table is provided in Table 6 to drive implementation of all bushfire management works associated with this BMP.

Table 6: Responsibilities for implementation and management of the bushfire measures

Implementation/management table	
Proponent – prior to development occupation	
No.	*Implementation action*
1	If required by the City, individual BAL assessment prior to issuing of building permits.
2	Establish the on-site Asset Protection Zone (APZ) within the project area (North and South Areas) to the dimensions and standards stated in the BMP and Appendix 2
3	Establish low threat landscaping in the three nominated locations outside the project area in accordance with the standards outlined in the BMP. Vegetation modification is primarily removal of understorey vegetation and under-pruning of any trees to 2 m above ground level
4	Install the private driveway network within the project area (North and South Areas) to the relevant technical requirements under the Guidelines (refer to Appendix 3)
5	Construct the any access gates within fence to the standards stated in the BMP, with width no less than 3.6 m.
6	Relocate existing external fire hydrants currently located within the project area, to positions adjacent to the internal driveways outside the project area
7	Implement any required management measures outlined in the project Bushfire Risk Management Plan (BRMP) including: • Onsite vegetation management • Fire hydrant system • Process control measures including priority power discharges • Personnel training • Dangerous Goods compliance including updating all documentation especially the DFES Special Risks Plan
8	Incorporate the Bushfire Emergency Management Procedures documented in this BMP, into the facility Emergency Response Plan.
9	Adopt construction requirements for the following buildings and structures as identified in this BMP and BRMP: • Control, switch and NSP rooms • Battery enclosures
10	If development is staged, maintain on-site staging buffers to achieve exclusion Clause 2.2.3.2 (f) of AS 3959, including slashing/mowing of grassland and weeds to height of less than 100 mm.
11	Comply with the City of Kwinana annual firebreak notice issued under s33 of the Bush Fires Act 1954.
Proponent – ongoing	
No.	*Implementation action*
1	Maintain the on-site Asset Protection Zone (APZ) within the project area to the dimensions and standards stated in the BMP and Appendix 2.

Implementation/management table	
2	Maintain low threat landscaping in the three nominated locations outside the project area in accordance with the standards outlined in the BMP.
3	Maintain the private driveway to the standards stated in the BMP.
4	Maintain the access gates to the standards stated in the BMP.
5	Maintain the onsite fire hydrant system in accordance with relevant Australian Standards and the standard stated in the BMP.
6	Ongoing review and implementation of the project Bushfire Risk Management Plan (BRMP).
7	Ongoing review of the Bushfire Emergency Management Procedures documented in the facility Emergency Response Plan.
8	Ongoing maintenance of the construction requirements for the following buildings and structures as identified in this BMP and BRMP: • Control, switch and NSP rooms • Battery enclosures
9	Comply with the City of Kwinana annual firebreak notice issued under s33 of the Bush Fires Act 1954.

7.0 References

Department of Fire and Emergency Services (DFES) 2021, *Map of Bush Fire Prone Areas*, [Online], Government of Western Australia, available from: https://maps.slip.wa.gov.au/landgate/bushfireprone/,.

Department of Planning (DoP) 2016, *Visual guide for bushfire risk assessment in Western Australia*, Department of Planning, Perth.

Standards Australia (SA) 2018, Australian Standard *AS 3959–2018 Construction of Buildings in Bushfire-prone Areas*, Standards Australia, Sydney.

Linfire 2021, *Bushfire Risk Management Plan: Kwinana Big Battery - Weston Street, Naval Base,* Linfire Consultancy, Perth.

Western Australian Planning Commission (WAPC) 2015, *State Planning Policy 3.7 Planning in Bushfire Prone Areas*, Western Australian Planning Commission, Perth.

Western Australian Planning Commission (WAPC) 2017, *Guidelines for Planning in Bushfire Prone Areas*, Version 1.3 August 2017, Western Australian Planning Commission, Perth.

Appendix 1: Vegetation plot photos and description

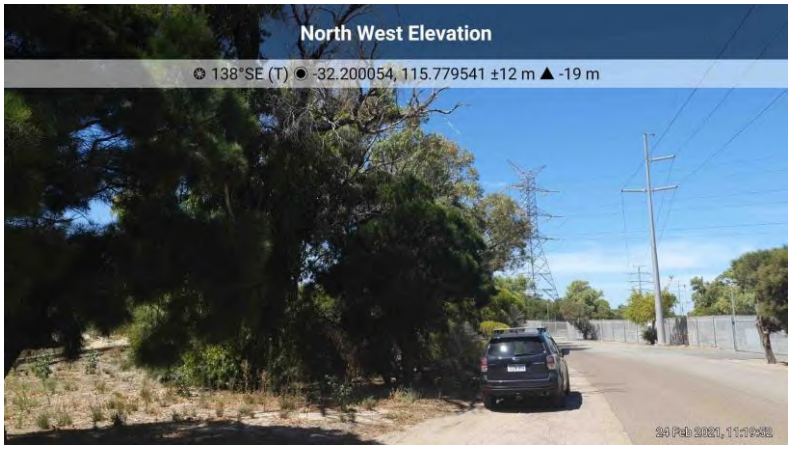


Photo ID: 1a



Photo ID: 1b

Plot number		Plot 1
Vegetation classification	Pre-development	Class A Forest
	Post-development	Class A Forest
Description / justification		Trees 10-30 m high at maturity, dominated by Eucalypts, multi-tiered structure comprising tall canopy layer, shrubby middle layer and grass/herb/sedge understorey



Photo ID: 2a (grassland in foreground)



Photo ID: 2b

Plot number		Plot 2
Vegetation classification	Pre-development	Class G Grassland
	Post-development	Class G Grassland
Description / justification		Grassland at maturity, greater than 100 mm in height



Photo ID: 3a (scrub on train batter in background)

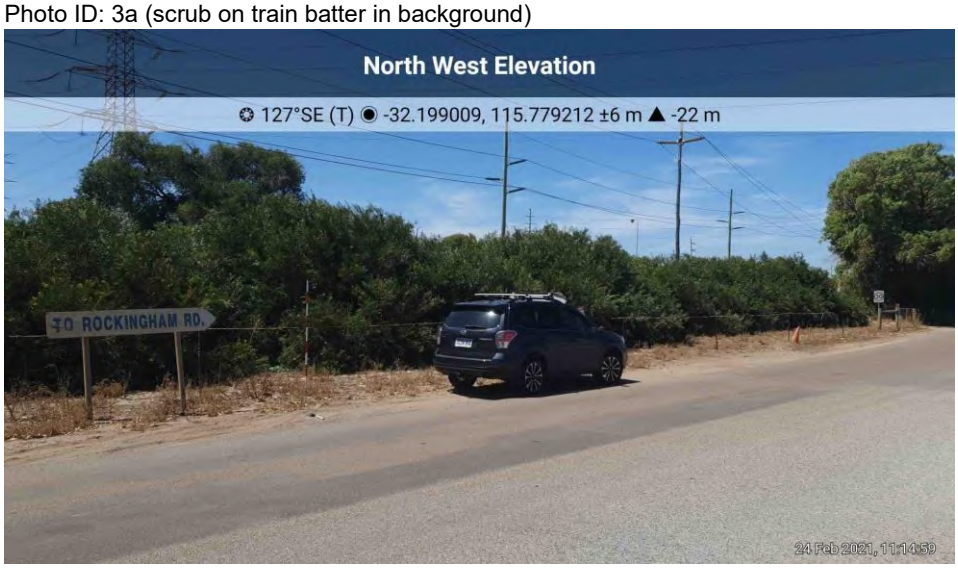


Photo ID: 3b

Plot number		Plot 3
Vegetation classification	Pre-development	Class D Scrub
	Post-development	Class D Scrub
Description / justification		Vegetation with a continuous horizontal and vertical structure, greater than 2 m high at maturity



Photo ID: 3c



Photo ID: 3d

Plot number		Plot 3
Vegetation classification	Pre-development	Class D Scrub
	Post-development	Class D Scrub
Description / justification		Vegetation with a continuous horizontal and vertical structure, greater than 2 m high at maturity



Photo ID: 3e (conservative classification given evidence of scrub along train lines)



Photo ID: 3f (conservative classification given evidence of scrub along train lines)

Plot number		Plot 3
Vegetation classification	Pre-development	Class D Scrub
	Post-development	Class D Scrub
Description / justification		Vegetation with a continuous horizontal and vertical structure, greater than 2 m high at maturity

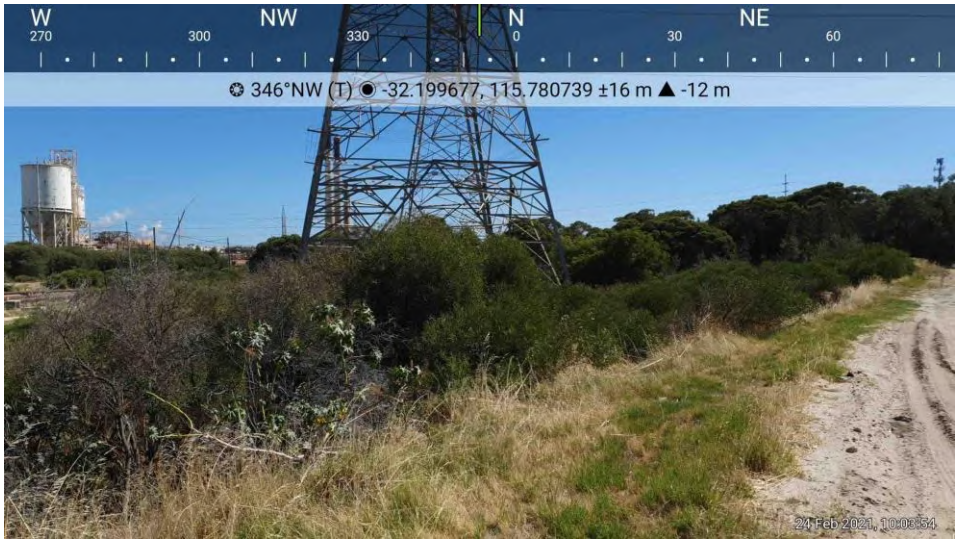


Photo ID: 3g



Photo ID: 3h

Plot number		Plot 3
Vegetation classification	Pre-development	Class D Scrub
	Post-development	Class D Scrub
Description / justification		Vegetation with a continuous horizontal and vertical structure, greater than 2 m high at maturity



Photo ID: 4a (see in centre background of photo on train line batter with Plot 5 on steeper portion of batter. with Plot 6 scrub on centre left of the photo)

Plot number		Plot 4
Vegetation classification	Pre-development	Class A Forest
	Post-development	Class A Forest
Description / justification		The vegetation in Plots 4 and 5 appears to be more scrub, however given the increase in tree size and the lack of height measurement due to access (although the train provides an indication of height), or apparent ongoing management, there might be potential for this vegetation to exceed 6m in height, and as such, has been conservatively classified as Class A forest



Photo ID: 6a

Plot number		Plot 6
Vegetation classification	Pre-development	Class D Scrub
	Post-development	Class D Scrub
Description / justification		Vegetation with a continuous horizontal and vertical structure, greater than 2 m high at maturity



Photo ID: 7a

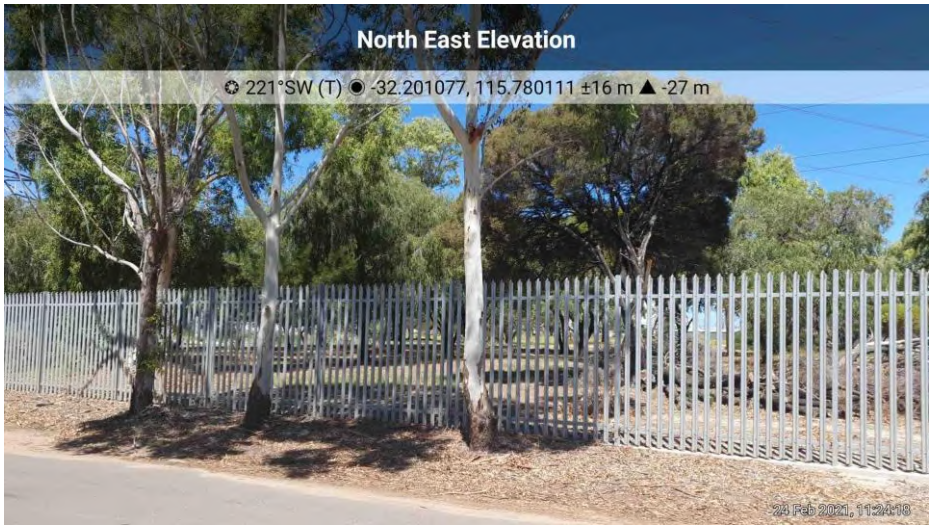


Photo ID: 7b

Plot number		Plot 7
Vegetation classification	Pre-development	Excluded – Clause 2.2.3.2 [a]
	Post-development	Excluded – Clause 2.2.3.2 [a]
Description / justification		Vegetation further than 100 m from project area



Photo ID: 8a

Plot number		Plot 8
Vegetation classification	Pre-development	Excluded – Clause 2.2.3.2 [c]
	Post-development	Excluded – Clause 2.2.3.2 [c]
Description / justification		Small plot of unmanaged scrub vegetation in local drain, less than 0.25 ha in area, surrounded by managed vegetation (slashed grassland and verges) and non-vegetated infrastructure.

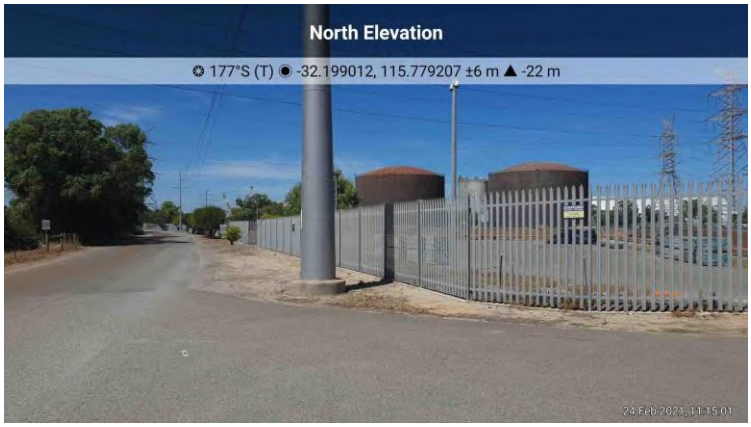


Photo ID: 9a

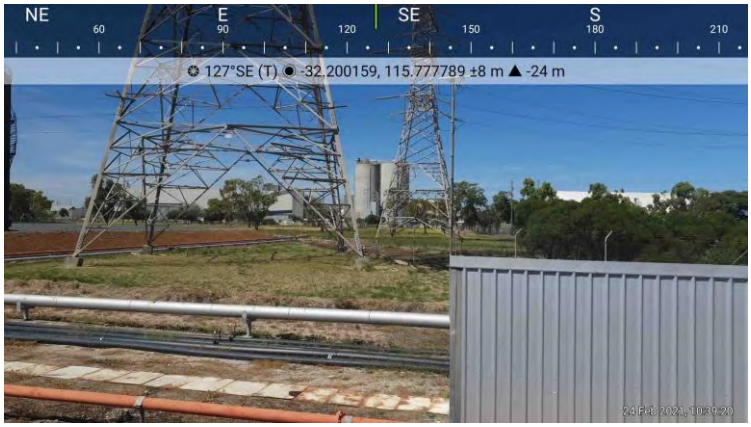


Photo ID: 9b



Photo ID: 9c

Plot number		Plot 9
Vegetation classification	Pre-development	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])
	Post-development	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])
Description / justification		Low threat cultivated gardens and maintained lawns within surrounding properties and non-vegetated areas including roads, footpaths, driveways and building footprints



Photo ID: 9d



Photo ID: 9e



Photo ID: 9f

Plot number		Plot 9
Vegetation classification	Pre-development	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])
	Post-development	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])
Description / justification		Low threat cultivated gardens and maintained lawns within surrounding properties and non-vegetated areas including roads, footpaths, driveways and building footprints



Photo ID: 9g



Photo ID: 9h



Photo ID: 9i

Plot number		Plot 7
Vegetation classification	Pre-development	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])
	Post-development	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])
Description / justification		Low threat cultivated gardens and maintained lawns within surrounding properties and non-vegetated areas including roads, footpaths, driveways and building footprints



Photo ID: 9j

Plot number		Plot 9
Vegetation classification	Pre-development	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])
	Post-development	Excluded – Non-vegetated and Low threat (Clause 2.2.3.2 [e] and [f])
Description / justification		Low threat cultivated gardens and maintained lawns within surrounding properties and non-vegetated areas including roads, footpaths, driveways and building footprints

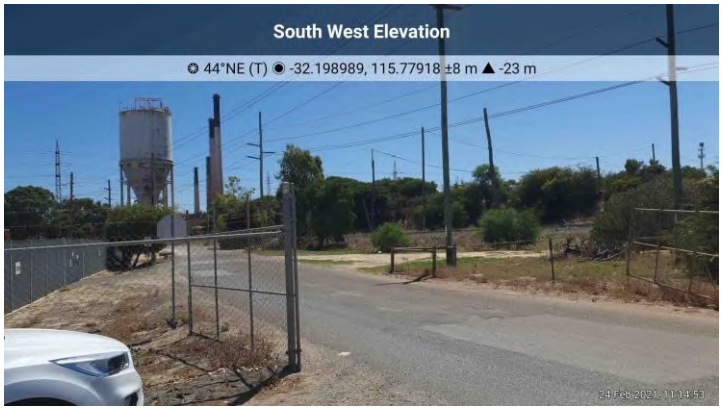


Photo ID: 10a

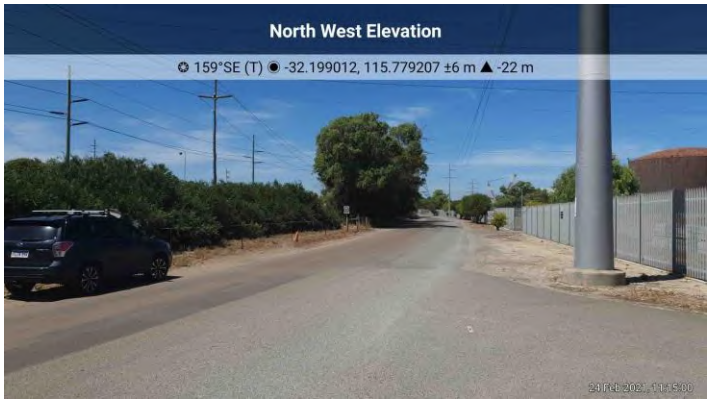


Photo ID: 10b



Photo ID: 10c

Plot number		Plot 10
Vegetation classification	Pre-development	Class A Forest
	Post-development	Modified to non-vegetated (exclusion 2.2.3.2 [e]) and/or low threat (exclusion 2.2.3.2 [f]) state
Description / justification		Isolated plots of forest vegetation, that are to be modified to a low threat state as part of this development



Photo ID: 10d



Photo ID: 10e



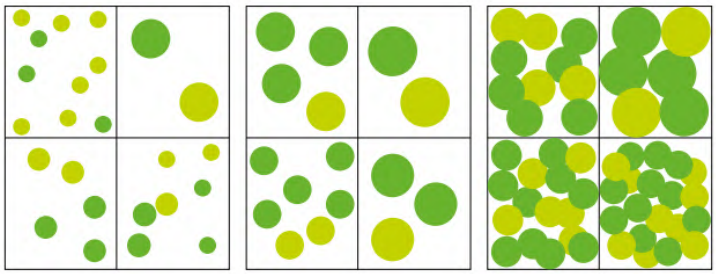
Photo ID: 10f

Plot number		Plot 10
Vegetation classification	Pre-development	Class A Forest
	Post-development	Modified to non-vegetated (exclusion 2.2.3.2 [e]) and/or low threat (exclusion 2.2.3.2 [f]) state
Description / justification		Isolated plots of forest vegetation, that are to be modified to a low threat state as part of this development

Appendix 2: APZ standards (Schedule 1 of the Guidelines)

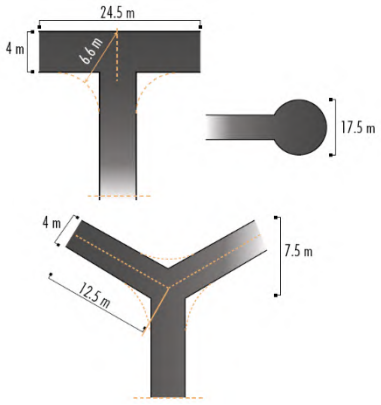
Schedule 1: Standards for Asset Protection Zones

- **Fences:** within the APZ are constructed from non-combustible materials (e.g. iron, brick, limestone, metal post and wire). It is recommended that solid or slatted non-combustible perimeter fences are used.
- **Objects:** within 10 metres of a building, combustible objects must not be located close to the vulnerable parts of the building i.e. windows and doors.
- **Fine Fuel load:** combustible dead vegetation matter less than 6 millimetres in thickness reduced to and maintained at an average of two tonnes per hectare.
- **Trees (> 5 metres in height):** trunks at maturity should be a minimum distance of 6 metres from all elevations of the building, branches at maturity should not touch or overhang the building, lower branches should be removed to a height of 2 metres above the ground and or surface vegetation, canopy cover should be less than 15% with tree canopies at maturity well spread to at least 5 metres apart as to not form a continuous canopy.



- **Shrubs (0.5 metres to 5 metres in height):** should not be located under trees or within 3 metres of buildings, should not be planted in clumps greater than 5 m^2 in area, clumps of shrubs should be separated from each other and any exposed window or door by at least 10 metres. Shrubs greater than 5 metres in height are to be treated as trees.
- **Ground covers (<0.5 metres in height):** can be planted under trees but must be properly maintained to remove dead plant material and any parts within 2 metres of a structure, but 3 metres from windows or doors if greater than 100 millimetres in height. Ground covers greater than 0.5 metres in height are to be treated as shrubs.
- **Grass:** should be managed to maintain a height of 100 millimetres or less.

Appendix 3: Vehicular access technical standards of the Guidelines

Private driveway longer than 50 metres	
Acceptable solution A3.5	A private driveway is to meet all of the following requirements: • **Requirements in Table 1, Column 3** • **Required where a house site is more than 50 metres from a public road** • **Passing bays:** every 200 metres with a minimum length of 20 metres and a minimum width of two metres (i.e. the combined width of the passing bay and constructed private driveway to be a minimum six metres) • **Turn-around areas:** designed to accommodate type 3.4 fire appliances and to enable them to turn around safely every 500 metres (i.e. kerb to kerb 17.5 metres) and within 50 metres of a house • **Any bridges or culverts:** are able to support a minimum weight capacity of 15 tonnes • **All-weather surface (i.e. compacted gravel, limestone or sealed).**
Explanatory note E3.5	For a driveway shorter than 50 metres, fire appliances typically operate from the street frontage however where the distance exceeds 50 metres, then fire appliances will need to gain access along the driveway in order to defend the property during a bushfire. Where house sites are more than 50 metres from a public road, access to individual houses and turnaround areas should be available for both conventional two-wheel drive vehicles of residents and type 3.4 fire appliances. Turn-around areas should be located within 50 metres of a house. Passing bays should be available where driveways are longer than 200 metres and turn-around areas in driveways that are longer than 500 metres. Circular and loop driveway designs may also be considered. These criteria should be addressed through subdivision design. Passing bays should be provided at 200 metre intervals along private driveways to allow two-way traffic. The passing bays should be a minimum length of 20 metres, with the combined width of the passing bay and the access being a minimum of six metres. Turn-around areas should allow type 3.4 fire appliances to turn around safely (i.e. kerb to kerb 17.5 metres) and should be available at the house sites and at 500 metre intervals along the driveway. 

Technical requirement	1	2	3	4	5
	Public road	Cul-de-sac	Private driveway longer than 50 m	Emergency access way	Fire service access routes
Minimum trafficable surface (m)	6*	6	4	6*	6*
Horizontal distance (m)	6	6	6	6	6
Vertical clearance (m)	4.5	N/A	4.5	4.5	4.5
Maximum grade <50 m	1 in 10	1 in 10	1 in 10	1 in 10	1 in 10
Minimum weight capacity (t)	15	15	15	15	15
Maximum crossfall	1 in 33	1 in 33	1 in 33	1 in 33	1 in 33
Curves minimum inner radius	8.5	8.5	8.5	8.5	8.5
* Refer to E3.2 Public roads: Trafficable surface					

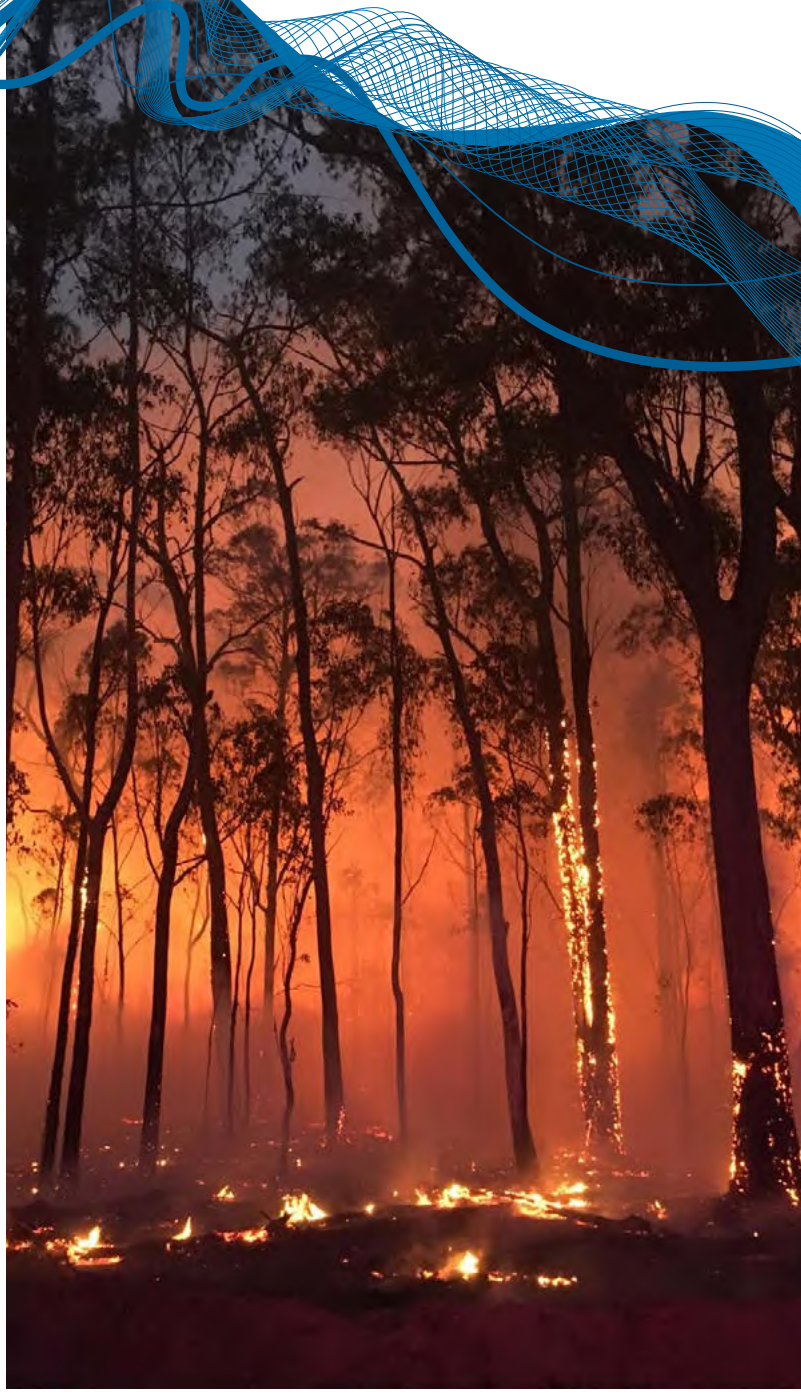
Appendix 4: City of Kwinana Firebreak Notice

BUSH FIRES ACT 1954

Fire Notice

City of Kwinana

September 2020



As a measure to assist in the control of bush fires and pursuant to Section 33 of the *Bush Fires Act 1954 (WA)*, all property owners and/or occupiers of land within the City of Kwinana are hereby served with a first and final Fire Notice (the Notice) and are required to comply with the requirements set out in this Notice in its entirety.

Failure to comply may result in a penalty of up to $5,000

A person in default of the requirements of this Notice is also liable, whether prosecuted or not, to pay the costs of performing the work directed by the City of Kwinana or its Bush Fire Control Officer.

Any owner and/or occupier who engages a contractor to undertake works on their behalf, is responsible for ensuring that the works completed meet the requirements of this Notice.

Fire Hazard Reduction

As a measure to assist in the control of bushfires, you have a legal requirement to carry out fire prevention works on your property.

The works outlined must be completed before the dates listed and must be maintained throughout as required by this Notice.

All land and buildings must be maintained for such duration and in such positions, dimensions and specifications as required by this Notice or as approved in writing by the City of Kwinana or its Bush Fire Control Officers.

Industrial Zoned Areas, as defined in this document, may require additional works as identified by Fire Control Officers during Fire Hazard Inspections.



Land with a total area of 3,501m² or greater

Note: Your property must comply from 1 December on one year and maintained throughout until 31 May the following year.

Owners and/or occupiers of land that is 3,501m² or greater are required to construct a firebreak:

- Inside and along all land boundaries in a continuous form or within 10 metres of property boundaries;
- Around all sides of all buildings on the land;
- On all driveways and access ways to houses, sheds and buildings on the land;
- On any land surrounding any place where, wood or timber piles, hay stacks, tyres, flammable liquids, chemicals and gas products are kept on the land;
- Construct these firebreaks in a manner so that they are trafficable, contain no dead ends and are wide enough for a heavy-duty fire vehicle or a emergency services vehicle to be able to turn the corner without the vehicle being obstructed in anyway;
- Maintain an asset protection zone around all buildings, infrastructure and fixed assets on the property; and
- Remove all flammable materials from all rooftops and gutters of buildings.

Land with a total area of 1,500m² to 3,500m²

The works outlined in this section must be maintained all year round and owners and/ or occupiers are required to maintain an asset protect zone around all buildings, infrastructure and fixed assets on the property by:

- Having all long grass, weeds, etc. slashed, mowed or trimmed down by other means to a height no greater than 50mm across the entire property; and
- Remove all flammable materials from all rooftops and gutters of buildings.



Land with a total area of up to 1499m²

The works outlined in this section must be maintained all year round and owners and/ or occupiers are required to:

- Having all long grass, weeds, etc. slashed, mowed or trimmed down by other means to a height no greater than 50mm across the entire property; and
- Remove all flammable materials from all rooftops and gutters of buildings.



Variations to Fire Notice

To request authorisation to use other methods of fire prevention on your land outside of this notice, please apply in writing together with an 'Application to Vary Location and Type of Firebreaks' form available on the City's website kwinana.wa.gov.au/fires.

Submit completed forms to the City of Kwinana no later than 31 October.

Additional Works

Regardless of land size and location, the City of Kwinana or its Bush Fire Control Officers may require owners and/or occupiers to undertake additional work on your property to improve access, and/or undertake further works to reduce a hazard that may be conducive to preventing the outbreak and/or the spread or extension of a fire.

Definitions

"Asset protection zone" means an area with a radius of 20 metres measured from the external perimeter of the building/s or as stated in your approved Bushfire Attack Level (BAL) assessment, within the boundaries of the lot on which the building/s is situated. Fuel loads in this zone shall be reduced and maintained to 2 tonnes per hectare or less.

"Bush Fire Control Officer" means an Officer appointed by the City of Kwinana to exercise the powers and duties of a Bush Fire Control Officer appointed under s38(1) of the Bush Fires Act 1954.

"Bush fire" means a fire or potential fire, however caused, and includes a fire in a building.

"Dead end" means a track, firebreak, road or access way that terminates without any means of escape or ability to turn around safely.

"Emergency access ways" are for emergency services vehicles only and are not to be considered as an escape route unless declared as such by the incident controller during an emergency.

"Firebreak" means a strip of land 3 metres wide of mineral earth with an additional 0.5 metre strip either side of low fuel area (meaning no grasses or shrubs higher than 50mm) effectively creating a 4 metre wide by 4 metre vertical axis high area that has been cleared of all trees, bushes, grasses, vegetation and all other objects.

This includes the trimming back of all overhanging trees, bushes, shrubs and any other objects on or over the firebreak area. Living Green Lawn may be accepted (without a Firebreak Variation) instead of mineral earth.

"Flammable material" means any bush, plant, tree, grass, vegetation, object, thing or material that may or is likely to catch fire and burn.

"Industrial Zoned Areas" means land on which manufacturing, processing, warehousing and related activities are undertaken, as defined in Metropolitan Region Schemes.

"Living green lawn" means soil covered land, planted with grasses or other durable plants, maintained green and less than 50mm in height.

"Mineral earth" means land clear of flammable material, consisting of ploughed or cleared soil, stone, hardstand or any mixture of these.

"Trafficable" means to be able to travel from one point to another in a fire vehicle on a firm and stable surface, unhindered without any obstruction that may endanger resources. The firebreak must not terminate without provision for egress to a safe place or a cleared turn around area of not less than a 21 metre radius (prior written approval may be required from the City of Kwinana if trees are to be removed).

All corners around the firebreak must be radiused.

"Vertical axis" means a continuous vertical uninterrupted line at a right angle to the horizontal line of the firebreak.

Burning of Garden Refuse

Prohibited burning periods only

During the declared Prohibited Burning Period, owners and/or occupiers must not undertake the burning of garden refuse, rubbish or for any other like purpose as defined within the Bush Fires Act 1954 section 24C.

Restricted burning periods only

During the declared Restricted Burning Period only, owners and/or occupiers may:

- Apply for a permit to burn the bush for bush fire risk mitigation purposes, by following the conditions imposed on a permit to burn as issued by a Bush Fire Control Officer;
- In areas zoned Rural you may undertake burning of leaves, tree branches, and other dry vegetation in piles no larger than 1.0m³ in size, without a permit to burn, subject to the following conditions:
  - No flammable material (other than that being burned) is to be within five (5) metres of the fire at any time while the fire is burning;
  - The fire is lit between 6pm and 11pm and is completely extinguished before midnight on the same day;
  - At least one person is present at the site of the fire at all times until it is completely extinguished; and
  - When the fire is no longer required, the person ensures that the fire is completely extinguished by the application of water or earth.

Unrestricted burn periods only

During the Unrestricted burning period, owners and/or occupiers in areas zoned Rural may burn garden refuse and set fire to bush on their land without a permit. Burning of the bush must be undertaken in accordance with all relevant State legislation and Local Government Local Laws.

No burning in areas defined as Urban

Pursuant to section, 24G (2) of the Bush Fires Act 1954, no burning of garden refuse is to be undertaken in areas defined as “Urban” without written approval by the City of Kwinana.

Wayne Jack,
Chief Executive Officer



For further information, please contact the City of Kwinana on 9439 0200 or view the City of Kwinana website, www.kwinana.wa.gov.au/fires.

18 Reports – Civic Leadership

18.1 Budget Variations

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

To amend the 2020/2021 budget to reflect various adjustments to the General Ledger with nil effect to the budgeted surplus position as detailed below.

OFFICER RECOMMENDATION:

That Council:

1. Approves the required budget variations to the Current Budget for 2020/2021 as follows:

ITEM #	DESCRIPTION	CURRENT BUDGET	INCREASE/ DECREASE	REVISED BUDGET
1	Reserve Transfer – to Plant and Equipment Replacement Reserve – Sale of Plant 518 Fleet Vehicle	(5,110)	(3,235)	(8,345)
	Capital Revenue – Sales Proceeds – Sale of Plant 518 Fleet Vehicle	22,000	5,404	27,404
2	Operating Expense – Revolving Energy Purchase	(800)	(1,235)	(2,035)
3	Capital Expense –Building Construction – Medina Oval Spectators stand and shelter	(17,022)	(2,978)	(20,000)
	Capital Revenue – Building Construction – LRCI funding 2nd round - Medina Oval Spectators stand and shelter	17,022	2,978	20,000
4	Contract Liability – Waste Consultancy – Grow it local	(10,000)	10,000	Nil
	Contributions – Waste Consultancy – Grow it local	10,000	(10,000)	Nil
5	Operating Expense – Natural Environment – Greening Fund	(27,591)	(12,061)	(39,652)
	Reserve Transfer – Natural Environment – Greening Fund – Restricted Grants and Contributions	27,590	12,062	39,652
	Contract Liability – Natural Environment – Greening Fund	(27,590)	(12,062)	(39,652)
	Contributions – Natural Environment – Greening Fund	27,590	12,062	39,652

18.1 BUDGET VARIATIONS

6	Capital Expense – Urban Road Grant – Leath Road (2)	(71,343)	23,853	(47,490)
	Capital Revenue – Urban Road Grant – Leath Road (2)	33,133	(1,473)	31,660
	Reserve Transfer – Urban Road Grant – Leath Road (2) – Asset Management Reserve	38,210	(22,380)	15,830
7	Trust Account – Public Open Space Cash in Lieu	320,613	(320,613)	Nil
	Reserve Transfer - Public Open Space Cash in Lieu	Nil	320,613	320,613
8	Operating Revenue – Law Order and Public Safety	13,574	(935)	12,639
	Trust Account – Uncollected Vehicles	Nil	935	935

2. Approves the creation of a Public Open Space Reserve for the purpose of holding amounts that have paid in lieu of open space as specified in the *Western Australia Planning and Development Act 2005*.
3. Approves the transfer of all amounts paid in lieu of open space that are currently being held in Trust to the newly established Public Open Space Reserve as part of the 2020/2021 financial year end of year adjustments ($320,613.25).
4. Approves the transfer of outstanding amounts received in 2020/2021 for uncollected vehicles (less the cost of removing, impounding and selling the uncollected vehicles) to a trust account as required by the *Local Government Act 1995* ($934.73).

NOTE: AN ABSOLUTE MAJORITY OF COUNCIL IS REQUIRED

DISCUSSION:

ITEM #	DESCRIPTION	CURRENT BUDGET	INCREASE/ DECREASE	REVISED BUDGET
Budget Variations:				
1	Reserve Transfer – to Plant and Equipment Replacement Reserve – Sale of Plant 518 Fleet Vehicle	(5,110)	(3,235)	(8,345)
	Capital Revenue – Sales Proceeds – Sale of Plant 518 Fleet Vehicle	22,000	5,404	27,404
2	Operating Expense – Revolving Energy Purchase	(800)	(1,235)	(2,035)
3	Capital Expense –Building Construction – Medina Oval Spectators stand and shelter	(17,022)	(2,978)	(20,000)

18.1 BUDGET VARIATIONS

	Capital Expense –Building Construction – LRCI funding 2nd round - Medina Oval Spectators stand and shelter	17,022	2,978	20,000
4	Contract Liability – Waste Consultancy – Grow It Local	(10,000)	10,000	Nil
	Contributions – Waste Consultancy – Grow It Local	10,000	(10,000)	Nil
5	Operating Expense – Natural Environment – Greening Fund	(27,591)	(12,061)	(39,652)
	Reserve Transfer – Natural Environment – Greening Fund – Restricted Grants and Contributions	27,590	12,062	39,652
	Contract Liability – Natural Environment – Greening Fund	(27,590)	(12,062)	(39,652)
	Contributions – Natural Environment – Greening Fund	27,590	12,062	39,652
6	Capital Expense – Urban Road Grant – Leath Road (2)	(71,343)	23,853	(47,490)
	Capital Revenue – Urban Road Grant – Leath Road (2)	33,133	(1,473)	31,660
	Reserve Transfer – Urban Road Grant – Leath Road (2) – Asset Management Reserve	38,210	(22,380)	15,830

Items 1-6 relate to minor corrections to budget variations processed after the Budget Variation and Budget Review April 2021 reports tabled at the OCM 26 May 2021.

1) Budget variation to allow for actual sales proceeds received for plant 518 (Fleet Vehicle Hyundai Tucson for Manager Asset Management Services).
2) Correction to expenditure budget amount for Revolving Energy fund purchases to match reserve transfer from Renewable Energy Efficiency Reserve.
3) Correction to reinstate expenditure and grant budget for LRCI project Medina Oval Spectators stand and shelter.
4) Correction to remove budgets for contract liability and contributions for the Grow It Local project as the amount held in Restricted Grants & Contribution Reserve did not relate to contract liability.
5) Correction to the amount being carried forward for the Greening Fund to reflect actual expenditure.
6) Correction to budgets for capital project Road Reseal Renewals Leath Road (2).

7	Trust Account – Public Open Space Cash in Lieu	320,613	(320,613)	Nil
	Reserve Transfer - Public Open Space Cash in Lieu	Nil	320,613	320,613

Amounts paid in lieu of open space should be held in Reserve as per changes to the *Planning and Development Act 2005.* The purpose of this budget variation is to transfer to allow for these net proceeds received in 2020/2021 to be transferred to the Trust account.

18.1 BUDGET VARIATIONS

8	Operating Revenue – Law Order and Public Safety	13,574	(935)	12,639
	Trust Account – Uncollected Vehicles	Nil	935	935

Net proceeds for the sale of uncollected abandoned vehicles should be held in Trust as per the *Local Government Act 1995.* The purpose of this budget variation is to reduced budgeted revenue by $935 to allow for these proceeds received in 2020/2021 to be transferred to the Trust account.

Note – these variations will have nil effect to the budgeted surplus position.

Reserves:
The City receives amounts paid in lieu of open space from developers. These amounts were previously held in Trust but a change to the Western Australia *Planning and Development Act 2005* in July 2020 specifies that the amounts must now be paid into a separate reserve account. A new reserve is required to be established for this purpose. Existing amounts held in Trust, and future amounts paid in lieu of open space received will need to be transferred to this reserve. The amount that should be transferred as part of end of year adjustments is $320,613.25. A budget variation for this item is contained in item 7 above to transfer amounts paid in lieu of open space out of trust to a newly created reserve.

Trust:
Net proceeds for the sale of uncollected abandoned vehicles should be held in trust as per the *Local Government Act 1995.* A budget variation for this item is contained in item 8 above to transfer net proceeds out of revenue to trust.

LEGAL/POLICY IMPLICATIONS:

The *Local Government Act 1995* Part 6 Division 4 s 6.8 (1) requires the local government not to incur expenditure from its municipal fund for an additional purpose except where the expenditure-

(b) is authorised in advance by resolution*

“additional purpose” means a purpose for which no expenditure estimate is included in the local government’s annual budget.

*requires an absolute majority of Council.

The *Western Australia Planning and Development Act 2005* s 154 (1) (amended in July 2020) requires that money received in lieu of open space is to be paid into a separate reserve account established and maintained under the Local Government Act 1995 s 6.11 for the purposes set out in subsection (2)(a) to (d).

The *Local Government Act 1995* s 3.47 s 5 requires that money received by a local government from the sale of an uncollected vehicles less costs (*Local Government Act 1995* s 3.46) are to be credited to its trust fund.

18.1 BUDGET VARIATIONS

FINANCIAL/BUDGET IMPLICATIONS:

The financial implications are detailed in this report.

ASSET MANAGEMENT IMPLICATIONS:

The allocation of funds towards the upgrading and purchase of City assets will be included in the City's Asset Management Strategy.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

There are no environmental/public health implications as a result of this report.

STRATEGIC/SOCIAL IMPLICATIONS:

This proposal will support the achievement of the following outcome and objective detailed in the Corporate Business Plan.

Plan	Outcome	Objective
Corporate Business Plan	Business Performance	5.4 Ensure the financial sustainability of the City of Kwinana into the future

COMMUNITY ENGAGEMENT:

There are no community engagement implications as a result of this report.

COUNCIL DECISION

448

MOVED CR S LEE **SECONDED CR M ROWSE**

That Council:

1. Approves the required budget variations to the Current Budget for 2020/2021 as follows:

ITEM #	DESCRIPTION	CURRENT BUDGET	INCREASE/ DECREASE	REVISED BUDGET
1	Reserve Transfer – to Plant and Equipment Replacement Reserve – Sale of Plant 518 Fleet Vehicle	(5,110)	(3,235)	(8,345)
	Capital Revenue – Sales Proceeds – Sale of Plant 518 Fleet Vehicle	22,000	5,404	27,404
2	Operating Expense – Revolving Energy Purchase	(800)	(1,235)	(2,035)

18.1 BUDGET VARIATIONS

3	Capital Expense –Building Construction – Medina Oval Spectators stand and shelter	(17,022)	(2,978)	(20,000)
	Capital Revenue – Building Construction – LRCI funding 2nd round - Medina Oval Spectators stand and shelter	17,022	2,978	20,000
4	Contract Liability – Waste Consultancy – Grow it local	(10,000)	10,000	Nil
	Contributions – Waste Consultancy – Grow it local	10,000	(10,000)	Nil
5	Operating Expense – Natural Environment – Greening Fund	(27,591)	(12,061)	(39,652)
	Reserve Transfer – Natural Environment – Greening Fund – Restricted Grants and Contributions	27,590	12,062	39,652
	Contract Liability – Natural Environment – Greening Fund	(27,590)	(12,062)	(39,652)
	Contributions – Natural Environment – Greening Fund	27,590	12,062	39,652
6	Capital Expense – Urban Road Grant – Leath Road (2)	(71,343)	23,853	(47,490)
	Capital Revenue – Urban Road Grant – Leath Road (2)	33,133	(1,473)	31,660
	Reserve Transfer – Urban Road Grant – Leath Road (2) – Asset Management Reserve	38,210	(22,380)	15,830
7	Trust Account – Public Open Space Cash in Lieu	320,613	(320,613)	Nil
	Reserve Transfer - Public Open Space Cash in Lieu	Nil	320,613	320,613
8	Operating Revenue – Law Order and Public Safety	13,574	(935)	12,639
	Trust Account – Uncollected Vehicles	Nil	935	935

5. Approves the creation of a Public Open Space Reserve for the purpose of holding amounts that have paid in lieu of open space as specified in the *Western Australia Planning and Development Act 2005*.

6. Approves the transfer of all amounts paid in lieu of open space that are currently being held in Trust to the newly established Public Open Space Reserve as part of the 2020/2021 financial year end of year adjustments ($320,613.25).

7. Approves the transfer of outstanding amounts received in 2020/2021 for uncollected vehicles (less the cost of removing, impounding and selling the uncollected vehicles) to a trust account as required by the *Local Government Act 1995* ($934.73).

CARRIED AN ABSOLUTE MAJORITY OF COUNCIL
7/0

18.2 Monthly Financial Report May 2021

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

The Monthly Financial Report, which includes the Monthly Statement of Financial Activity and explanation of material variances, for the period ended 31 May 2021 has been prepared for Council acceptance.

OFFICER RECOMMENDATION:

That Council:

1. Accepts the Monthly Statements of Financial Activity for the period ended 31 May 2021, as detailed in Attachment A; and

2. Accepts the explanations for material variances for the period ended 31 May 2021, as detailed in Attachment A.

DISCUSSION:

The purpose of this report is to provide a monthly financial report, which includes rating, investment, reserve, debtor, and general financial information to Elected Members in accordance with Section 6.4 of the *Local Government Act 1995*.

The period of review is May 2021. The current closing municipal surplus for this period is $12,494,295 compared to a budget position of $8,877,451. This is considered a satisfactory result for the City as it is maintaining a healthy budget surplus position.

The City's cash balances are tracking well with a positive unrestricted cash balance as at 31 May of $9,510,656.

Income for the May 2021 period year to date is $63,239,090. This is made up of $60,601,265 in operating revenues and $2,637,825 in non-operating grants, contributions and subsidies received and proceeds from other investing activities. The budget estimated $62,488,334 would be received for the same period. The variance to budget is $750,756.

Expenditure for the May 2021 period year to date is $68,566,126. This is made up of $62,142,729 in operating expenditure and $6,423,397 in capital expenditure. The budget estimated $71,206,560 would be spent for the same period. The variance to budget is $2,640,434 predominantly due to the timing of capital works being completed.

Details of all significant variances against the Current Budget are provided in the notes to the Monthly Financial Report contained within Attachment A.

18.2 MONTHLY FINANCIAL REPORT MAY 2021

LEGAL/POLICY IMPLICATIONS:

Section 6.4 of the *Local Government Act 1995* requires a Local Government to prepare an annual financial statement for the preceding year and other financial reports as are prescribed.

Regulation 34 (1) of the *Local Government (Financial Management) Regulations 1996* as amended requires the Local Government to prepare monthly financial statements and report on actual performance against what was set out in the annual budget.

FINANCIAL/BUDGET IMPLICATIONS:

Any material variances that have an impact on the outcome of the budgeted closing surplus position are detailed in the Monthly Financial Report contained within Attachment A.

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications associated with this report.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

There are no environmental implications associated with this report.

STRATEGIC/SOCIAL IMPLICATIONS:

This proposal will support the achievement of the following outcome and objective detailed in the Corporate Business Plan.

Plan	Outcome	Objective
Corporate Business Plan	Business Performance	5.4 Ensure the financial sustainability of the City of Kwinana into the future

COMMUNITY ENGAGEMENT:

There are no community engagement implications as a result of this report.

COUNCIL DECISION

449

MOVED CR W COOPER **SECONDED CR S WOOD**

That Council:

1. **Accepts the Monthly Statements of Financial Activity for the period ended 31 May 2021, as detailed in Attachment A; and**

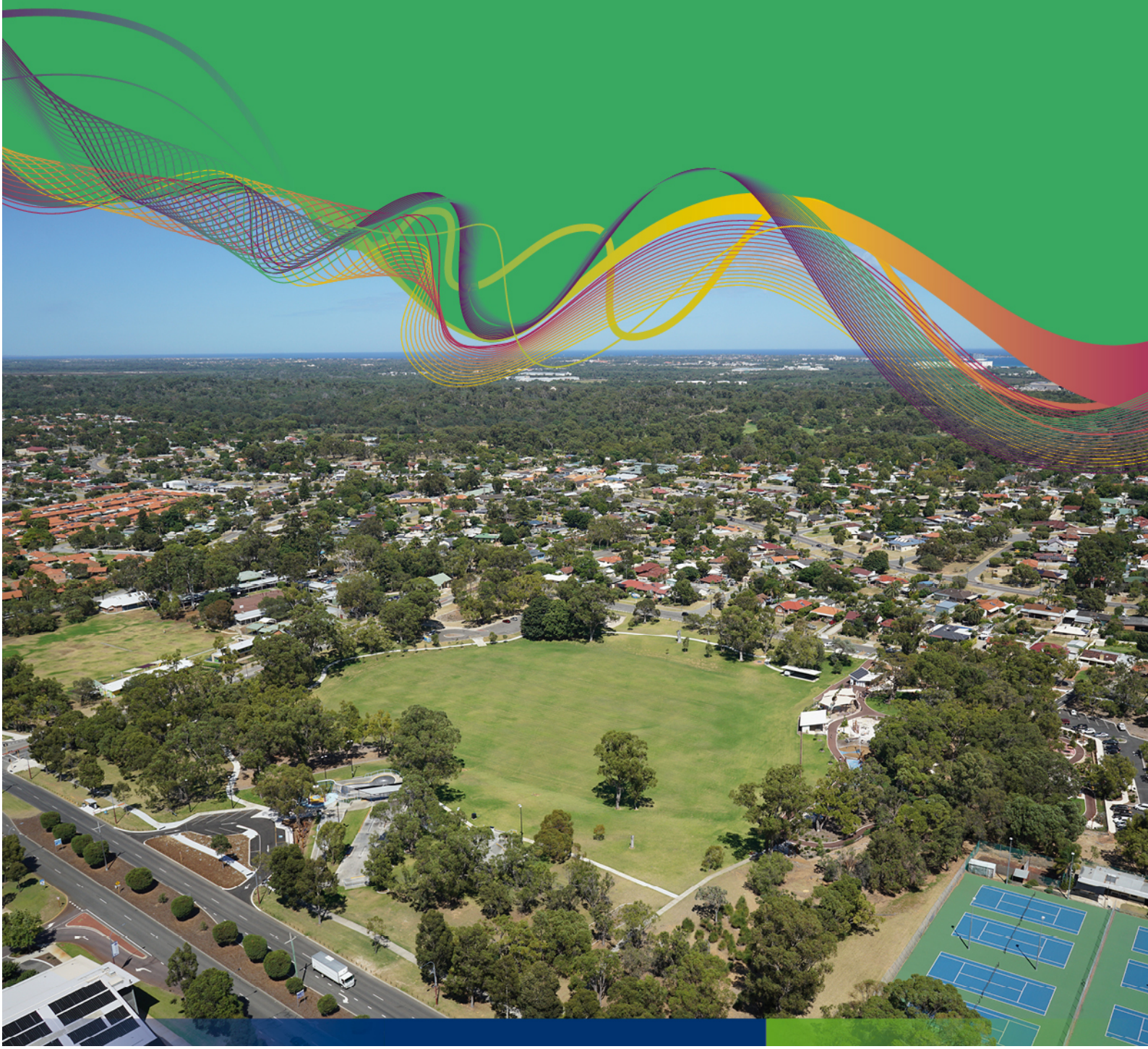
2. **Accepts the explanations for material variances for the period ended 31 May 2021, as detailed in Attachment A.**

CARRIED
7/0

ATTACHMENT A

City of Kwinana

Monthly Financial Report



CITY OF KWINANA

MONTHLY FINANCIAL REPORT

(Containing the Statement of Financial Activity)

For the period ending 31 May 2021

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

TABLE OF CONTENTS

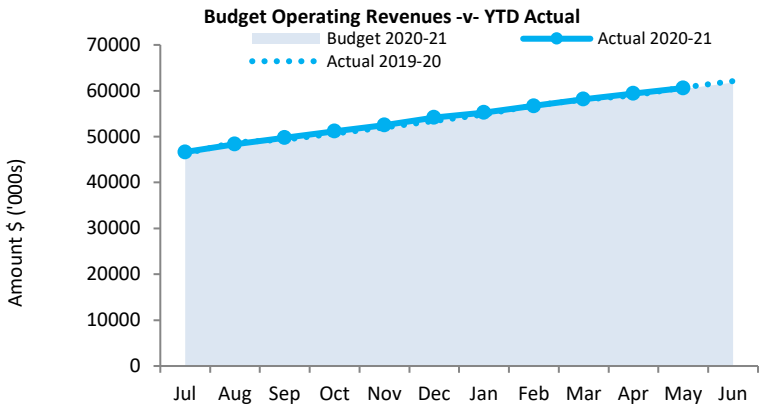
Statement of Financial Activity by Nature or Type		4
Statement of Financial Position		5
Note 1	Explanation of Material Variances	6
Note 2	Net Current Funding Position	7
Note 3	Cash and Financial Assets	8
Note 4	Receivables	9
Note 5	Disposal of Assets	11
Note 6	Capital Acquisitions	12
Note 7	Borrowings	18
Note 8	Cash Reserves	19
Note 9	Operating grants and contributions	20
Note 10	Non operating grants and contributions	21
Note 11	Trust Fund	22
Note 12	Budget Amendments	23

MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 MAY 2021

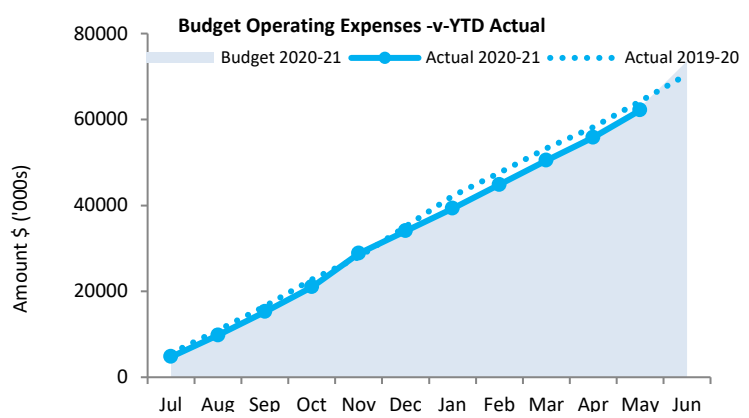
SUMMARY INFORMATION - GRAPHS

OPERATING ACTIVITIES

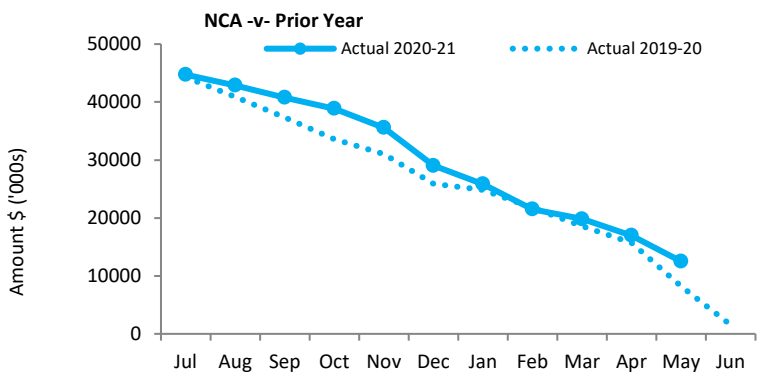
OPERATING REVENUE



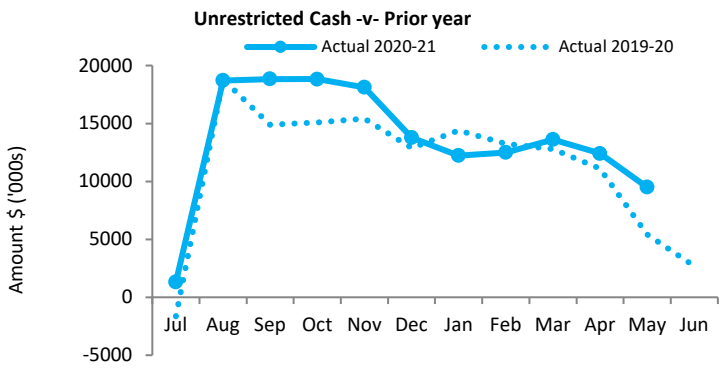
OPERATING EXPENSES



NET CURRENT ASSETS

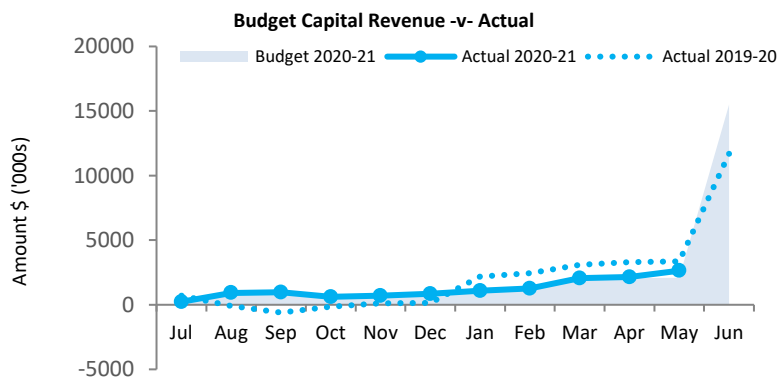


UNRESTRICTED CASH

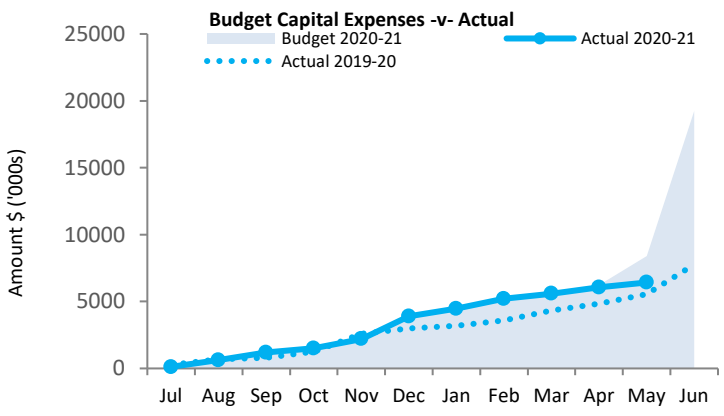


INVESTING ACTIVITIES

CAPITAL REVENUE

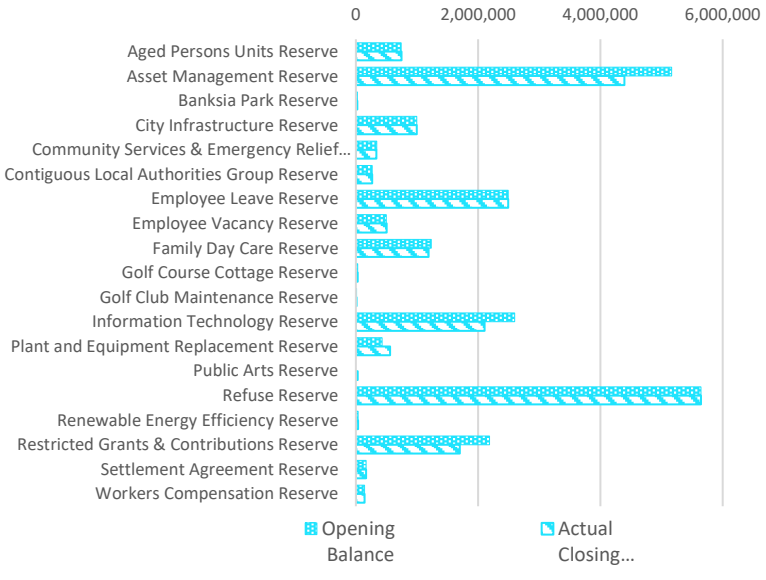


CAPITAL EXPENSES

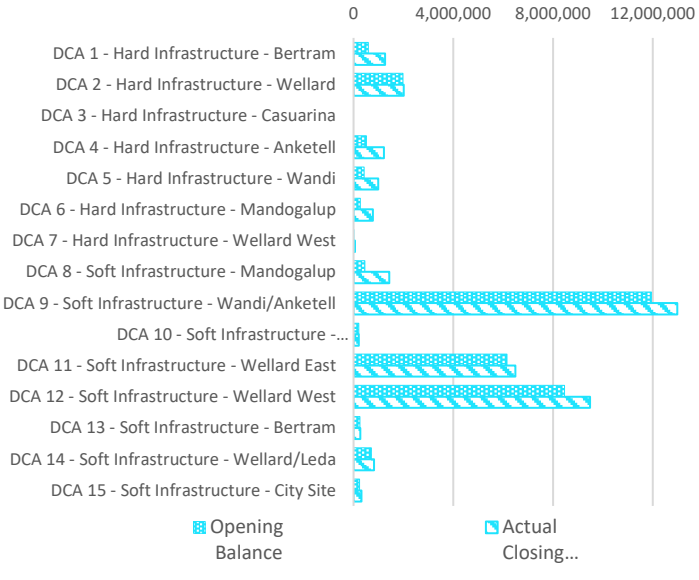


FINANCING ACTIVITIES

RESERVES



DCA RESERVES



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 MAY 2021

EXECUTIVE SUMMARY

Funding surplus / (deficit) Components

Funding surplus / (deficit)

	Current Budget	YTD Current Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
Opening	$2.83 M	$2.83 M	$2.83 M	($0.00 M)
Closing	$0.50 M	$8.88 M	$12.49 M	$3.62 M

Refer to Statement of Financial Activity

Cash and cash equivalents

	$69.53 M	% of total
Unrestricted Cash	$9.51 M	13.7%
Restricted Cash	$60.02 M	86.3%

Refer to Note 3 - Cash and Financial Assets

Payables

	$3.35 M
Trade Payables	$0.56 M
Bonds & Deposits Held	$1.48 M
Other Payables	$1.31 M

Receivables

	$5.83 M	% Outstanding
Rates Receivable	$4.35 M	7.9%
Trade Receivable	$1.47 M	

Refer to Note 4 - Receivables

Key Operating Activities

Amount attributable to operating activities

Current Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
$4.39 M	$12.11 M	$13.20 M	$1.08 M

Refer to Statement of Financial Activity

Rates Revenue

YTD Actual	$40.89 M	% Variance
YTD Budget	$40.83 M	0.2%

Refer to Statement of Financial Activity

Operating Grants and Contributions

YTD Actual	$5.85 M	% Variance
YTD Budget	$5.84 M	0.2%

Refer to Note 10 - Operating Grants and Contributions

Fees and Charges

YTD Actual	$12.29 M	% Variance
YTD Budget	$12.21 M	0.7%

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
($5.77 M)	($1.12 M)	$1.93 M	$3.04 M

Refer to Statement of Financial Activity

Proceeds on sale

YTD Actual	$0.34 M	% Received
YTD Budget	$0.34 M	
Current Budget	$0.50 M	67.4%

Refer to Note 5 - Disposal of Assets

Asset Acquisition

YTD Actual	$6.42 M	% Spent
Current Budget	$19.25 M	33.4%
Adopted Budget	$19.12 M	33.6%

Refer to Note 6 - Capital Acquisition

Capital Grants

YTD Actual	$2.30 M	% Received
Current Budget	$5.13 M	44.8%
Adopted Budget	$3.11 M	73.8%

Refer to Note 6 - Capital Acquisition

Key Financing Activities

Amount attributable to financing activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
$10.64 M	($4.95 M)	($5.46 M)	($0.51 M)

Refer to Statement of Financial Activity

Borrowings

Principal repayments	$1.00 M
Interest expense	$0.51 M
Principal due	$19.27 M

Refer to Note 7 - Borrowings

Reserves

Reserves balance	$21.36 M
DCA Reserve Balance	$38.30 M
Interest earned	$0.23 M

Refer to Note 9 - Cash Reserves

Lease Liability

Principal repayments	$0.11 M
Interest expense	$0.00 M
Principal due	$0.13 M

reclassed from Lease Expense June 2020 - AASB16

This information is to be read in conjunction with the accompanying Financial Statements and notes.

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2021

BY NATURE OR TYPE

	Ref Note	Adopted Budget	Current Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		$		$	$	$	%	
Opening funding surplus / (deficit)		1,360,000	2,833,954	2,833,954	**2,833,950**	(4)	(0.0%)	
Revenue from operating activities								
Rates	5	39,933,543	40,825,305	40,825,305	**40,893,364**	68,059	0.2%	
Operating grants, subsidies and contributions	10	6,617,653	6,356,192	5,838,946	**5,848,775**	9,829	0.2%	
Fees and charges		11,913,171	12,865,993	12,211,332	**12,294,458**	83,126	0.7%	
Interest earnings		1,220,577	777,787	711,838	**713,003**	1,165	0.2%	
Other revenue		451,881	877,021	766,053	**797,412**	31,359	4.1%	
Profit on disposal of assets	5	124,510	80,684	50,484	**54,251**	3,767	7.5%	
		60,261,335	**61,782,982**	**60,403,958**	**60,601,265**	197,307		
Expenditure from operating activities								
Employee costs		(28,033,854)	(26,628,405)	(23,304,603)	**(23,243,642)**	60,961	0.3%	
Materials and contracts		(27,604,630)	(26,008,421)	(21,691,209)	**(21,046,136)**	645,073	3.0%	
Utility charges		(2,557,908)	(2,539,706)	(2,074,033)	**(2,107,619)**	(33,586)	(1.6%)	
Depreciation on non-current assets		(14,691,676)	(16,427,955)	(14,601,439)	**(14,612,216)**	(10,777)	(0.1%)	
Interest expenses		(987,579)	(967,518)	(511,675)	**(516,811)**	(5,136)	(1.0%)	
Insurance expenses		(583,736)	(584,360)	(584,786)	**(584,756)**	30	0.0%	
Other expenditure		(189,547)	(428,348)	(27,329)	**(20,057)**	7,272	26.6%	
Loss on disposal of assets	5	(83,085)	(19,814)	(12,989)	**(11,491)**	1,498	11.5%	
		(74,732,015)	**(73,604,527)**	**(62,808,063)**	**(62,142,729)**	665,334		
Non-cash amounts excluded from operating activities	2	8,241,957	16,208,318	14,515,243	**14,737,241**	221,998	1.5%	
Amount attributable to operating activities		**(6,228,723)**	**4,386,773**	**12,111,138**	**13,195,777**	1,084,639		
Investing activities								
Grants, Subsidies and Contributions	11	13,434,461	14,985,360	1,745,594	**2,297,541**	551,947	31.6%	
Proceeds from disposal of assets	5	473,350	504,783	338,782	**340,284**	1,502	0.4%	
Self-Supporting Loan Principal Received	7	17,269	17,269	17,208	**17,269**	61	0.4%	
Self-Supporting Loan Principal Paid		(17,269)	(17,269)	(8,563)	**(17,269)**	(8,706)	101.7%	
Purchase of Right of Use assets	6	(553,030)	(484,880)	(484,880)	**(51,677)**	433,203	(89.3%)	▲
Payments for property, plant and equipment	6	(19,121,835)	(19,245,565)	(8,398,497)	**(6,423,397)**	1,975,100	23.5%	▲
		(5,767,054)	**(4,240,302)**	**(6,790,356)**	**(3,837,249)**	2,953,107		
Non-cash amounts excluded from investing activities	2		(629,288)	5,675,047	**5,763,602**	88,555	(1.6%)	
Amount attributable to investing activities		**(5,767,054)**	**(4,869,590)**	**(1,115,309)**	**1,926,354**	3,041,662		
Financing Activities								
Proceeds from new debentures	7	5,000,000	0	0	**0**	0	0.0%	
Repayment of debentures	7	(6,871,990)	(1,871,990)	(979,557)	**(979,557)**	(0)	(0.0%)	
Proceeds from new leases	6	553,030	484,880	484,880	**51,677**			
Payments for principal portion of lease liabilities		(229,206)	(146,329)	(114,502)	**(114,502)**	(0)	(0.0%)	
Transfer from reserves	9	20,399,567	16,935,902	1,851,413	**2,093,711**	242,298	(13.1%)	
Transfer to reserves	9	(8,215,624)	(17,251,600)	(6,194,567)	**(6,513,115)**	(318,548)	(5.1%)	▼
Amount attributable to financing activities		**10,635,777**	**(1,849,137)**	**(4,952,333)**	**(5,461,787)**	(509,454)		
Closing funding surplus / (deficit)		**0**	**502,000**	**8,877,451**	**12,494,295**	3,616,844		

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Actual and YTD Budget data as per the adopted materiality threshold.

Refer to Note 1 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 31 MAY 2021

	NOTE	Closing 30 June 2020	Current Month 31 May 2021	This Time Last Year 31 May 2020
		$	$	$
CURRENT ASSETS				
Cash and cash equivalents	9	25,471,026	11,009,295	7,484,858
Other financial assets - Term Deposits	9	33,787,559	58,170,451	55,210,160
Other financial assets - Banksia Park Deferred Mgmt Fees		319,490	319,490	297,819
Other financial assets - Self Supporting Loans		17,269	17,269	16,709
Rates receivable	4	3,588,655	4,354,633	4,029,414
Other receivables *(incl. allowance for impairment)*	4	866,606	1,668,603	1,102,537
Inventories		37,323	0	43,758
Other assets		1,776,055	1,347,200	0
TOTAL CURRENT ASSETS		65,863,982	76,886,941	68,185,255
NON-CURRENT ASSETS				
Trade and other receivables		760,126	729,074	673,285
Other financial assets - Banksia Park Deferred Mgmt Fees		3,184,673	3,184,673	3,095,582
Other financial assets - Local Govt House Trust		124,637	129,162	124,637
Other financial assets - Self Supporting Loans		232,704	215,435	233,263
Investment in associate (SMRC)		504,775	504,775	319,244
Property, plant and equipment		135,058,794	131,059,316	147,080,701
Infrastructure		363,572,820	358,172,993	357,472,958
Intangible assets		616,115	1,637,112	539,225
Right of use assets		190,680	134,323	0
TOTAL NON-CURRENT ASSETS		504,245,324	495,766,862	509,538,895
TOTAL ASSETS		570,109,306	572,653,803	577,724,151
CURRENT LIABILITIES				
Trade and other payables		7,443,587	3,351,172	3,898,673
Banksia Park Unit Contributions		16,975,350	17,160,350	17,133,425
Contract and other liabilities	10 &11	10,282,025	11,135,748	0
Lease liabilities		114,357	18,008	0
Borrowings	7	2,314,779	2,314,779	1,451,093
Employee related provisions		5,505,931	5,510,890	4,938,888
TOTAL CURRENT LIABILITIES		42,636,029	39,490,947	27,422,079
NON-CURRENT LIABILITIES				
Other liabilities (Developer Contributions)	11	16,953,626	22,850,429	0
Lease liabilities		77,148	110,673	0
Borrowings	7	17,953,926	16,957,100	19,373,570
Employee related provisions		410,209	410,209	469,604
TOTAL NON-CURRENT LIABILITIES		35,394,909	40,328,411	19,843,174
TOTAL LIABILITIES		78,030,938	79,819,358	47,265,253
NET ASSETS		492,078,369	492,834,445	530,458,897
EQUITY				
Retained surplus		216,805,177	213,141,849	245,858,624
Reserves - cash/financial asset backed	9	55,249,686	59,669,091	52,868,438
Revaluation surplus		220,023,505	220,023,505	231,731,835
TOTAL EQUITY		492,078,369	492,834,445	530,458,897

This statement is to be read in conjunction with the accompanying notes.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2021

NOTE 1
EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially.
The material variance adopted by Council for the 2020-21 year is $50,000 or 5.00% whichever is the greater.

Reporting Program	Var. $	Var. %		Timing/ Permanent	Explanation of Variance
	$	%			
Revenue from operating activities					
Rates	68,059	0%		No Material Variance	
Operating Grants, Subsidies and Contributions	9,829	0%		No Material Variance	Refer note 10.
Fees and Charges	83,126	1%		No Material Variance	
Interest Earnings	1,165	0%		No Material Variance	
Other Revenue	31,359	4%		No Material Variance	
Profit on Disposal of Assets	3,767	7%		No Material Variance	
Expenditure from operating activities					
Employee Costs	60,961	0%		No Material Variance	
Materials and Contracts	645,073	3%		No Material Variance	
Utility Charges	(33,586)	(2%)		No Material Variance	
Depreciation on Non-Current Assets	(10,777)	(0%)		No Material Variance	
Interest Expenses	(5,136)	(1%)		No Material Variance	
Insurance Expenses	30	0%		No Material Variance	
Other Expenditure	7,272	27%		No Material Variance	
Loss on Disposal of Assets	1,498	12%		No Material Variance	
Investing activities					
Non-Operating Grants, Subsidies and Contributions	551,947	32%		Timing	Refer note 11. Predominantly timing of 50% DFES Grant towards Kwinana South VBFB extensions.
Proceeds from disposal of assets	1,502	0%		No Material Variance	Refer note 5.
Self-Supporting Loan Principal	61	0%		No Material Variance	
Purchase of Right of Use assets	433,203	(89%)	▲	Timing	Timing of implementing new gym equipment lease at Recquatic.
Payments for property, plant and equipment	1,975,100	24%	▲	Timing	Refer note 6. Timing of capital project expenditure.
Financing actvities					
Proceeds from new debentures	0	0%		No Material Variance	
Repayment of debentures	(0)	(0%)		No Material Variance	
Payments for principal portion of lease liabilities	(0)	(0%)		No Material Variance	
Transfer from reserves	242,298	(13%)		Timing	Timing of transfers from Asset Management Reserve and Plant & Equipment Replacement Reserves.
Transfer to reserves	(318,548)	(5%)	▼	Permanent	Developer Contributions received (DCA 6 & 8).

NOTE 2
NET CURRENT FUNDING POSITION

	Notes	Last Years Closing 30 June 2020	This Time Last Year 31 May 2020	YTD Actual 31 May 2021
		$	$	$
(a) Non-cash items excluded from operating activities				
The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with Financial Management Regulation 32.				
Non-cash items excluded from operating activities				
Adjustments to operating activities				
Less: Profit on asset disposals	5	(124,076)	(98,263)	(54,251)
Less: Movement in pensioner deferred rates (non-current)		(48,371)	38,470	31,052
Movement in employee benefit provisions		544,157	36,509	4,959
Add: Loss on asset disposals		1,247,308	103,567	11,491
Mvmt in Local Govt House Trust		(2,017)	(2,017)	(4,525)
Change in accounting policies		(1,040,123)	-	-
Add: Depreciation on assets		15,630,143	13,069,328	14,612,216
Mvmt in operating contract liabilities associated with restricted cash		194,030	-	(48,701)
Mvmt in Banksia Park deferred management fees receivable		(110,762)	-	-
Mvmt in Banksia Park valuation of unit contribution		(158,075)	-	185,000
Rounding adjustment prior year closing		-	-	-
Total non-cash items excluded from operating activities		**16,132,213**	**13,147,594**	**14,737,241**
Mvmt in non-operating liabilities associated with restricted cash		82,701	-	5,763,602
Total non-cash items excluded from investing activities		**82,701**	**0**	**5,763,602**
Total Non-cash items		**16,214,915**	**13,147,594**	**20,500,844**

(b) Adjustments to net current assets in the Statement of Financial Activity

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation* 32 to agree to the surplus/(deficit) after imposition of general rates.

Adjustments to net current assets			
Less: Reserves - restricted cash	(55,249,686)	(52,868,438)	(59,669,091)
Less: Financial assets at amortised cost - self supporting loans	(17,269)	(16,709)	(17,269)
Less: Banksia Park DMF Recievable	(319,490)	(297,819)	(319,490)
Add: Borrowings	2,314,779	1,451,093	2,314,779
Add: Provisions - employee	5,505,931	4,938,888	5,510,890
Add: Current portion of contract and other liability held in reserve	10,282,025	-	10,100,123
Add: Lease liabilities	114,357	-	18,008
Add: Banksia Park Unit Contributions	16,975,350	17,133,425	17,160,350
Total adjustments to net current assets	**(20,394,003)**	**(29,659,560)**	**(24,901,700)**

(c) Net current assets used in the Statement of Financial Activity

Current assets	65,863,982	68,185,255	76,886,941
Less: Current liabilities	(42,636,029)	(27,422,079)	(39,490,947)
Less: Total adjustments to net current assets	**(20,394,003)**	**(29,659,560)**	**(24,901,700)**
Closing funding surplus / (deficit)	**2,833,950**	**11,103,616**	**12,494,295**

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

OPERATING ACTIVITIES
NOTE 3
CASH AND FINANCIAL ASSETS

Description	Unrestricted	Restricted	Trust	Total Cash	Interest Rate	Institution	S&P Rating	Maturity Date	Days
	$	$	$	$					
Cash on hand									
CBA Municipal Bank Account	2,982,626			2,982,626	Variable	CBA	AA		
CBA Online Saver Bank Account	6,524,060	1,498,640		8,022,700	0.20%	CBA	AA		
CBA Trust Bank Account			347,024	347,024	N/A	CBA	AA		
Cash On Hand - Petty Cash	3,970			3,970	N/A	PC	N/A		
Term Deposits - Muni Investments									
NIL									
Reserve Funds Investments (Cash Backed Reserves)									
Family Day Care Reserve		1,234,100		1,234,100	0.40%	BEN	AAA	Jun 2021	182
City Infrastructure Reserve	998,535			998,535	0.40%	BEN	AAA	Jun 2021	182
APU Reserve	743,513			743,513	0.40%	BEN	AAA	Jun 2021	182
BP Reserve	25,059			25,059	0.40%	BEN	AAA	Jun 2021	182
Information Technology Reserve	2,106,378			2,106,378	0.40%	BEN	AAA	Jun 2021	182
Renewable Energy Efficiency Reserve	34,286			34,286	0.40%	BEN	AAA	Jun 2021	182
Employee Vacancy Reserve	501,658			501,658	0.40%	NAB	AA	Jun 2021	180
Golf Club Maintenance Reserve	8,889			8,889	0.30%	NAB	AA	Jun 2021	92
Golf Course Cottage Reserve	29,525			29,525	0.30%	NAB	AA	Jun 2021	92
Asset Management Reserve	4,635,599			4,635,599	0.30%	NAB	AA	Jun 2021	90
Refuse Reserve	5,644,888			5,644,888	0.30%	NAB	AA	Jun 2021	90
Plant and Equipment Replacement Reserve	602,099			602,099	0.30%	NAB	AA	Jun 2021	90
Employee Leave Reserve	2,495,342			2,495,342	0.30%	NAB	AA	Jun 2021	122
Comm. Serv. & Emergency Relief Reserve (incl. Covid $250k)	334,163			334,163	0.30%	NAB	AA	Jul 2021	90
CLAG Reserve	267,323			267,323	0.30%	SUN	A	Nov 2021	182
Workers Compensation Reserve	324,707			324,707	0.30%	SUN	A	Nov 2021	182
Settlement Agreement Reserve	168,680			168,680	0.30%	SUN	A	Nov 2021	182
Public Art Reserve	29,900			29,900	0.30%	SUN	A	Nov 2021	182
Reserve Funds Investments (Developer Contributions)									
DCA - 1 Hard Infrastructure - Bertram		1,262,725		1,262,725	0.20%	BEN	AAA	Jun 2021	104
DCA - 2 Hard Infrastructure - Wellard		2,013,829		2,013,829	0.20%	BEN	AAA	Jun 2021	104
DCA 6 - Hard Infrastructure - Mandogalup		572,639		572,639	0.20%	BEN	AAA	Jun 2021	104
DCA - 11 Soft Infrastructure - Wellard East		6,485,568		6,485,568	0.20%	BEN	AAA	Jun 2021	104
DCA - 12 Soft Infrastructure - Wellard West		9,490,775		9,490,775	0.20%	BEN	AAA	Jun 2021	104
DCA - 4 Hard Infrastructure - Anketell		1,211,232		1,211,232	0.30%	NAB	AA	Aug 2021	120
DCA 5 - Hard Infrastructure - Wandi		991,548		991,548	0.20%	BEN	AAA	Aug 2021	120
DCA 7 - Hard Infra Mandogalup		50,294		50,294	0.30%	NAB	AA	Aug 2021	120
DCA - 8 Soft Infrastructure - Mandogalup		1,312,941		1,312,941	0.30%	NAB	AA	Aug 2021	120
DCA - 9 Soft Infrastructure - Wandi/Anketell		12,985,371		12,985,371	0.30%	NAB	AA	Aug 2021	120
DCA - 10 Soft Infrastructure - Casuarina/Anketell		205,337		205,337	0.30%	NAB	AA	Aug 2021	120
DCA - 13 Soft Infrastructure - Bertram		264,796		264,796	0.30%	NAB	AA	Aug 2021	120
DCA - 14 Soft Infrastructure - Wellard/Leda		828,935		828,935	0.30%	NAB	AA	Aug 2021	120
DCA - 15 Soft Infrastructure - Townsite		309,821		309,821	0.20%	BEN	AAA	Aug 2021	120
Total	**9,510,656**	**59,669,091**	**347,024**	**69,526,770**					
	14%	86%	0.5%						
Comprising									
Cash and cash equivalents (Exclude Trust)	9,510,656	12,715,388	0	22,226,044					
Financial assets at amortised cost	0	46,953,703	0	46,953,703					
Trust	0	0	347,024	347,024					
	9,510,656	**59,669,091**	**347,024**	**69,526,770**					

KEY INFORMATION

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

The local government classifies financial assets at amortised cost if both of the following criteria are met:
- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Note 3(b): Cash and Investments - Compliance with Investment Policy

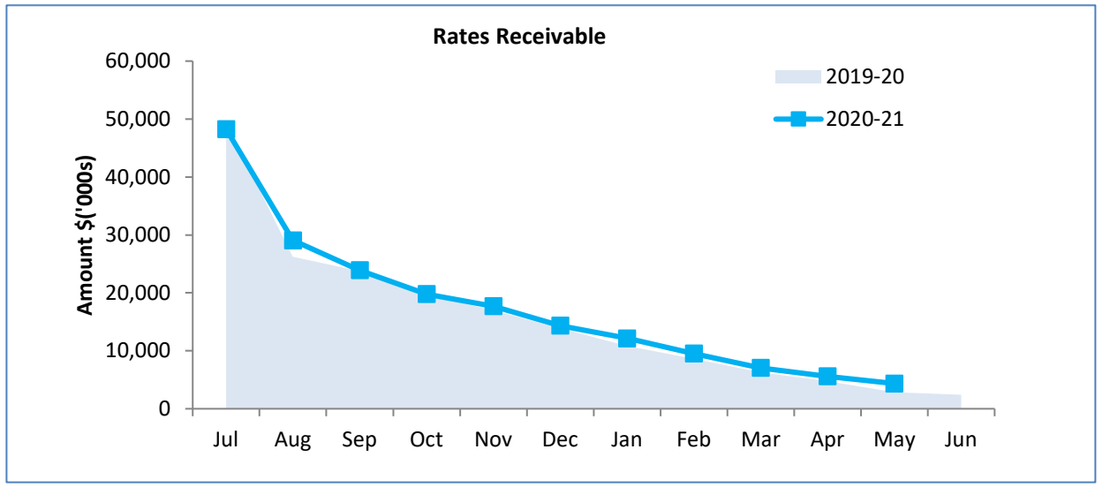
Portfolio Credit Risk	Funds Held	Actual at Period End	Limit per Policy	
AAA & Bendigo Bank Kwinana Community Branch	26,268,774	38%	100%	✔
AA	42,463,418	61%	100%	✔
A	790,609	1%	60%	✔
BBB	-	0%	20%	✔
Unrated	3,970	0%	20%	✔

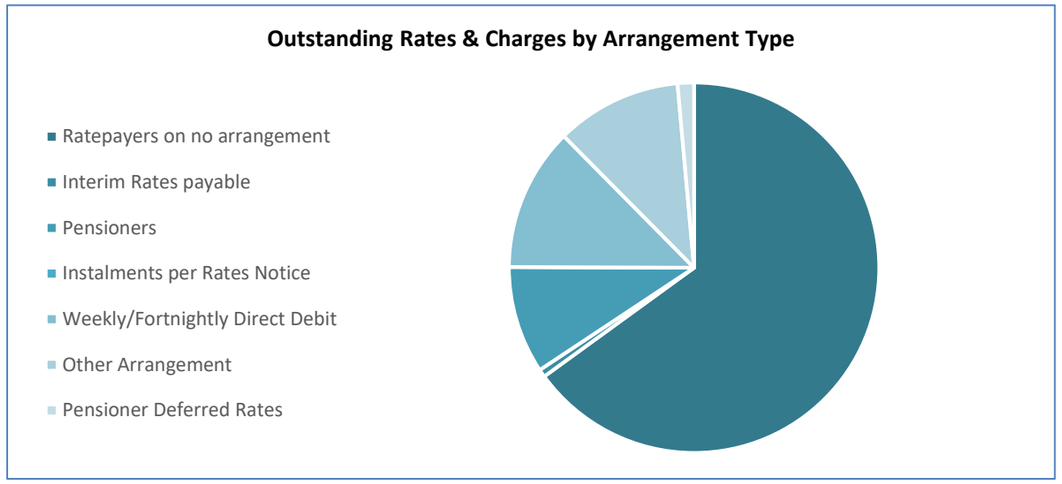
Counterparty Credit Risk	Funds Held	Actual at Period End	Limit per Policy	
BEN (AAA)	26,268,774	38%	45%	✔
NAB (AA)	31,111,068	45%	45%	✔
CBA (AA)	11,352,349	16%	45%	✔
SUN (A)	790,609	1%	45%	✔
WBC (AA)	-	0%	45%	✔

OPERATING ACTIVITIES
NOTE 4
RECEIVABLES

Rates receivable	30 June 2020	31 May 2020	31 May 2021
	$		$
Opening arrears previous years	4,576,831	4,576,831	3,148,533
Levied this year	51,941,047	51,900,245	52,253,501
Rates & Charges to be collected	**56,517,878**	**56,477,076**	**55,402,035**
Less Collections to date	(52,169,098)	(51,774,377)	(50,318,328)
Less Pensioner Deferred Rates	(760,126)	(673,285)	(729,074)
Net Rates & Charges Collectable	**3,588,655**	**4,029,414**	**4,354,633**
% Outstanding	6.35%	7.13%	7.86%
Prepaid Rates received (not included above)	(1,198,500)	(1,146,906)	(933,044)
	4.23%	5.10%	6.18%

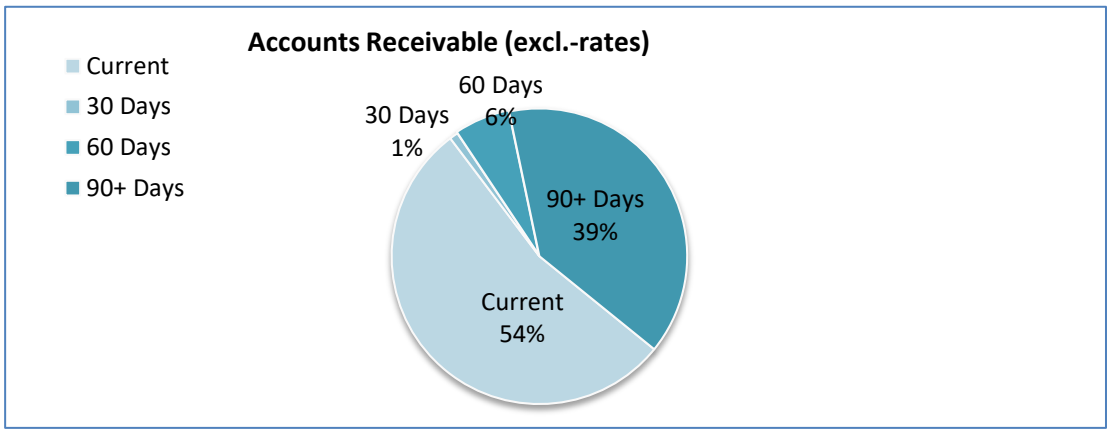
Outstanding Rates & Charges by Payment Arrangement Type	31 May 2021		
	No. of Assessments	$	%
Ratepayers on no arrangement	1,230	2,872,748	65%
Interim Rates payable	39	30,096	1%
Pensioners	834	414,318	9%
Instalments per Rates Notice	0	0	0%
Weekly/Fortnightly Direct Debit	4,444	553,223	13%
Other Arrangement	150	485,593	11%
	6,697	**4,355,978**	**99%**
Pensioner Deferred Rates	28	63,216	1%
	6,725	**4,419,194**	**100%**





OPERATING ACTIVITIES
NOTE 4
RECEIVABLES

Receivables - general	Current	30 Days	60 Days	90+ Days	Total
Amounts shown below include GST (where applicable)	$	$	$	$	$
Sundry receivable	536,399	7,297	57,714	175,439	776,849
Infringements Register	4,420	2,068	3,307	217,324	227,119
Total sundry receivables outstanding	540,819	9,365	61,020	392,764	**1,003,968**
Exclude rebates receivable	54%	1%	6%	39%	
Rebates receivable - Rates	456,563	0	0	0	456,563
Rebates receivable - ESL	10,125	0	0	0	10,125
Total general receivables outstanding	1,007,506	9,365	61,020	392,764	**1,470,655**



Sundry Debtors Outstanding Over 90 Days Exceeding $1,000

Description	Debtor #	Status	$
Sundry Debts with Fines Enforcement Registry (FER)			
Prosecution Dog Act 1976	2442.07	Registered with FER. Regular payments being received.	4,628
Prosecution Planning & Development Act	2549.07	Registered with FER. Regular payments being received.	6,073
Prosecution Planning & Development Act	3859.07	Registered with FER. Regular payments being received.	15,675
Prosecution Local Government Act 1995	3909.07	Registered with FER.	3,652
Prosecution Dog Act 1976 Dangerous Dog	4131.07	Registered with FER. Regular payments being received.	4,161
Prosecution Local Law Fencing	4233.07	Registered with FER.	2,500
Prosecution Dog Act 1976	4274.07	Registered with FER. Regular payments being received.	4,102
Prosecution Local Law Urban Environment Nuisance - Disrepair Vehicle	4275.07	Registered with FER.	13,734
Prosecution Dog Act 1976	4387.07	Registered with FER.	10,200
Prosecution Dog Act 1976	4465.07	Registered with FER. Regular payments being received.	5,180
Prosecution Planning & Devlopment Act	4467.07	Registered with FER. Regular payments being received.	12,265
Prosecution Dog Act 1976	4610.07	Registered with FER.	25,598
Prosecution Dog Act 1976	4741.07	Registered with FER. Regular payments being received.	4,225
Prosecution Planning & Devlopment Act	4885.07	Registered with FER. Regular payments being received.	18,456
Prosecution Parking Act	5152.07	Registered with FER.	5,250
			135,699
Other Sundry Debtors			
Lease & Outgoings	854.16	Communications in progress between Lease Officer & tenant.	6,266
Local Government Act 1995 abandoned vehicle	3884.03	Defaulted Payment arrangement. Potential minor case claim.	1,155
Developer Contribution- Hazard Reduction costs	4312.03/06	Address unknown - all avenues exhausted.	1,390
Hazard Reduction costs	4355.03	Debtors policy being followed to recover outstanding debt.	1,054
Shortfall outgoings - as per lease agreement terms	4833.16	Communications in progress between Lease Officer & tenant.	19,750
Developer Contribution	5205.06	Invoice to be paid in 2 installments - next payment 4/6/21.	3,500
Total Debtors 90+ days > $1,000			**168,814**

KEY INFORMATION

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for impairment of receivables is raised when there is objective evidence that they will not be collectible.

OPERATING ACTIVITIES
NOTE 5
DISPOSAL OF ASSETS

	Current Budget				YTD Actual			
Asset description	**Net Book Value**	**Proceeds**	**Profit**	**(Loss)**	**Net Book Value**	**Proceeds**	**Profit**	**(Loss)**
	$	$	$	$	$	$	$	$
Motor Vehicles								
Plant Replacement - P432	18,000	26,646	8,646	0	18,000	26,645	8,645	0
Plant Replacement - P448	17,100	25,964	8,864	0	17,100	25,964	8,864	0
Plant Replacement - P479	15,500	24,145	8,645	0	15,500	24,145	8,645	0
Plant Replacement - P483 - Insurance Claim	17,256	13,500	0	(3,756)	17,256	13,500	0	(3,756)
Plant Replacement - P484	15,000	19,145	4,145	0	15,000	19,145	4,145	0
Plant Replacement - P485	19,828	22,273	2,445	0	19,828	22,273	2,445	0
Plant Replacement - P487	19,800	22,273	2,473	0	19,800	22,273	2,473	0
Plant Replacement - P492	0	0	0	0	0	0	0	0
Plant Replacement - P493	18,000	22,273	4,273	0	18,000	22,273	4,273	0
Plant Replacement - P494	18,000	24,091	6,091	0	18,000	24,091	6,091	0
Plant Replacement - P511	34,137	32,632	0	(1,505)	34,137	32,632	0	(1,505)
Plant Replacement - P515	22,825	18,000	0	(4,826)	0	0	0	0
Plant Replacement - P551	34,289	29,678	0	(4,611)	34,289	29,678	0	(4,611)
Plant Replacement P574 - Insurance Claim	35,606	39,696	4,090	0	35,606	39,696	4,090.57	0
Plant Replacement - P518	18,000	18,000	0	0	0	0	0	0
Disposal - P516	22,000	22,000	0	0	22,825	27,405	4,580	0
Plant & Equipment								
Plant Replacement P275 - Trailer Roller	3,688	4,500	812	0	4,000	3,962	0	(38)
Plant Replacement P114 - Tandem Axle Tilt Trailer	2,500	2,000	0	(500)	0	0	0	0
Plant Replacement P351 Mitsubishi Canter Tip Truck	24,800	25,000	200	0	0	0	0	0
Plant Replacement P392 Mitsubishi Canter Fuso	27,000	25,000	0	(2,000)	0	0	0	0
Plant Replacement P223 Volvo Loader L70	50,000	80,000	30,000	0	0	0	0	0
Plant Replacement P227 Molnar 4 post Hoist	2,400	1,365	0	(1,035)	0	0	0	0
Disposal P350 - KWN5307 Tandem Axle Trailer	5,412	4,403	0	(1,009)	5,412	4,403	0	(1,009)
Disposal P348 - 1TMI191 Trailer	2,771	2,199	0	(572)	2,771	2,199	0	(572)
	443,912	**504,783**	**80,684**	**(19,814)**	**297,524**	**340,284**	**54,251**	**(11,491)**
			Net Profit/(Loss)	**60,870**			**Net Profit/(Loss)**	**42,760**

INVESTING ACTIVITIES
NOTE 6
CAPITAL ACQUISITIONS

Capital acquisitions	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance
	$	$	$	$	$
Land and Buildings	5,231,570	5,653,051	1,042,182	**721,779**	(320,403)
Plant, Furniture and Equipment	2,344,265	2,180,415	1,014,302	**730,097**	(284,205)
Intangible Assets	622,809	622,809	1,192,279	**1,030,996**	(161,283)
Infrastructure - Roads	3,642,090	3,560,810	2,383,885	**2,388,147**	4,262
Infrastructure - Parks & Reserves	994,154	872,108	616,488	**462,595**	(153,893)
Infrastructure - Footpaths	191,075	382,148	277,147	**273,789**	(3,358)
Infrastructure - Drainage	5,822,737	5,775,732	1,698,722	**626,682**	(1,072,040)
Infrastructure - Bus Shelters	36,630	34,995	34,995	**34,995**	0
Infrastructure - Street Lights	236,505	163,497	138,497	**154,317**	15,820
Payments for Capital Acquisitions	**19,121,835**	**19,245,565**	**8,398,497**	**6,423,397**	**(1,975,100)**
Right of use assets	553,030	484,880	484,880	**51,677**	(433,203)
Total Capital Acquisitions	**19,674,865**	**19,730,445**	**8,883,377**	**6,475,074**	**(2,408,303)**
Capital Acquisitions Funded By:					
	$	$	$	$	$
Capital grants and contributions	**3,112,697**	**5,128,896**	**1,745,594**	**2,297,541**	551,947
Lease liabilities	**553,030**	**484,880**	**484,880**	**51,677**	(433,203)
Disposal of Assets	**473,350**	**498,181**	**338,782**	**333,682**	(5,100)
Cash Backed Reserves	**8,684,361**	**14,154,570**	**1,254,316**	**1,496,614**	242,298
Municipal Funds	**6,851,427**	**(536,082)**	**5,059,805**	**2,295,560**	(2,764,245)
Capital funding total	**19,674,865**	**19,730,445**	**8,883,377**	**6,475,074**	**(2,408,303)**

SIGNIFICANT ACCOUNTING POLICIES

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

INVESTING ACTIVITIES
NOTE 6
CAPITAL ACQUISITIONS (CONTINUED)

		Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
			$	$	$	$	$	
	Buildings							
	13617	Building & Parks Contingency	101,750	92,750	69,030	60,681	(8,349)	
	13634	Administration Building Refurbishment	40,000	190,000	40,000	20,742	(19,258)	In progress.
	13636	Animal Care Facility Refurbishment	85,470	85,470	0	0	0	
	13619	Kwinana South VBFB Station Extensions	376,000	699,600	321,416	61,503	(259,913)	Practical completion estimated Oct-21.
	13620	Kwinana South VBFB Station Upgrade	30,000	62,700	0	0	0	Practical completion estimated Oct-21.
	13621	Mandogalup VBFB Station Extensions	328,159	134,246	134,246	134,246	0	Construction completed. DFES Grant funded.
	13622	Mandogalup VBFB Station Upgrade	25,000	13,151	1,600	1,600	0	Construction completed.
	13849	Mandogalup VBFB - Repair storage room cracked wall	0	5,000	0	0	0	LRCI Projects.
	13940	Koorliny Arts Centre - air conditioner replacement	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13616	Recquatic Front Counter - Automated Gates	90,000	0	0	0	0	Deposit Paid. Allocated to prepayments for FY22 carried forward expenditure.
	13873	Recquatic - Swim School Office Relocation	0	9,820	9,820	9,820	(0)	Project complete.
	13640	Recquatic Resurface Floor	7,875	7,855	7,855	7,855	0	Project complete.
	13988	Recquatic Centre - Stadium Floor Replacement - Insurance claim reimbursement LGISWA: PR0030045		38,065	0	0	0	Works to be completed October 2021.
	13641	Recquatic Spa balance tank lid and ladder	8,400	0	0	0	0	Project completed using operational budget. Capital budget removed.
	13642	Recquatic 25m backwash tank lid Replacement	7,350	0	0	0	0	Project completed using operational budget. Capital budget removed.
	13643	Recquatic Centre - Internal paint public areas	0	8,000	0	0	0	LRCI Projects.
	13834	Recquatic Centre - Entrance area external walls repaint	0	25,000	0	0	0	LRCI Projects.
	13835	Recquatic Centre - Grout renewal - change rooms replace damaged grout	0	25,000	0	0	0	LRCI Projects.
	13944	Recquatic Centre - front admin east and reception area airconditioner replacement	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13987	Recquatic Centre - Electrical works and rubber floor replacement	0	44,400	0	0	0	LRCI Project Funding Round 2.
	13627	Darius Wells Stormwater System	27,300	36,300	10,300	1,300	(9,000)	Specification complete.
	13629	Darius Wells Roof Fall Arrest System	21,000	21,000	1,000	1,000	0	Awaiting quote package.
	13836	Darius Wells Knowledge Centre - Roof leak repair	0	3,500	0	0	0	LRCI Projects. In progress.
	13630	Darius Wells Automate Disabled Toilet Doors	21,000	25,988	25,988	25,988	(0)	Project complete.
	13632	Darius Wells Room Conversion	9,666	9,666	0	0	0	In progress.
	13937	Darius Wells electrical works	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13938	Darius Wells - Ken Jackman Hall flooring	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13623	John Wellard Community Centre External Paint	6,300	6,300	6,300	1,550	(4,750)	LRCI Projects. In progress.
	13628	John Wellard Community Centre Stormwater System	22,050	12,382	12,382	12,382	0	Project complete.
	13838	John Wellard Community Centre - Paving stain cleaning/repaint due to vandalism	0	10,000	9,890	9,890	0	LRCI Projects. Project complete.
	13839	John Wellard Community Centre - Wall Finishes - meeting rooms repaint	0	7,000	6,920	6,470	(450)	LRCI Projects. Project complete.
	13840	John Wellard Community Centre - Wisteria room carpet replacement	0	15,000	9,590	9,591	1	LRCI Projects.
	13939	John Wellard Community Centre - Repair solar panel connections	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13846	William Bertram Community Centre - External cracked walls repairs/metal fencing repaint	0	7,000	6,335	6,335	0	LRCI Projects. Project complete.
	13847	William Bertram Community Centre - External walls repaint in the playground area	0	7,000	6,630	6,630	0	LRCI Projects. Project complete.
	13848	William Bertram Community Centre - Rusted gutters restoration close to playground area	0	7,000	1,140	6,580	5,440	LRCI Projects. In progress.
	13850	Zone Youth Centre - Roof leak repair	0	10,000	10,000	0	(10,000)	LRCI Projects.
	13943	Zone Youth Centre - repaint basketball court	0	30,000	0	0	0	LRCI Project Funding Round 2.
	13633	Sloans Cottage Accessibility Works	26,709	11,870	11,870	11,870	0	Engaging heritage architect.
	13644	Sloans Heritage (Caretaker) Cottage Accessibility Works	20,700	64,350	19,350	0	(19,350)	Engaging heritage architect.
	13624	Parmelia House Roof Renovation	47,775	15,002	15,002	15,002	0	Project complete. Budget savings transferred to Kwinana South VBFB Station upgrade.
	13842	Medina Oval Changerooms - Terracing/seating/accessibility	0	15,000	15,000	17,616	2,616	LRCI Projects. Project complete.

INVESTING ACTIVITIES
NOTE 6
CAPITAL ACQUISITIONS (CONTINUED)

	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		$	$	$	$	$	
13626	Medina Oval Toilet Refurbishment	26,250	32,267	32,267	33,721	1,454	Project complete.
13941	Medina Oval Spectators stand and shelter	0	17,022	17,022	17,022	(0)	LRCI Project Funding Round 2. Project complete.
13841	Medina Hall - Isabela Corker wing - lift, dispose, install and underlay carpet	0	4,000	3,273	3,273	(0)	LRCI Projects. Project complete, below $5k capitalisation threshold.
13814	Medina Centre - CCTV, lighting and WIFI upgrades	0	10,007	6,958	6,958	0	$10k grant cfwd from 2019/20. Project complete.
13631	Calista Oval Tennis Clubrooms	137,363	122,764	122,764	122,764	0	Project complete.
13635	Rhodes Park Accessible Toilet Design	15,750	0	0	0	0	
13637	Challenger Beach Ablutions Structural Renewal	10,500	0	0	0	0	
13618	DCA 9 Local Sportsground Clubroom Honeywood Primary School Oval	3,718,203	3,636,336	82,483	82,483	0	In progress.
13639	Wandi Resource Centre Asbestos Removal Program	15,750	14,240	750	14,240	13,490	Project complete.
13837	Goldney Velodrome BMX Track Kiosk & Ablution - External wall repaint/paving restoration	0	17,000	5,000	4,892	(108)	LRCI Projects.
13843	Thomas Oval Electrical Compound - External walls cleaning/renewal and painting	0	4,500	4,500	2,555	(1,945)	LRCI Projects. Below $5k capitalisation threshold.
13942	Thomas Oval Pavilion (old) roof restoration	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
13844	Wellard Pavilion - External wall finishes.	0	10,000	0	0	0	LRCI Projects.
13845	Wells Park public toilet - External brick wall and paving cleaning/repaint	0	10,000	10,000	4,070	(5,930)	LRCI Project Funding Round 2.
13638	18 Maydwell Way Asbestos Removal Program	5,250	5,500	5,500	1,150	(4,350)	In progress.
13856	18 Maydwell Way - Window screen renewal	0	7,000	0	0	0	
13855	Magenup Equestrian Centre - Stable renovation	0	7,000	0	0	0	In progress.
Buildings Total		**5,231,570**	**5,653,051**	**1,042,182**	**721,779**	**(320,403)**	

INVESTING ACTIVITIES
NOTE 6
CAPITAL ACQUISITIONS (CONTINUED)

		Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
			$	$	$	$	$	
		Plant, Furniture and Equipment						
		Furniture and Equipment						
	13660	Library - self returns shelves	12,355	12,305	12,305	12,305	0	Purchase complete.
	13661	Library - self check out touchscreen computer & workstation	7,000	7,046	7,046	7,046	0	Purchase complete.
	13662	Library - self check out stations for Community Centres	25,438	25,438	0	19,348	19,348	Purchase complete.
	13825	Replacement of Mayoral Chains	0	11,237	11,237	0	(11,237)	Expected June delivery.
	13900	Folding/insertion machine with software for Rates	0	17,505	17,505	17,505	0	Purchase complete.
	13997	Variable Message Sign - Fire & Emergency Services	0	35,000	0	0	0	
	13998	New furniture - Councillors Lounge	0	35,000	0	0	0	
		Computing Equipment						
	13646	City Website Redevelopment Stage 3 of 3	122,860	99,951	84,425	53,375	(31,050)	In progress. Project identified to be carried forward to 2021/2022.
	13647	Computing Equipment as required	25,438	25,438	16,959	0	(16,959)	As needed.
	13648	Corporate Business System Implementation	1,519,953	1,270,005	1,107,854	977,621	(130,233)	In progress. Project identified to be carried forward to 2021/2022.
		Plant and Equipment						
	13606	Plant Replacement P275 Trailer Roller	23,500	18,516	18,516	18,516	(0)	Purchase complete.
	13663	Plant Replacement P499 DECK - Toro Ride on mower	5,500	5,440	5,440	5,440	0	Purchase complete.
	13664	Plant Replacement P500 DECK - Toro Ride on mower	5,500	5,440	5,440	5,440	0	Purchase complete.
	13665	Plant Replacement P531 DECK - Toro Ride on mower	5,500	5,440	0	0	0	Estimated June delivery.
	13666	Plant Replacement P114 Tandem Axle Tilt Trailer	15,000	14,750	14,750	0	(14,750)	Estimated June delivery.
	13667	Plant Replacement P120 Trailer Box top - Coastcare	3,500	3,696	3,696	3,696	(0)	Purchase complete. Under $5,000 capitalisation threshold.
	13668	Plant Replacement P148 Trailer box 7x4 with water tank and Pump	10,500	9,200	9,200	9,200	0	Purchase complete.
	13669	Plant Replacement P199 Trailer box 7x4 with water tank and pump	10,500	9,950	9,950	9,950	0	Purchase complete.
	13670	Plant Replacement P351 Mitsubishi Canter Tip Truck	135,000	134,410	0	0	0	Estimated June delivery.
	13671	Plant Replacement P392 Mitsubishi Canter Fuso	95,000	99,610	0	0	0	Estimated June delivery.
	13672	Plant Replacement P443 Isuzu Tip Truck 6x4	150,000	0	0	0	0	Cancelled.
	13673	Plant Replacement P223 Volvo Loader L70	260,000	260,000	260,000	0	(260,000)	May delivery, awaiting invoices.
	13905	Plant Replacement P227 Molnar 4 post Hoist	0	18,451	18,451	17,870	(581)	Purchase complete.
	13674	Traffic Management - Traffic Equipment	26,530	0	0	0	0	Budget reallocated.
	13833	Recquatic Pool Upgrades	0	30,500	30,500	30,500	0	Purchase complete.
	13903	Outdoor toxic substance unit PR850-6	0	6,080	6,080	6,080	0	Purchase complete.
		Motor Vehicles						
	13886	Plant Replacement P551	43,000	32,118	32,117	32,117	0	Purchase complete.
	13686	Plant Replacement P483	27,500	25,978	25,978	25,978	0	Purchase complete.
	13693	Plant Replacement P511	43,000	42,629	42,629	42,629	0	Purchase complete.
	13696	Plant Replacement P515	35,000	34,826	34,826	34,826	0	Purchase complete.
	13697	Plant Replacement P492	27,500	27,069	27,069	27,069	0	Purchase complete.
	13694	Plant Replacement P448	42,000	45,635	45,635	45,635	(0)	Purchase complete.
	13687	Plant Replacement P479	40,000	44,759	44,759	44,759	0	Purchase complete.
	13688	Plant Replacement P484	45,000	47,699	47,698	47,699	1	Purchase complete.
	13695	Plant Replacement P485	40,000	39,971	39,971	39,971	(0)	Purchase complete.
	13685	Plant Replacement P487	40,000	42,641	42,641	42,641	(0)	Purchase complete.
	13689	Plant Replacement P493	40,000	41,234	41,234	41,234	(0)	Purchase complete.
	13690	Plant Replacement P494	40,000	45,182	45,182	45,182	(0)	Purchase complete.
	13691	Plant Replacement P432	45,000	41,571	41,571	41,571	(0)	Purchase complete.
	13895	Additions to P587 - Bar lights and recovery points	0	8,750	8,750	8,750	0	Purchase complete.
	13907	Plant Replacement P574 (Insurance replacement)	0	39,696	0	0	0	
	13908	Plant replacement P478	0	47,168	47,168	47,140	(28)	Purchase complete.
	13964	Deposits paid to secure 2021/2022 vehicles	0	3,000	0	0	0	Deposit Paid. Allocated to prepayments for FY22 expenditure.
	13995	Plant Replacement P518	0	32,890	0	0	0	
		Plant , Furniture and Equipment Total	**2,967,074**	**2,803,224**	**2,206,581**	**1,761,093**	**(445,488)**	

	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		$	$	$	$	$	
	Park and Reserves						
13675	KIA Street Tree Planting Program	76,313	76,313	3,634	3,634	0	Planting May 2021, awaiting invoices.
13676	Kwinana Loop Trail	10,000	48,000	10,608	10,608	(0)	Carried forward from 2019/20. Project complete.
13677	Thomas Oval Lighting	413,361	263,899	263,899	263,898	(1)	Project complete.
13678	Bertram Street Tree Planting Program	111,925	111,925	5,330	5,330	0	Planting May 2021, awaiting invoices.
13679	Parks for People Strategy Ascot Park	145,000	1,320	1,320	1,320	0	Design complete.
13680	Parks for People Strategy Peace Park	10,000	13,736	13,736	13,560	(176)	Project complete.
13888	Parks for People Strategy Gemstone Park	0	129,360	129,360	32,235	(97,125)	In progress.
13682	POS / Parks & Reserves Renewals Bores, Fencing, Irrigation	227,555	227,555	188,601	132,010	(56,591)	
	Parks and Reserves Total	**994,154**	**872,108**	**616,488**	**462,595**	**(153,893)**	
	Roads						
	Urban Road Grant Construction						
13704	Wellard Road Duplication Project MRRG / DCA Funded	282,905	45,782	45,782	25,782	(20,000)	Design and drafting in progress. Landscaping tender complete. Project identified to be carried forward to 2021/2022.
13705	Road Reseal Renewals MRRG Ocean Street	345,200	329,293	329,293	328,696	(597)	Works completed.
13706	Road Reseal Renewals MRRG Mandurah Road SB1	188,300	138,910	138,910	138,909	(1)	Works completed. $6k grant underspend refunded.
13710	Road Reseal Renewals MRRG Mandurah Road NB 2	64,800	62,015	62,015	62,014	(1)	Works completed.
13707	Road Reseal Renewals MRRG Cockburn Road NB	46,400	46,283	46,225	46,224	(1)	Works completed.
13709	Road Reseal Renewals MRRG Leath Road 1	99,300	95,367	95,367	98,778	3,411	Works completed.
13711	Road Reseal Renewals MRRG Leath Road 2	49,700	71,343	71,343	55,554	(15,789)	Works completed.
13708	Road Reseal Renewals MRRG Leath Road 3	395,300	385,215	385,215	389,663	4,448	Works completed.
13712	Road Reseal Renewals MRRG Mason Rd	211,701	207,661	176,092	176,091	(1)	Works completed.
	Black Spot Grant Construction						
13703	Gilmore Avenue Pedestrian Crossing	262,073	252,295	252,295	250,522	(1,773)	Works completed.
13887	Meares Road Challenger Avenue roundabout pre-deflection treatment	0	114,687	114,687	124,310	9,623	Works complete, awaiting invoices.
	Roads to Recovery Grant Construction						
13700	Road Reseal Renewals RTR Pace Road	275,000	275,000	255,436	255,436	0	Works complete.
13701	Road Reseal Renewals RTR Orton Road	174,000	174,000	132,155	182,695	50,540	
13702	Road Reseal Renewals RTR Milton Place	77,000	64,494	64,494	62,836	(1,658)	
	DCA Funded Construction						
13713	DCA 5 - Lyon Road - Cassowary to Kenby	437,250	437,250	0	0	0	
13714	DCA 2 Millar Road Chg 470 to 577. Developer to complete	293,983	293,983	0	0	0	
13715	DCA 2 Sunrise Boulevard Internal Collector Road (b) Lot 59 - (Developer to complete)	351,079	351,079	0	0	0	
	LRCI Projects						
13853	Stefanelli Close - Road Resurfacing	0	58,637	57,060	61,757	4,697	LRCI Projects. In progress.
13854	Wandi Drive - Road Resurfacing	0	79,870	79,870	79,870	0	LRCI Projects. Works complete, post audit repairs to be completed.
13958	Sicklemore Road,Parmelia reconstruction. Strip spray seal, remove roots, backfill with roadbase compact, asphalt. Reconstruct kerbs. Construct 2.5m red asphalt shared path.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
13959	Summerton Road, Calista Traffic signals - Pedestrian crossing upgrade.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	Municipal Road Construction						
13698	Traffic Management - Breccia Parade speed calming	6,699	0	0	0	0	Project cancelled.
13699	General Traffic Management - Traffic calming	81,400	77,646	77,646	49,010	(28,636)	
	Roads Total	**3,642,090**	**3,560,810**	**2,383,885**	**2,388,147**	**4,262**	

INVESTING ACTIVITIES
NOTE 6
CAPITAL ACQUISITIONS (CONTINUED)

		Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
			$	$	$	$	$	
	Street Lighting							
	13683	Street Lighting - New - Leath Road	208,525	129,425	129,425	129,425	0	Project complete.
	13684	Street Lighting Upgrade reactive work street light requests	27,980	34,072	9,072	24,892	15,820	
	Street Lighting Total		**236,505**	**163,497**	**138,497**	**154,317**	**15,820**	
	Bus Shelter Construction							
	13645	Bus Shelter Upgrades	36,630	34,995	34,995	34,995	0	Project complete.
	Bus Shelter Construction Total		**36,630**	**34,995**	**34,995**	**34,995**	**0**	
	Footpath Construction							
	13657	Footpath Renewals	50,875	61,109	61,109	57,499	(3,610)	
	13658	Gilmore Avenue Shared Path Stage 1 Design (Perth Bicycle Network LG Grants Program)	81,400	51,097	51,097	51,097	(0)	Design in progress. Project identified to be carried forward to 2021/2022.
	13659	Parmelia Avenue Shared Path Stage 1 Design (Perth Bicycle Network LG Grants Program)	58,800	42,067	42,067	42,067	0	Design project complete.
	13821	Breccia Parade footpath	0	3,590	3,590	3,590	0	Carried forward from 2019/20. Project complete.
	13851	Barwell Road - Construction of 1.5m wide concrete footpath	0	33,997	33,997	33,997	0	LRCI Funding. Project complete.
	13852	Bilya Gardens - Construction of 2m wide concrete footpath	0	85,288	85,287	85,288	1	LRCI Funding. Project complete.
	13945	Gamble Place, Orelia - Install new footpath and widen the cul-de sac.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13946	Joiner Place, Parmelia - Install new footpath and widen the cul-de sac.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13947	Hunt Place (with Cowling Way), Parmelia - New 1.5m footpath construction.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13948	Cowling Way (with Hunt Place), Parmelia - New 1.5m footpath construction.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13949	Waddingham Way, Medina - New 1.5m footpath construction. (Formerly Porter Garden, Leda)	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13950	Pudney Place, Orelia - New 1.5m footpath construction.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13951	Napolean Way, Bertram - New 1.5m footpath construction.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13952	Warrior Pass, Bertram - New 1.5m footpath construction.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13953	Tranby Way, Bertram - New 1.5m footpath construction.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13954	Ameer Cres, Bertram - New 1.5m footpath construction	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13955	Trust Way West, Bertram - New 1.5m footpath construction.	0	0	0	0	0	LRCI Project 2nd round. Project identified to be carried forward to 2021/2022.
	13956	Roach Place, Orelia - New 1.5m footpath construction.	0	20,000	0	0	0	LRCI Project Funding Round 2. Works scheduled for June.
	13957	Sub N drain path - Sunrise/Living Edge - New 2m footpath construction.	0	30,000	0	250	250	LRCI Project Funding Round 2. Works scheduled for June.
	13986	Mulligan Way, Orelia - New footpath construction.	0	55,000	0	0	0	LRCI Project Funding Round 2. Works scheduled for June.
	Footpath Construction Total		**191,075**	**382,148**	**277,147**	**273,789**	**(3,358)**	
	Drainage Construction							
	13651	Drainage - DCA 2 Peel Sub N Drain - Lot 64 Woolcoot Road & Lot 379	1,093,205	1,093,205	1,093,205	271,166	(822,039)	Carried forward from 2019/20. Project complete.
	13652	Drainage - DCA 2 - Peel Sub N1 Drain - Lot 378 & 90	334,000	334,000	0	0	0	Completed prior year.
	13653	DCA1 Stormwater Management Infrastructure	572,473	572,473	279,100	29,100	(250,000)	In progress.
	13654	DCA 3 Peel Sub P1 Drain Casuarina	1,164,627	1,164,627	0	0	0	
	13655	DCA 3 Peel Sub P1A Drain Casuarina	1,098,363	1,098,363	0	0	0	
	13656	DCA 3 Peel Sub P Drain Anketell South & Casuarina	1,186,647	1,186,647	0	0	0	
	13649	Drainage New Ocean Street	212,850	172,784	172,784	172,784	0	Project complete.
	13650	Drainage New Pace Road	160,572	153,633	153,633	153,632	(1)	Project complete.
	Drainage Construction Total		**5,822,737**	**5,775,732**	**1,698,722**	**626,682**	**(1,072,040)**	
	Capital Expenditure Total		**19,121,835**	**19,245,565**	**8,398,497**	**6,423,397**	**(1,975,100)**	

Level of Completion Indicators (Percentage YTD Actual to Annual Budget)

- 0%
- 20%
- 40%
- 60%
- 80%
- 100%
- Over 100%

Repayments - borrowings

Information on borrowings

Particulars	Finalisation of Loan	1 July 2020	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
			Actual	Current Budget	Actual	Current Budget	Actual	Current Budget	Actual	Current Budget
		$	$	$	$	$	$	$	$	$
Governance										
Loan 99 - Administration Building Renovations	2024/25	576,328	0	0	49,985	101,532	526,343	474,796	19,522	38,476
Education and welfare										
Loan 96 - Youth Specific Space	2022/23	95,162	0	0	14,432	29,407	80,730.36	65,755	3,687	7,290
Loan 100 - Youth Specific Space	2027/28	1,270,494	0	0	66,407	134,365	1,204,086	1,136,129	33,076	66,272
Recreation and culture										
Loan 94 - Wellard Sports Pavilion	2021/22	108,836	0	0	52,710	52,709	56,126	56,127	5,451	6,728
Loan 95 - Orelia Oval Pavilion	2022/23	228,389	0	0	34,636	70,576	193,753	157,813	8,848	17,497
Loan 97 - Orelia Oval Pavilion Extension	2024/25	1,275,247	0	0	110,602	224,660	1,164,645	1,050,587	43,196	85,135
Loan 102 - Library & Resource Centre	2028/29	6,820,176	0	0	310,973	629,005	6,509,203	6,191,171	173,003	347,778
Loan 104 - Recquatic Refurbishment	2029/30	3,350,000	0	0	137,532	277,849	3,212,468	3,072,151	77,797	155,846
Loan 105 - Bertram Community Centre	2029/30	1,269,272	0	0	84,055	112,530	1,185,217	1,156,742	34,059	48,147
Loan 106 - Destination Park - Calista	2030/31	1,321,267	0	0	50,747	102,291	1,270,519	1,218,976	24,605	49,749
Transport										
Loan 98 - Streetscape Beautification	2024/25	778,043	0	0	67,479	137,066	710,563	640,977	26,354	51,943
Loan 101 - City Centre Redevelopment	2021/22*	2,500,000	0	0	0	0	2,500,000	2,500,000	54,463	79,250
B/Fwd Balance		19,593,213	0	0	979,557	1,871,990	18,613,655	17,721,223	504,061	954,111
Self supporting loans										
Recreation and culture										
Loan 103B - Golf Club Refurbishment	2031/32	249,972	**0**	**0**	17,269	17,269	232,704	232,703	8,491	9,869
		249,972	0	0	17,269	17,269	232,704	232,703	8,491	9,869
**Share of SMRC Loan		425,520	0	0	0	0	425,520	425,520	0	0
Total		20,268,705	0	0	996,826	1,889,259	19,271,879	18,379,446	512,551	963,980
Current borrowings		1,889,259					2,314,779			
Non-current borrowings		18,379,446					16,957,100			
		20,268,705					19,271,879			

*City Centre Redevelopment loan expected to be refinanced upon maturity in 2021/22.
** Current portion of borrowings includes $425,520, which represents the City's share of the Southern Metropolitan Regional Council (SMRC) Administration Building loan with the WATC.

Cash backed reserve

Reserve name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual Closing Balance
Municipal Reserves	$	$	$	$	$	$	$	$	$
Aged Persons Units Reserve	741,044	3,950	2,467	195,761	0	(190,000)	0	750,755	743,511
Asset Management Reserve	5,163,247	61,572	51,465	1,725,401	0	(1,873,233)	(823,447)	5,076,987	4,391,266
Banksia Park Reserve	23,997	144	93	221,902	0	(136,050)	0	109,993	24,090
City Infrastructure Reserve	995,255	5,272	3,279	360,000	0	15,348	0	1,375,875	998,535
Community Services & Emergency Relief Reserve	340,995	3,348	3,168	0	0	(260,000)	(10,000)	84,343	334,163
Contiguous Local Authorities Group Reserve	265,918	1,435	1,391	32,941	0	(28,420)	0	271,874	267,309
Employee Leave Reserve	2,488,383	0	0	458,300	0	0	0	2,946,683	2,488,383
Employee Vacancy Reserve	500,233	2,416	1,426	0	0	0	0	502,649	501,659
Family Day Care Reserve	1,229,903	6,657	4,196	0	0	(51,512)	(47,140)	1,185,048	1,186,959
Golf Course Cottage Reserve	29,396	162	139	0	0	0	0	29,558	29,534
Golf Club Maintenance Reserve	8,846	49	42	5,004	0	(5,004)	0	8,895	8,888
Information Technology Reserve	2,597,169	12,242	8,040	1,630,270	0	(1,768,836)	(498,831)	2,470,845	2,106,378
Plant and Equipment Replacement Reserve	430,899	2,113	1,668	484,783	355,350	(692,081)	(228,192)	225,714	559,725
Public Arts Reserve	0	0	0	29,900	29,900	0	0	29,900	29,900
Refuse Reserve	5,644,888	0	0	0	0	(86,927)	0	5,557,961	5,644,888
Renewable Energy Efficiency Reserve	34,172	182	114	2,035	0	(2,035)	0	34,354	34,286
Restricted Grants & Contributions Reserve	2,187,985	0	0	2,520,609	0	(2,000,689)	(486,100)	2,707,905	1,701,884
Settlement Agreement Reserve	167,771	927	899	0	0	0	0	168,698	168,670
Workers Compensation Reserve	143,928	795	771	180,000	0	0	0	324,723	144,699
Sub-Total Municipal Reserves	**22,994,028**	**101,264**	**79,158**	**7,846,906**	**385,250**	**(7,079,439)**	**(2,093,711)**	**23,862,759**	**21,364,725**
Developer Contribution Reserves									
DCA 1 - Hard Infrastructure - Bertram	599,722	3,186	2,467	660,537	660,537	(522,373)	0	741,072	1,262,725
DCA 2 - Hard Infrastructure - Wellard	1,988,294	9,836	8,688	86,847	16,847	(2,082,167)	0	2,810	2,013,829
DCA 3 - Hard Infrastructure - Casuarina	0	0	0	3,472,228	0	(3,459,537)	0	12,691	0
DCA 4 - Hard Infrastructure - Anketell	521,489	3,348	2,974	686,768	686,769	(9,900)	0	1,201,705	1,211,232
DCA 5 - Hard Infrastructure - Wandi	427,218	2,703	2,406	561,924	561,924	(447,150)	0	544,695	991,548
DCA 6 - Hard Infrastructure - Mandogalup	274,056	1,599	1,273	297,311	496,210	(9,900)	0	563,066	771,538
DCA 7 - Hard Infrastructure - Wellard West	18,172	155	133	31,989	34,366	(9,900)	0	40,416	52,670
DCA 8 - Soft Infrastructure - Mandogalup	450,501	3,548	3,104	859,335	972,035	(9,900)	0	1,303,484	1,425,640
DCA 9 - Soft Infrastructure - Wandi/Anketell	11,941,274	71,518	63,744	980,354	980,353	(3,246,236)	0	9,746,910	12,985,371
DCA 10 - Soft Infrastructure - Casuarina/Anketell	204,182	1,289	1,155	0	0	(9,900)	0	195,571	205,337
DCA 11 - Soft Infrastructure - Wellard East	6,152,977	28,628	24,931	317,560	307,660	(9,900)	0	6,489,265	6,485,568
DCA 12 - Soft Infrastructure - Wellard West	8,468,096	39,709	34,300	988,378	988,378	(9,900)	0	9,486,283	9,490,775
DCA 13 - Soft Infrastructure - Bertram	263,326	1,642	1,470	0	0	(9,900)	0	255,068	264,796
DCA 14 - Soft Infrastructure - Wellard/Leda	706,921	4,335	3,869	118,144	118,145	(9,900)	0	819,500	828,935
DCA 15 - Soft Infrastructure - City Site	239,431	1,557	1,389	69,002	73,581	(9,900)	0	300,090	314,401
Sub-Total Developer Contribution Reserves	**32,255,658**	**173,053**	**151,904**	**9,130,377**	**5,896,804**	**(9,856,463)**	**0**	**31,702,625**	**38,304,366**
Total Reserves	**55,249,686**	**274,317**	**231,062**	**16,977,283**	**6,282,054**	**(16,935,902)**	**(2,093,711)**	**55,565,384**	**59,669,091**

NOTE 9
OPERATING GRANTS AND CONTRIBUTIONS

Operating grants, subsidies and contributions Provider	Contract Liability	Current Budget Revenue	Budget YTD Revenue	Actual YTD Revenue	Comments
	$	$		$	
Governance					
Local Government General Purpose Grant		503,192	503,192	503,192	
Local Government General Purpose Grant - Roads		392,264	392,264	392,263	
Non Rateable Property - Dampier to Bunbury Natural Gas Pipeline Corridor		176,587	176,587	176,587	
Law, order, public safety					
Department Fire and Emergency Services - ESL	0	141,129	141,129	188,172	
Department Fire and Emergency Services - RCTI ESG 1819 & 1920	0	38,110	38,110	38,110	DFES Operating Grant from FY19 received July.
Western Australian Local Government (WALGA)	0	2,000	2,000	2,000	Review & development of plan for animal welfare in emergencies.
Mitigation Activity Fund Grant 20/21 Round 2	0	15,251	7,626	7,626	
Health					
Mosquito Management Contributions (CLAG)	0	34,871	34,407	37,435	
Education and welfare					
Banksia Park Operating Cost Contribution	0	346,320	317,460	317,460	
Family Daycare - Mainstream Childcare Benefit Subsidy		2,561,366	2,335,754	2,311,501	
Family Daycare - Subsidy Other		260,985	260,985	261,975	
Family Daycare - Operational Subsidy - Dept of Communities NW04		532	532	533	
Family Daycare - Inclusion Subsidy Scheme		2,580	1,720	0	
In-Home Care - CCB Subsidy		848,632	807,066	811,183	
In-Home Care - Subsidy - Department of Communities		49,968	49,968	51,793	
Family Day Care Sustainability Grant	80,904	143,264	62,360	62,360	
NGALA My Time Program	0	7,920	7,920	10,560	
Operational Subsidy - Aboriginal Resource Worker		30,514	30,514	30,514	
Library Contributions and Donations		127	112	87	
Youth Social Justice Program		178,760	178,760	178,761	
CSIRO - Indigenous STEM awards event recognition		700	700	700	
Community amenities					
PTA Bus Shelter Subsidy		7,000	0	0	
Greening fund	62,853	27,590	0	0	$100k Grant received in 2018. 3year funding to 2021, balance to be carried forward.
Sustainability Workshops	0	1,455	0	0	
Grow it Local	0	10,000	0	0	
Recreation and culture					
Shared Use Agreements		117,684	105,851	104,707	
Stay on Your Feet Program - Injury Matters	1,572	3,230	1,658	1,658	
Australia Day branding grant		1,000	1,000	1,000	
Good Things Foundation Grant - Get Online Week		1,000	1,000	1,000	
KIC Sponsorship 2020 Lollyrun		10,000	10,000	10,000	
Community Development Fund - Kwinana Industries Council		40,000	40,000	20,000	Kwinana Community Chest.
OMG Kwinana Fringe Festival		72,636	72,636	63,636	DLGSC & Fremantle Ports
Transport					
Main Roads Annual Direct Grant		191,745	191,745	198,072	
Main Roads Street Light Subsidy		6,000	0	0	
Main Roads Maintenance Contribution		131,780	65,890	65,890	
TOTALS	**145,329**	**6,356,192**	**5,838,946**	**5,848,775**	

Non-operating grants, subsidies and contributions Provider	Unspent Funding Liability	Current Budget Revenue	Budget YTD Revenue	Actual YTD Revenue	Comments
	$	$		$	
Law, order, public safety					
Department Premier & Cabinet - Kwinana South VBFB extensions	30,000	0	0	0	Capital works to be completed FY22.
Department Fire and Emergency Services - Kwinana South VBFB extensions	0	699,600	0	349,800	50% claimed May 2021. Capital works to be completed FY22.
Department Premier & Cabinet - Mandogalup extensions	0	1,600	13,151	13,151	Capital project completed.
Department Fire and Emergency Services - Mandogalup Ablutions	0	131,718	110,824	110,824	Capital project completed.
Recreation and culture					
Honeywood Oval - Sports Ground Clubroom - Dept. Local Government	0	400,000	0	0	
Department of Infrastructure - Thomas Oval Lighting	0	37,500	37,500	37,500	Capital project completed.
Local Roads and Community Infrastructure Program	97,110	229,000	9,890	9,890	50% received, projects to be completed by June.
Local Roads and Community Infrastructure Program - Round 2	91,750	277,522	0	0	50% received, most projects to be completed FY22.
Lotterywest - Kwinana Loop Trail	0	38,000	38,000	38,000	Project complete.
Transport					
Roads to Recovery - Pace Road Re-seal	0	275,000	275,000	275,000	Capital project completed.
Roads to Recovery - Orton Road Re-seal	0	174,000	174,000	174,000	
Roads to Recovery - Milton Place Re-seal	0	48,903	48,903	48,903	
State Road Grant - Road Reseal - Ocean Street	0	227,441	181,952	219,131	Capital project completed. Final grant claim completed.
State Road Grant - Road Reseal - Cockburn Road NB	0	30,816	30,816	30,816	Capital project completed.
State Road Grant - Road Reseal - Leath Road 1	0	66,200	52,960	52,960	Capital project completed. Grant to be finalised.
State Road Grant - Road Reseal - Leath Road 2	0	33,133	25,328	25,328	Capital project completed. Grant to be finalised.
State Road Grant - Road Reseal - Leath Road 3	0	263,533	209,208	209,208	Capital project completed. Grant to be finalised.
State Road Grant - Road Reseal - Mandurah Road SB1	0	92,606	92,606	92,606	Capital project completed. $6k Grant balance refunded.
State Road Grant - Road Reseal - Mandurah Road NB 2	0	41,682	41,682	41,682	Capital project completed.
State Road Grant - Road Reseal - Mason Rd	0	138,441	112,676	117,394	Capital project completed. Final grant claim completed.
Black Spot - Gilmore Avenue Pedestrian Crossing	0	154,940	30,940	149,773	Capital project completed. Final grant claim completed.
Black Spot - Meares Road - roundabout deflection treatment	0	73,333	29,333	58,666	Capital project completed. Grant to be finalised.
Department of Education - McWhirter Promenade and Johnson Road landscaping	0	55,663	55,663	55,663	Project completed FY20. Grant revenue recognised.
Department of Education - Breccia Parade Footpath	0	2,547	2,547	2,547	Capital project completed FY21. Grant revenue recognised.
Perth Bicycle Network LG Grant - Gilmore Avenue Shared Path Stage 1 Design	123,260	40,700	32,560	40,700	$100k potential carry forward to FY22.
Perth Bicycle Network LG Grant - Parmelia Avenue Shared Path Stage 1 Design	0	21,034	21,034	21,034	Design project completed.
Local Roads and Community Infrastructure Program	44,352	305,720	112,063	116,008	50% received, projects to be completed by June.
Local Roads and Community Infrastructure Program - Round 2	679,153	1,261,306	0	0	50% received, most projects to be completed FY22.
Economic services					
Medina CCTV Grant	0	6,958	6,958	6,958	Project complete. Unspent funds returned.
Community amenities					
DCA 1 - Hard Infrastructure - Bertram	660,537	522,373	0	0	
DCA 2 - Hard Infrastructure - Wellard	1,721,297	2,082,167	0	0	
DCA 3 - Hard Infrastructure - Casuarina	0	3,459,537	0	0	
DCA 4 - Hard Infrastructure - Anketell	1,200,960	9,900	0	0	
DCA 5 - Hard Infrastructure - Wandi	615,994	447,150	0	0	
DCA 6 - Hard Infrastructure - Mandogalup	768,602	9,900	0	0	
DCA 7 - Hard Infrastructure - Mandogalup (west)	51,638	9,900	0	0	
DCA 8 - Soft Infrastructure - Mandogalup	1,416,083	9,900	0	0	Revenue is recognised upon meeting performance obligations (in-line with expenditure on DCA infrastructure).
DCA 9 - Soft Infrastructure - Wandi / Anketell	10,990,358	3,246,237	0	0	
DCA 10 - Soft Infrastructure - Casuarina/Anketell	194,800	9,900	0	0	
DCA 11 - Soft Infrastructure - Wellard East	5,723,005	9,900	0	0	
DCA 12 - Soft Infrastructure - Wellard West	8,262,560	9,900	0	0	
DCA 13 - Soft Infrastructure - Bertram	170,063	9,900	0	0	
DCA 14 - Soft Infrastructure - Wellard / Leda	665,903	9,900	0	0	
DCA 15 - Soft Infrastructure - Townsite	333,423	9,900	0	0	
TOTALS	**33,840,848.24**	**14,985,360**	**1,745,594**	**2,297,541**	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2021

NOTE 11
TRUST FUND

Funds held at balance date over which the City has no control and which are not included in this statement are as follows:

Description	Opening Balance 1 July 2020	Amount Received	Amount Paid	Closing Balance 31 May 2021
	$	$	$	$
APU Security Bonds	17,934	3,500	0	**21,434**
Contiguous Local Authorities Group (CLAG)	3,594	1,383	0	**4,977**
Public Open Space Cash In Lieu	283,848	36,765	0	**320,613**
Off Road Vehicles	0	0	0	**0**
	305,376	**41,648**	**0**	**347,024**

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2021

NOTE 12
BUDGET VARIATIONS

Amendments to original budget since budget adoption. Surplus/(Deficit)

Date	Description	Increase / (Decrease) to Net Surplus	Amended Budget Running Balance
		$	$
24/06/2020	**Annual Budget adoption**	**0**	**0**
12/08/2020	**Non-Operating Grants & Contributions - Local Roads and Community Infrastructure Program**	534,720	
	Capital projects expenditure- Buildings	(229,000)	
	Capital projects expenditure - Footpaths	(145,720)	
	Capital projects expenditure - Roads	(160,000)	**0**
26/08/2020	**Opening Surplus Adjustment**	25,000	
	Capital project expenditure - Plant & Equipment - Recquatic upgrades	(25,000)	
	Opening Surplus Adjustment	3,540	
	Transfer from Reserve - Restricted Grants and Contributions Reserve	7,000	
	Capital project expenditure - Furniture & Equipment - Mayoral Chains	(10,540)	**0**
9/09/2020	**Reallocation of budgets between Capital building projects as did not meet LRCI criteria**		
	W13856 - Maydwell Way - Window screens renewal	7,000	
	W13855 - Magenup Equestrian Centre - Stable renovation	7,000	
	W13633 - Sloans Cottage Accessibility Works	(14,000)	**0**
	Allocation of FESA ESL Grant received		
	FESA ESL Grant - Govt Grant State	6,992	
	FESA ESL - Kwinana South Vehicle Expenses	(1,320)	
	FESA ESL - Mandogalup Vehicle Expenses	(1,321)	
	FESA ESL - Kwinana South Plant & Equipment Purchases	(1,422)	
	FESA ESL - Mandogalup Plant & Equipment Purchases	(2,929)	**0**
20/09/2020	**Transfer of Insurance proceeds from stolen statue to Public Arts Reserve.**		
	Insurance Proceeds	29,900	
	Transfer to Public Arts Reserve	(29,900)	**0**
	Reallocation of capital funding.		
	W13833 - Pool upgrades to align with new chlorine gas standard.	(7,000)	
	W13642 - Backwash tank nolonger required	7,000	
	Transfer from Reserve Asset Mgmt Reserve - to W13833 Pool Upgrades	7,000	
	Transfer from Reserve Asset Mgmt Reserve - to W13642 25m backwash tank lid	(7,000)	
	W13630 - Darius Wells Automated Disabled toilet doors - additional expenditure	(5,000)	
	W13628 - John Wellard CC Stormwater system	5,000	
	Transfer from Asset Management Reserve - W13630 Darius Wells Automated Doors	5,000	
	Transfer from Asset Management Reserve - W13628 John Wellard Community Centre Stormwater System	(5,000)	**0**
14/10/2020	**Reallocation of capital funding to Kwinana South VBFB Station.**		
	W13624 - Transfer from Asset Management Reserve (savings in Parmelia House roof renovation)	32,700	
	W13620 - Transfer from Asset Management Reserve to Kwinana South VBFB Station upgrade	(32,700)	
	W13624 - Capital Expenditure - savings in Parmelia House roof renovation	(32,700)	
	W13620 - Capital Expenditure- Kwinana South VBFB Station upgrade. Site works construction costs not allowed for under DFES funding.	32,700	**0**
28/10/2020	**Reallocation of fleet vehicle replacement Plant 551.**		
	W13692/W13886 - Capital Expense - Plant and equipment	(10,000)	
	W13692/W13886 - Reserve Transfer - Plant and Equipment Replacement Reserve	10,000	**0**
	Playground remediation work for Gemstone Park - reallocation of Parks for People Strategy funding.		
	Capital Expense - Parks for People Strategy - Gemstone Park	(129,360)	
	Capital Expense - Parks for People Strategy - Ascot Park	143,680	
	Transfer from Asset Management Reserve	(14,320)	**0**

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2021

NOTE 12
BUDGET VARIATIONS

Amendments to original budget since budget adoption. Surplus/(Deficit)

Date	Description	Increase / (Decrease) to Net Surplus	Amended Budget Running Balance
		$	$
28/10/2020	**Main Roads Black Spot funding (2/3) to construct pre-deflection treatment at Meares Avenue.**		
	Capital Expense - Meares Avenue - Challenger Avenue roundabout pre deflection treatment	(110,000)	
	W13699 - Traffic Management - Traffic Calming	36,667	
	W13699 Transfer from Asset Management Reserve	(36,667)	
	W13887 Transfer from Asset Management Reserve	36,667	
	Capital Revenue - Grant - Black Spot Grant Funding	73,333	**0**
	In-house delivery of Age Friendly Strategy.		
	Operating expense - City Engagement Admin - Salaries	(75,000)	
	Operating expense - City Executive - Consultancy	75,000	**0**
	Thomas Oval Lighting carried forward from 2019/2020.		
	Capital Expense - Reserve Development - Sport - Thomas Oval Lighting	134,607	
	Capital Revenue - Grant - Department of Sport and Recreation	(112,500)	
	Reserve transfer - Restricted Grants and Contributions - Thomas Oval Lighting	(54,613)	
	Opening Surplus	32,506	**0**
	Maintenance of Wellard sub drain for 21months following handover per Development Contribution Plan.		
	Operating expense - Drainage maintenance - Wellard	(22,240)	
	Reserve transfer - DCA 2 Reserve	22,240	**0**
12/11/2020	**Good Things Foundation Grant**		
	Operating Grant Revenue	1,000	
	Operating expense - Special Events	(1,000)	**0**
	Recquatic Café Splash opening		
	Revenue - Café Income	44,058	
	Operating Expenditure (employee expenses, materials and contracts)	(44,058)	**0**
25/11/2020	**Recquatic Swim Club Office relocation**		
	W13873 Capital Expense - Swim Club Office relocation	(10,400)	
	Operating expense - Expendable equipment	10,400	**0**
	Inhouse Printer for Rates department		
	Capital expense - Folding/insertion machine with software	(17,505)	
	Operating expense - stationary and printing	17,505	**0**
	DFES Mitigation Works Grant		
	Revenue - Operating Grants	15,251	
	Operating expense - Mitigation works	(15,251)	**0**
16/12/2020	**Plant Replacement P227 Molnar 4 post Hoist**		
	W13905 Capital Expense - Plant & Equipment - New Molnar 4 post hoist	(18,541)	
	Sales Proceeds - Plant & Equipment	1,500	
	Operating Expense - savings in City Operations Infrastructure Maintenance	17,041	**0**
27/01/2021	**Local Roads and Community Infrastructure Program - Round 2 Funding**		
	Capital Revenue - Grant - LRCI	534,720	
	Capital Expense - Buildings - Various	(229,000)	
	Capital Expense - Footpaths - Various	(145,720)	
	Capital Expense - Roads - Various	(160,000)	**0**
	Family Day Care Vehicle - purchase rather than lease		
	Capital Expense - Bright Futures - Vehicles	(55,000)	
	Operating Expense - Bright Futures - Lease Vehicles	(5,000)	
	Family Day Care Reserve	60,000	**0**

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2021

NOTE 12
BUDGET VARIATIONS

Amendments to original budget since budget adoption. Surplus/(Deficit)

Date	Description	Increase / (Decrease) to Net Surplus	Amended Budget Running Balance
		$	$
27/01/2021	**Insurance Replacement P574**		
	Capital expense - New fleet vehicle	(39,697)	
	Capital Revenue - Insurance proceeds	39,197	
	Operating Expense - Plant operating - contractors	500	**0**
	Purchase of Toxic Chemical Storage Cabinet		
	Operating expense - City Operations - Exependable equipment	(13,771)	
	Capital Expense - Plant & Equipment - Toxic chemical storage cabinet	(6,081)	
	Capital Revenue - Plant & Equipment proceeds - Trailers x2	6,602	
	Operating revenue - City Operations - sale of operating equipment	13,250	**0**
	Deposits Payable to Secure 2021/2022 Vehicles		
	Prepayment - Plant & Equipment - Vehicles Deposit	(3,000)	
	Reserve Transfer - Plant and Equipment Replacement Reserve	3,000	**0**
10/02/2021	**Donation to Wooroloo and Hills Bushfire Appeal**		
	Operating Expense - Other Welfare - Sundry Donations	(5,000)	
	Reserve Transfer - Community Services & Emergency Relief Reserve	5,000	**0**
24/02/2021	**Budget Review December 2020/2021**		
	Increase in Operating Funding Surplus brought forward	1,412,908	
	Operating Activities	1,087,235	
	Depreciation/Other Non Cash	6,420,692	
	Decrease in Non-operating Grants, Subsidies and Contributions	(35,623)	
	Decrease in proceeds from disposal of assets	(56,946)	
	Decrease in Capital Expenditure	150,878	
	Decrease in Financing Activities	(4,451,148)	**4,527,996**
	Allocation of Surplus		
	Operating expenditure - Online Booking System	(7,500)	
	Operating expenditure - Industrial Relations advice	(10,000)	
	Operating expenditure - Internal Audit	(15,000)	
	Operating expenditure - Consultant for Bank Tender Review	(15,000)	
	Operating expenditure - Regulation 17 Review	(16,000)	
	Operating expenditure - Natural Area Management Plan	(25,000)	
	Operating expenditure - City Leadership Training	(146,000)	
	Capital Expenditure - Admin Building Refurbishment	(150,000)	
	Capital Expenditure - Corporate Business System Project	(619,795)	
	Reserve Transfer - Workers Compensation Reserve	(180,000)	
	Reserve Transfer - Infrastructure Reserve (future funding of PTA grants shared pathways)	(360,000)	
	Reserve Transfer - Restricted Grants & Contributions Reserve - Workforce reclassification project	(400,000)	
	Reserve Transfer - Information Technology Reserve - Corporate Business System 2021/22	(400,000)	
	Reserve Transfer - Employee Leave Provision Reserve	(458,300)	
	Reserve Transfer - Asset Management Reserve	(1,725,401)	**0**
14/04/2021	**Donation to Lord Mayor's Distress Relief Fund - Tropical Cyclone Seroja Appeal 2021**		
	Operating expense - Sundry Donations	(5,000)	
	Reserve Transfer - Community Services & Emergency Relief Reserve	5,000	**0**

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2021

NOTE 12
BUDGET VARIATIONS

Amendments to original budget since budget adoption. Surplus/(Deficit)

Date	Description	Increase / (Decrease) to Net Surplus	Amended Budget Running Balance
		$	$
12/05/2021	**LRCI Grant - change in scope of works**		
	Capital Expense - Footpaths - Bilya Gardens	29,712	
	Capital Expense - Roads - Stefanelli Close	16,363	
	Capital Expense - Roads - Wandi Drive	5,130	
	Capital Expense - Street Lighting - Leath Road	3,795	
	Capital Expense - Footpaths - Mulligan Way	(55,000)	**0**
	Additional funding for Goldney Velodrome Buidling Works		
	Capital Expense - Buildings - Goldney BMX Track	(5,000)	
	Capital Expense - Street Lighting - Leath Road	5,000	**0**
	Darius Wells Stormwater system - change in scope of works		
	Capital Expense - Buildings - Darius Wells Stormwater system	(9,000)	
	Capital Expense - Buildings - Contingency	9,000	**0**
	Recquatic works - funded from savings in other capital & operating expenditure		
	Capital Expense - Buildings - Recquatic electrical works and rubber floor replacement	(44,400)	
	Capital Expense - Buildings - Recquatic Spa balance tank lid and ladder	8,400	
	Operating Expense - Recquatic - Marketing & Promotions	20,000	
	Operating Expense - Recquatic - Special Events Expenses	8,000	
	Operating Expense - Recquatic - Health & Fitness - Expendable Equipment	8,000	**0**
26/05/2021	**Budget Review April 2020/2021**		
	Operating Activities	1,753,817	
	Depreciation/Other Non Cash	916,380	
	Decrease in Non-operating Grants, Subsidies and Contributions	(450,837)	
	Decrease in Capital Expenditure	2,704,773	
	Decrease in purchase of Right of Use assets and proceeds from asset disposal	35,169	
	Decrease in Financing Activities	(3,048,827)	**1,910,475**
	Allocation of Surplus		
	Reserve Transfer - Information Technology Reserve - Corporate Business System 2021/22	(1,010,475)	
	Reserve Transfer -Restricted Grants & Contributions Reserve - various community projects tbd	(400,000)	**500,000**
26/05/2021	**Replacement of vehicle Plant 518 brought forward from 2021/22 Budget.**		
	Sale Proceeds - Sale of Plant 518	18,000	
	Sale Proceeds - Sale of Plant 516	22,000	
	Capital Expenditure - Plant Replacement P518	(32,890)	
	Transfer to Reserve - Plant & Equipment Replacement Reserve	(5,110)	**502,000**
		502,000	**502,000**

KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 31 MAY 2021

NATURE OR TYPE DESCRIPTIONS

REVENUE

RATES
All rates levied under the *Local Government Act 1995.* Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Exclude administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS
Refers to all amounts received as grants, subsidies and contributions that are not non-operating grants.

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS
Amounts received specifically for the acquisition, construction of new or the upgrading of identifiable non financial assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

REVENUE FROM CONTRACTS WITH CUSTOMERS
Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

FEES AND CHARGES
Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

SERVICE CHARGES
Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

INTEREST EARNINGS
Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE / INCOME
Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates etc.

PROFIT ON ASSET DISPOSAL
Excess of assets received over the net book value for assets on their disposal.

EXPENSES

EMPLOYEE COSTS
All costs associate with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS
All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)
Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE
All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL
Shortfall between the value of assets received over the net book value for assets on their disposal.

DEPRECIATION ON NON-CURRENT ASSETS
Depreciation expense raised on all classes of assets.

INTEREST EXPENSES
Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE
Statutory fees, taxes, allowance for impairment of assets, member's fees or State taxes. Donations and subsidies made to community groups.

18.3 Accounts for payment for the month ended 31 May 2021

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

The purpose of this report is to present to Council a list of accounts paid under delegated authority for the month ended 31 May 2021, as required by the *Local Government (Financial Management) Regulations 1996.*

OFFICER RECOMMENDATION:

That Council:

1. Accepts the list of accounts, totalling $6,188,807.91, paid under delegated authority in accordance with Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996* for the period ended 31 May 2021, as detailed within Attachment A.

2. Accepts the detailed transaction listing of credit card expenditure paid for the period ended 31 May 2021, as detailed within Attachment B.

DISCUSSION:

Council has delegated, to the Chief Executive Officer, the exercise of its power to make payments from the City's Municipal and Trust funds. In accordance with Regulation 13 of the *Local Government (Financial Management) Regulations 1996* a list of accounts paid is to be provided to Council, where such delegation is made.

The following table summarises the payments for the period by payment type, with full details of the accounts paid contained within Attachment A.

Payment Type	**Amount ($)**
Automatic Payment Deductions	$ 46,487.13
Cheque Payments #201052 to #201054	$ 1,316.90
EFT Payments #4189 to #4201	$ 4,794,923.75
Payroll Payments 02/05/21 and 16/05/21 and Interim Payroll Payment 13/05/21	$ 1,346,080.13
Total Attachment A	**$ 6,188,807.91**

Contained within Attachment B is a detailed transaction listing of credit card expenditure paid for the period ended 31 May 2021. This amount is included within the total payments, listed above.

LEGAL/POLICY IMPLICATIONS:

Regulation 13 of the *Local Government (Financial Management) Regulations 1996* states:

13. Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.

18.3 ACCOUNTS FOR PAYMENT FOR THE MONTH ENDED 31 MAY 2021

(1) If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared —
(a) the payee's name; and
(b) the amount of the payment; and
(c) the date of the payment; and
(d) sufficient information to identify the transaction.

(2) A list of accounts for approval to be paid is to be prepared each month showing

(a) for each account which requires council authorisation in that month —
(i) the payee's name; and
(ii) the amount of the payment; and
(iii) sufficient information to identify the transaction; and

(b) the date of the meeting of the council to which the list is to be presented.

(3) A list prepared under subregulation (1) or (2) is to be —

(a) presented to the council at the next ordinary meeting of the council after the list is prepared; and
(b) recorded in the minutes of that meeting.

FINANCIAL/BUDGET IMPLICATIONS:

There are no financial implications that have been identified as a result of this report.

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications that have been identified as a result of this report.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

There are no implications on any determinants of health as a result of this report.

STRATEGIC/SOCIAL IMPLICATIONS:

This proposal will support the achievement of the following outcome and objective detailed in the Corporate Business Plan.

Plan	Outcome	Objective
Corporate Business Plan	Business Performance	5.4 Ensure the financial sustainability of the City of Kwinana into the future

18.3 ACCOUNTS FOR PAYMENT FOR THE MONTH ENDED 31 MAY 2021

COMMUNITY ENGAGEMENT:

There are no community engagement implications as a result of this report.

COUNCIL DECISION

450

MOVED CR M ROWSE **SECONDED CR S LEE**

That Council:

1. **Accepts the list of accounts, totalling $6,188,807.91, paid under delegated authority in accordance with Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996* for the period ended 31 May 2021, as detailed within Attachment A.**

2. **Accepts the detailed transaction listing of credit card expenditure paid for the period ended 31 May 2021, as detailed within Attachment B.**

CARRIED
7/0

ATTACHMENT A

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Automatic Deductions			
Go Go On-Hold Pty Ltd	00048558	Messages on hold May 2021	198.00
Commonwealth Bank	060521E	Credit card Director City Infrastructure to 060521	17.53
Commonwealth Bank	060521A	Credit card Functions Officer to 060521	554.00
Commonwealth Bank	060521B	Credit card Executive Assistant to 060521	695.55
Commonwealth Bank	060521C	Credit card Economic Development and Advocacy Manager to 060521	444.85
Commonwealth Bank	060521D	Credit card Director City Development and Sustainability to 060521	78.70
Commonwealth Bank	060521F	Credit card Chief Executive Officer to 060521	1,237.95
Commonwealth Bank	060521G	Credit card Manager Governance and Legal to 060521	4,948.17
Commonwealth Bank	060521H	Credit card Director City Engagement to 060521	4,501.48
Commonwealth Bank	060521I	Credit card Manager Human Resources to 060521	3,697.60
BP Australia Pty Ltd	11559113	Fleet Fuel 010421 to 300421	13,366.15
iinet Technologies Pty Ltd	126296302	Monthly internet charges various locations	589.93
Windcave Pty Ltd	1703604	Monthly service fees May 2021	104.49
Ampol Australia Petroleum Pty Ltd	0301940242	Fleet Fuel 010421 to 300421	6,413.95
Fines Enforcement Registry	27558224	Lodgement fee for unpaid infringements	154.00
Fines Enforcement Registry	27558382	Lodgement fee for unpaid infringements	385.00
Fines Enforcement Registry	27564756	Lodgement fee for unpaid infringements	77.00
Fines Enforcement Registry	27625107	Lodgement fee for unpaid infringements	385.00
Fines Enforcement Registry	27625142	Lodgement fee for unpaid infringements	77.00
Wright Express Australia Pty Ltd	66	Fleet Fuel 010421 to 280421	1,060.81
iinet Technologies Pty Ltd	709990493	Monthly internet charges Bertram Community Centre	79.99
Library Idea, LLC	A2050	Annual subscription for Freegal Music online music	7,300.00
TPG Internet Pty Ltd	I262656528	Kwinana South Station internet connection	59.99
TPG Internet Pty Ltd	I263114185	Mandogalup Station internet connection	59.99
		Total Automatic Deductions	**-46,487.13**
Cheques			
City Of Kwinana - Pay Cash	300421 - FDC	Petty cash recoup to 300421 Bright Futures	429.60
City Of Kwinana - Pay Cash	270221 - Recquatic	Petty cash recoup to 270221 Recquatic	221.70
	280421 - Village	Petty cash recoup to 280421 Retirement Village	164.05
City Of Kwinana - Pay Cash	140521 - Admin	Petty cash recoup to 140521 Admin	322.15
	120521 - Health	Petty cash recoup to 120521 Health	70.80
	130521 - Library	Petty cash recoup to 130521 Library	108.60
		Total Cheques	**-1,316.90**
EFT			
EFT TRANSFER: - 05/05/2021			44,406.54
Bright Futures Family Day Care - Pa	260421 to 020521	FDC Payroll 260421 to 020521	33,354.50
Bright Futures In Home Care - Payro	260421 to 020521	IHC Payroll 260421 to 020521	11,052.04
EFT TRANSFER: - 06/05/2021			931,742.31

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Nilfisk Pty Ltd	PRI0003798	Rental of battery floor scrubber Recquatic Apr 21	660.00
David Wills and Associates	00030938	Engineering services for retaining wall Belvoir Cr	8,518.40
Wheelie Clean	8636	Rubbish bin clean for Admin Building	267.52
	8635	Rubbish bin clean for Darius	369.38
Studio Orange	INV-1111	Handover fee for graphic design files	396.00
Apple Pty Ltd	AE34642867	Ipad smart folio black	119.00
Retech Rubber	00003256	Repairs to softfall Ascot Park	357.50
Peerless Jal Pty Ltd	SI290040	Floor cleaner for Recquatic gym	87.16
Workpower Incorporated	PS15644	Plants delivered to City Operations	1,839.20
Atwork Australia	1843663	Refund bond on the Wisteria Room	300.00
	04May21	Bookings fees refunded due to relocation	93.60
CIVIQ Pty Ltd	INV-35744	Drink fountain and bottle refill station Gemstone Park	4,698.10
Erin Kelly	1811151	Refund bond on The Patio	100.00
Technifire 2000	24402	Electrical repairs on 1GJJ940	162.11
Port Printing Works	INV065623	Smirk heritage brochures	278.08
Turf Care WA Pty Ltd	INV-2538	Supply and apply wetting agent various ovals	46,888.94
Travis Hayto Photography	00002188	Videos for Recquatic junior programs	3,300.00
Hydroquip Pumps	INV-42323	Modify headworks to Orelia Oval	2,304.50
Dowsing Group Pty Ltd	15645	Construction of footpath Goldney Velodrome	5,215.97
Holcim (Australia) Pty Ltd	9407405399	Peace Park 0.6m3 concrete	307.12
	9407401249	Concrete Westbrook St Calista	376.20
Louise Regan	1829700	Refund bond on The Patio	100.00
	04May21	Bookings fees refunded due to Covid19	39.00
Red Oxygen Pty Ltd	CI00206490-52394	Licence and message charges 270321 to 260421	45.32
Carolyn Howell	1809274	Refund bond on The Patio	100.00
	04May21	Bookings fees refunded due to Covid19	39.00
Burson Automotive Pty Ltd	113209033	Welder for City Operations	3,856.60
Premier & Cabinet Department of	1000620	Basis of rates	169.95
Playground Safety Inspectors Austra	00000224	Playground Inspector course May 21	2,750.00
Rotary Club of Kwinana Inc.	1800606	Refund bond on The Patio	100.00
Australian HVAC Services Pty Ltd	61038	Asset register update report	924.00
	60924	Maintenance on air conditioner various sites	4,318.60
Royal Life Saving Society	136863	Home pool barrier inspections 010321 to 310321	2,112.00
Universal Church of Christ	04May21	Bookings fees refunded due to Covid19	88.50
Inside Art Space	1028	OMG Fringe workshop Make and Sip	269.50
4Lifeskills Inc	04May21	Bookings fees refunded due to Covid19	154.00
P & M Automotive Equipment	16256/25843	Additional works for hoist installation	362.65
	16255/25843	New hoist plus installation and dismantle of old hoist at Depot	19,294.55
Satellite Security Services	IV011113	Remote downloading to Thomas Kelly Pavilion	50.00
	IV011115	Replace sensor Koorliny	200.20
	IV011241	Remote programming Darius Wells	50.00
	IV011114	Restore security system sensors at Depot	326.15
	IV011254	Install security sensors to Koorliny	2,395.25
	IV011124	Reset sensor at John Wellard	110.00
Lit Letters Pty Ltd	INV-1758	OMG Fringe rustic rental	450.00
One Heart City Church	04May21	Bookings fees refunded due to Covid19	93.20
	1854649	Refund bond on the Boronia Room	700.00

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Evelyn Lanting Paz	1854649	Refund bond on Wellard Oval Pavilion	300.00
Shane McMaster Surveys	Kwin315	Road reserve survey pick-up Heylmore Road	4,180.00
	Kwin314	Road reserve survey pick-up Hunt Place	990.00
	Kwin311	Road reserve survey pick-up Maydwell Way	2,750.00
Kadeklerk Photography	29April21	Placemaking grant (community projects) 2020/2021	500.00
Veraison Training and Development	INV-0677	Leadership Program	30,800.00
Violet Ray Media	23April21	Photography for Grow It Local	350.00
Tyra Jennipher	29April21	Achievement grant 2020/2021	185.00
Daviniss Rere	29April21	Achievement grant 2020/2021	175.00
Ziwei Ma	12.6	Rates Refund	567.68
CS Legal	12.6	Rates Refund	288.60
Chie Hayama	1849305	Refund bond on the Frank Konecny Room	200.00
Child Developement and Behaviour ce	1846849	Refund bond on Ken Jackman Hall	200.00
Dennis Bermudez	1846849	Refund part bond on Medina Hall	1,956.40
Robbie Thomson	04May21	Bookings fees refunded due to Covid19	39.00
	1808920	Refund bond on The Patio	100.00
Anu Phul	1843828	Refund bond on the Tuart Room	2,000.00
	04May21	Bookings fees refunded due to Covid19	272.05
Jordan Pirangi	04May21	Bookings fees refunded due to Covid19	39.00
	1809274	Refund bond on The Patio	100.00
Kimberley Hancox	04May21	Bookings fees refunded due to Covid19	39.00
	1835368	Refund bond on The Patio	100.00
Austin Davies	1846849	Refund bond on Fiona Harris Pavilion	300.00
	04May21	Bookings fees refunded due to Covid19	368.20
Cherry Mae Callao	04May21	Bookings fees refunded due to Covid19	204.40
	1817857	Refund bond on Thomas Kelly Pavilion	2,000.00
Ana Linda Macabagdal	04May21	Bookings fees refunded due to Covid19	39.00
	1811159	Refund bond on The Patio	100.00
Helping Minds	04May21	Bookings fees refunded due to Covid19	23.30
The Connection Coach	1828789	Refund part bond on Bus Tour	406.45
Slater & Gartrell	SG46259/01	Netball equipment for Recquatic Centre	198.00
Sportsworld Of WA	139692	Recquatic Proshop assorted goggles	205.15
Sunny Sign Company Pty Ltd	455298	No through road sign Selina Street	294.25
	455482	Mowing in progress signage	254.10
Telstra	1548725500Apr21	Feilman Building to 130521	19.25
Toll Transport Pty Ltd	0415-T221490	Transport services	26.09
	1115432	Transport services	36.86
	0419-T221490	Transport services	26.09
Total Eden Pty Ltd	411495055	Lid valve box jumbo	137.19
Water Corporation of Western Austra	9000343688Apr21	4U Little Rascals	292.31
	9000354002Apr21	97U BMX Track amenities	344.36
	9000354133Apr21	134U New Thomas Oval Pavilion/Tucker St Reserve	1,849.80
	9000343469Apr21	0U Old St John Ambulance	94.00
	9000345691Apr21	16U Waste Stream	41.30
	9000356366Apr21	36U Bright Futures	280.91
	9000357641Apr21	25U Orelia Oval	1,004.10
	9000358310Apr21	69U Medina Oval	976.67
	9000358337Apr21	3U Boy Scouts Hall	7.74
	9000358839Apr21	14U Medina Hall	599.71

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	9000358855Apr21	75U Senior Citizens Centre	569.16
	9000348470Apr21	1179U Depot	3,512.58
Westbooks	321008	Library books as requested by customers	11.83
	321010	Library books as requested by customers	29.58
	321012	Library books as requested by customers	77.66
	321009	Adult Library books	31.81
	321006	Adult Library books	62.49
	321005	Junior Library books	33.27
	321007	Library books as requested by customers	78.60
	321004	Library books for young adult collection	102.77
	321011	Library books as requested by customers	11.83
	320631	Library books for young adult collection	67.29
	320638	Adult Library books	263.31
	320637	Library books as requested by customers	198.14
	320633	Library books as requested by customers	65.64
	320632	Library books as requested by customers	83.99
	320636	Library books as requested by customers	42.58
	320635	Library books as requested by customers	31.33
	320634	Adult Library books	22.19
Taylor Tyres Pty Ltd	23580	Tyres for City Operations	1,742.40
Construction Training Fund	14April21	CTF levy for Mar 21	14,577.95
Greenacres Turf Group	00060269	Village Green Kikuyu to City Operations	198.75
Absolute Painting Services	INV-1904	Callistemon units and garage external repaint	7,788.00
	INV-1909	Banksia V60 repaint internal	1,265.00
	INV-1908	Banksia V41 repaint internal	2,420.00
	INV-1920	Banksia Clubhouse external repaint of doors	286.00
Institute of Public Works Engineeri	84178-M0421	NAM subscription fee 010720 to 300621	1,485.00
Palm Lakes Gardens & Landscape Serv	4140	Repair and straighten bollards Wellard Village	1,100.00
	3931	Remove and relay pavers at Kwinana Tennis Club	1,100.00
Beaver Tree Services Aust Pty Ltd	77534	Stump grinding Runnymeade Gate	1,047.86
	77264	General vegetation clearance Born Road	7,726.93
	77535	Stump grinding Beauchamp Loop	859.18
	77351	Termite treatment Shanklin Court	449.29
	77367	General vegetation clearance Ditton Corner	535.72
	77492	General vegetation clearance Medina Ave	5,128.81
	77390	Emergency cleanup Perham Crescent	1,684.65
	77368	Tree pruning Edmund Way	445.87
	77366	Vegetation clearance Orient Way	2,956.14
	77350	Vegetation clearance Beauchamp Loop	449.24
	77619	City wide watering 290421	3,432.26
	77620	General vegetation clearance various locations	21,226.59
	77618	General vegetation clearance Rockingham Road	1,718.35
	77352	Stump grinding Orelia Ave	1,857.55
	77353	General vegetation clearance Barker Road	5,711.13
	77536	City wide watering 020421	4,083.54
	77537	City wide watering 090421	4,083.54
	77040	Tree removal Chisham Oval	2,738.12
	77111	Tree removal Hefron Way	194.29
	77146	Tree removal Yelka Way	1,766.08
	77142	Traffic management Thomas Road	45,866.74
	76942	Tree pruning Beauchamp Loop	445.87
	76475	Tree pruning Chiswick Parade	5,385.25
Synergy	963532150Apr21	2491U Town Centre Park	831.37
	127609840Apr21	596U Feilman Building top floor	287.18
	546496270Apr21	1086U Skottowe Park	427.88

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	958312220Apr21	1609U Djilba View	420.68
	144348440Apr21	300U Sutherland Parade bore	202.33
	151027420Apr21	207U Brandon Mews Reserve	175.64
	166216150Apr21	688U Sloan Reserve bore pump 3	313.72
	228715140Apr21	2658U Wellard Village/Pimlico Gardens	831.22
	488212530Apr21	903U Chisham Oval	320.50
	618835230Apr21	0U Sloan Caretakers Cottage old bore	116.22
	786264020Apr21	1257U Sutherland Pde/Chisham Ave bore	366.77
	2061210805Apr21	114U Warner Road sump	148.94
	821437900Apr21	2U Lighting near Wellard Village	116.79
	846031050Apr21	1337U Lighting The Strand	500.03
	992174540Apr21	1U POS Lighting Wellard	116.50
	126641430Apr21	1387U Lights Robbos Place	456.82
	151990770Apr21	390U Stidworthy Way lighting	284.70
	201352990Apr21	693U Newstead Park	305.09
	316580380Apr21	2613U Medina Oval lighting	868.20
	332324250Apr21	32U Hewison Park BBQ	127.38
	334678810Apr21	0U Shop 23/40 Meares Ave	118.06
	334820750Apr21	1076U Shop 24/40 Meares Ave	426.94
	345401020Apr21	7U Feilman Building (DFES)	2,158.82
	558638440Apr21	395U Challenger/Bertram entry statement	231.45
	676621320Apr21	5108U Feilman Building (lift and security lighting)	1,584.40
	704953470Apr21	616U Barney Court	294.90
	705629830Apr21	598U Bournan Height Reserve	289.73
	829280210Apr21	1334U Street lights Chisham Ave	492.00
	832505320Apr21	2083U Ascot Park	716.09
	970964040Apr21	1442U Feilman Building (ground floor)	532.02
	792417950May21	Street lighting	118,999.53
	819683070May21	1117U Car park lighting	438.71
	479742820Apr21	108U Bore Parmelia verge	147.21
	272150100Apr21	1114U Prince Regent Gate Reserve	347.09
	221037310Apr21	1523U Thomas Oval Pavilion	555.24
	566336000May21	2U Millar Road fire pump	118.64
	254890320Apr21	11U Rushbrooke Park BBQs	121.22
	114826050Apr21	939U Industrial streetscapes Kwinana Beach	337.40
	473346610Apr21	1726U Wellard Park	424.69
	254890650Apr21	51U Malden Park BBQs	132.70
	824098750Apr21	2382U Thomas Road entry	801.86
	921049150May21	2516U Medina Hall	17.17
	856518550May21	Decorative lighting	2,741.26
	861503150May21	5093U Medina Oval	917.29
	461218120Apr21	1399U Nye Way retic	386.94
	113658350Apr21	289U Hennessy Park	201.03
	765774910Apr21	1509U Bright Futures	114.79
	652922630Apr21	630U Changerooms Model Railways	298.84
	544003140Apr21	1482U Wellard Road verge	382.19
	504616220Apr21	933U Rogan Park	362.73
	526240500May21	2393U Thomas Road pump 2	491.43
	450583710May21	3232U Bertram Oval	617.01
	256732610May21	1103U Hoyle Rd Park	434.70
	187992920May21	943U Bertram Road bore	388.76
	282690350May21	7320U Casuarina/Wellard Station/Hall/bore	2,219.38
Bob Jane Corporation Pty Ltd	0096916696	Tyre fitted to KWN1947	285.00
ABCO Products	695070	Cleaning supplies for Recquatic	260.52
The Poster Girls	12482	OMG Fringe posters	231.00
Sigma Chemicals	147716/01	Chemical order for Recquatic	250.80
	147705/01	Chemical order for Recquatic	535.37

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Natural Area Holdings P/L t/as Natu	00015114	Maintenance works at Peel sub drain	2,475.00
Rebel Sport Ltd	066102113742	Protective shoes for staff	79.99
Carol Elizabeth Adams	April2021	Reimbursement of other expenses	70.08
Outsource Business Support Solution	00001706	Temp staff week ending 020521	1,234.20
City of Gosnells	23760	Feasibility study for Perth and Peel region	13,519.08
AAA Blinds Port Kennedy	7787	Banksia V65 install new vertical blinds	1,336.00
City of Rockingham	116038	Tip fees to 150421	56,581.30
Civica Pty Ltd	M/LG018619	Licence support and maintenance to 300621	8,420.51
	M/LGO18582	Licence support and maintenance to 310521	14,342.39
	M/LA018835	Licence support and maintenance to 310321	330.00
HECS Fire	75297	Relocate fire extinguisher Recquatic	170.50
	75253	Repaint fire hydrants and locking wheels	616.00
Coastline Mowers	27724#5	Inner air filter	76.00
	27725#5	Brush cutter heads	288.00
	27209#4	Handle for quick cut machine	20.00
	27447#5	Lubricants for cutting attachments	148.80
	27769	Carburetor and throttle repairs	306.00
	27768	Repair throttle cable system on clearing saw	105.00
Foreshore Rehabilitation & Fencing	INV-4884	Install storage cages at City Operations	2,915.00
Wizard Training Solutions	WIZZ032	Conflict Communication training course	3,520.00
Infiniti Group	522256	Touch free dispenser for Recquatic	74.25
Advanced Traffic Management (WA) Pt	00144829	Traffic management various sites	1,108.07
LD Total	111441	Additional maintenance at various locations Feb 21	1,006.35
	110994	Additional maintenance at various locations Feb 21	503.23
	111003	Additional maintenance at various locations Feb 21	2,825.10
	110995	Additional maintenance at various locations Feb 21	7,614.52
	111479	20m3 Pine bark mulch for Providence	2,695.00
	110991	Additional maintenance at various locations Feb 21	1,687.46
	111442	Additional maintenance at various locations Feb 21	632.97
	110993	Additional maintenance at various locations Feb 21	803.63
	110992	Additional maintenance at various locations Feb 21	892.09
ED Property Services	00001765	Banksia V62 replace broken roof sheeting	440.00
	00001764	Banksia V60 replace broken roof sheeting	440.00
	00001763	Banksia Clubhouse annual gutter cleaning	121.00
Rockingham Skylights	12655	Callistemon U38 repair skylight	300.00
Data #3 Limited	02005815	Networking switch for Recquatic	2,687.66
Elliotts Irrigation Pty Ltd	B22590	Iron filter servicing for Apr 21	2,992.00
Complete Office Supplies Pty Ltd	10074948	Stationery for The Zone	171.13
	10074947	Stationery for City Operations Team	223.79
	10068715	Stationery for Recquatic	254.35
Web In A Box	60907	Domain registration Recquatic	270.00
Landgate	363302-10001098	GRV chargeable schedule No G2021/6	391.62
Rockingham Mitsubishi	K042362	Kia Carnival 1HFX074	51,835.01
Master Lock Service	00007796	Callistemon U15 and U48 replace lock on gate	280.00
	00007746	Callistemon U11 repair faulty security door	45.00
	00007803	Callistemon U11 replace broken lever set	155.00
Goodchild Enterprises	598109	Bosch backup battery	31.90
Kev's Wheelie Kleen	12246	Bin cleaning John Wellard	99.00
	12153	Bin cleaning William Bertram	99.00

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Homestead Ridge Progress Associatio	29April21	Placemaking grant (community projects) 2020/2021	500.00
ECO Imports Pty Ltd	SI-144492	Games for youth at The Zone	289.95
ALSCO Pty Ltd	CPER2128074	Linen hire for OCM Council dinners	59.63
	CPER2125563	Linen hire for OCM Council dinners	76.90
Imagesource Digital Solutions	456862	OMG Fringe PVC banner	409.20
	456877	Various signage OMG Fringe	3,861.00
Woolworths Group Limited	4303124	Welcome packs for Banksia V42	65.25
	4303115	Items for Cafe Splash	55.73
	430117	Items for Cafe Splash	6.75
	4303113	Items for Cafe Splash	177.95
	43031141	Items for Cafe Splash	31.00
	4303104	Items for Cafe Splash	23.20
	84088234	Items for Cafe Splash	225.34
	86455065	Items for Cafe Splash	320.08
	86870125	Items for Cafe Splash	184.30
	4303121	Items for Mooditj and Bright Futures	41.24
Drainflow Services Pty Ltd	00007091	Gully Eduction Program Wellard	2,090.00
Elexacom	113810	Banksia Park repair faulty board light	238.16
	113668	Banksia Park replace faulty earth stakes	2,563.09
StrataGreen	132045	Weeding supplies and equipment	134.76
Gregs Glass	11106	Banksia V65 install enclosed shower recess	880.00
Sprayking WA Pty Ltd	00002000	Hardstand weed control various locations April 21	9,180.78
Hart Sport	10105434A	Equipment for Recquatic Swim School	39.60
AAA Windscreens & Tinting	INV-51065	Windscreen repair KWN2147	88.00
WOW Group (WA) Pty Ltd	27April21	Refund of fees submitted in error BP2021/483	148.95
Sports Power Kwinana	290421	Netball equipment for Recquatic	79.98
All Lines & Signs	I0470421	Linemarking to Pace Road complex	1,320.00
KNK Civils	525	Remove vegetation from Orelia Oval	849.75
Lifeline WA	04May21	Bookings fees refunded due to Covid19	141.60
GPS Linemarking	INV-002001	Line marking pitches at various ovals	1,237.50
Blackwood & Sons Ltd	KW2797ZU	Danger tape and cable ties	290.20
	KW0573ZU	Do Not Enter tape	112.20
	PE8453ZT	Uniforms for City Operations	48.77
Flex Industries Pty Ltd	1017354	Linak actuator for 1DUX351	1,947.00
K Mart	269565	Recquatic calendar and clock for office	47.50
Moncrieff Technology Solutions Pty	00032422	Annual Webroot protection 010721 TO 300622	7,788.00
Koorliny Arts Centre	00004431	Operating subsidy for quarter 4 2020/2021	111,983.29
Envirosweep	85909	Carpark sweeping various locations for Apr 21	998.25
Solomons Flooring Willetton	100976-Balance	Install commercial flooring John Wellard	5,275.00
Lynne Brooke	03May2021	Reimbursement for NPII Name Search	15.00
Renee Garrity	1829099	Refund bond on The Patio	100.00
McLeods	117974	Legal matter 46940	1,561.88
	117973	Legal matter 46058	1,215.46
Department of Mines, Industry	14April21	Building Services Levy March 21	50,408.98
Lo-Go Appointments	00423456	Temp staff week ending 240421	2,075.11
	00423459	Temp staff week ending 240421	2,292.74
	00423457	Temp staff week ending 240421	1,761.21
	00423458	Temp staff week ending 240421	1,710.72

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Charles Service Company	00033692	Cleaning services at various locations Apr 21	44,492.31
Kwinana Smash Repairs	16,806	Insurance excess for KWN2108	500.00
Plantrite	00036389	Supply of various plants	495.00
Main Roads Western Australia	34002	Grant repayment for Mandurah Road	6,945.40
Major Motors	1037606	Vehicle parts for Isuzu truck	52.39
Yasmin Studio	190	Photography workshop The Zone	400.00
EFT TRANSFER: - 06/05/2021			228,603.98
Australian Services Union	PY01-23-Aust Ser	Payroll Deduction	275.98
	PY01-23-Aust Ser	Payroll Deduction	71.70
Australian Taxation Office	PY99-22-Australi	PAYG tax withheld	34.00
	PY01-23-Australi	PAYG tax withheld	206,586.00
Maxxia Pty Ltd	PY01-23-Maxxia P	Payroll Deduction	1,108.63
	PY01-23-Maxxia P	Payroll Deduction	1,278.49
Health Insurance Fund of WA (HIF)	PY01-23-Health I	Payroll Deduction	1,054.15
City of Kwinana - Xmas fund	PY01-23-TOK Chri	Payroll Deduction	7,710.00
Child Support Agency	PY01-23-Child Su	Payroll Deduction	1,189.27
Easifleet	145063	Novated lease charges 050521	348.78
	144497	Novated lease charges 210421	1,312.32
	144783	Novated lease charges 010521	7,264.88
LGRCEU	PY01-23-LGREC UI	Payroll Deduction	359.52
	PY01-23-LGREC UI	Payroll Deduction	10.26
EFT TRANSFER: - 12/05/2021			49,649.58
Bright Futures Family Day Care - Pa	030521 to 090521	FDC Payroll 030521 to 090521	34,760.40
Bright Futures In Home Care - Payro	030521 to 090521	IHC Payroll 030521 to 090521	14,889.18
EFT TRANSFER: - 13/05/2021			613,787.79

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Web Track	INV-5671	Remove GPS units from KWN1954 and KWN2028	550.00
Nilfisk Pty Ltd	PRI0003852	Rental of battery floor scrubber Recquatic May 21	660.00
Oakford Agricultural & Garden Suppl	86527	Banksia Park mulch for gardens	1,170.00
Shred-X Pty Ltd	01606988	Exchange and destroy secure document bins	40.48
David Wills and Associates	00030954	Engineering inspection for retaining walls	2,129.60
Summers Consulting	INV-946	Mosquito monitoring 150421	1,544.40
Alex Krsnik	SQ21089	Roundabout garden maintenance April 21	3,621.00
	SQ21088	Streetscape garden maintenance April 21	836.00
	SQ21087	City centre litter collection April 21	3,190.00
	SQ21086	Removal of self seeded sapling trees Gilmore Ave	363.00
Alison Bannister Career Coaching	DWJS9	Contemporary Job Searching workshop	495.00
Bang the Table Pty Ltd	INV-3280	Project finder add on to website	1,100.00
Technifire 2000	24420	Welding and fabrication repairs	209.78
Port Printing Works	INV065852	Staff business cards	69.30
	INV065680	Customer Feedback forms to Recquatic	86.90
	INV065679	Hydrotherapy and Recquatic membership flyers	160.60
Leaf Bean Machine Pty Ltd	00089051	Items for Cafe Splash	385.00
	00089046	Items for Cafe Splash	59.36
	00089350	Items for Cafe Splash	103.15
Kleenheat	4269166	Gas charges various	6,770.75
Gavin Wade Scott	0056	Welding repairs on bucket attachment	400.00
AAA Asphalt Surfaces	00006587	Pallet of cold mix delivered to Depot	1,182.50
Dowsing Group Pty Ltd	15572	Construction of footpath Isaac Way	4,194.75
	15571	Construction of footpath Parmelia Ave	15,852.30
	15647	Construction of footpath Milton Place	7,077.62
	15637	Construction of footpath Challenger/Meares Ave	16,046.69
Kevrek (Australia) Pty Ltd	25049	Service 1GMX033	440.00
Holcim (Australia) Pty Ltd	9407468962	14mm concrete for Centennial Ave	376.20
	9407498569	14mm concrete for Littlemore Road	536.36
Jo Art House	9	Chairs for use for small activating events	60.00
Ridleys Towing & Transport	11	Bus driver for HR tour	62.50
	12	Bus driver for HR tour	62.50
	10	Bus cleaning	80.00
	8	Bus driver for HR tour	62.50
Epoch Training	20203	Money Wellness workshop	550.00
Kissane & Co	INV-200240	Service of means inquiry summons	80.00
Repco (GPC Asia Pacific)	4330225279	LED penlight	42.90
	4330225645	Various car scents	113.85
Burson Automotive Pty Ltd	113208281	Narva switches	123.20
	113371575	Workshop consumables	2,330.85
	113372571	Strobe light and rear stop lamp	524.15
	113335449	Oil filter kit	118.81
	113335897	Ryco oil filter kit	118.81
	113335779	Ryco oil filter kit	118.81
	113335699	Ryco oil filter kit	118.81
	113335561	Ryco oil filter kit	118.81
	113334681	Ryco service kit	79.75
	113334797	Ryco oil and air filter	76.73
	113334979	Ryco oil and air filter	102.31
	113334739	Ryco service kit	79.75
	113334593	Ryco oil and air filter	105.34

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	113334211	Ryco oil and air filter	437.25
	113334883	Ryco oil and air filter	64.91
	113316594	Various sundries for City Operations Team	361.68
Mackie Plumbing and Gas Pty Ltd	I98424	Callistemon U12 install wall spout to kitchen	287.92
	I98422	Banksia V42 replace valve in toilet cistern	115.73
	I98413	Banksia V66 replace valve in toilet cistern	186.65
	I98418	Banksia V54 install cistern with shower head	766.25
	I98414	Callistemon U15 repairs to leaking cistern	229.70
Australian HVAC Services Pty Ltd	61033	Replace indoor fan motor at The Zone	1,434.40
	61028	Fan motor replacement at Recquatic Stadium	1,252.13
	60804	Gas leak to air con repaired at Koorliny	2,764.31
	60772	Repairs to tripping air con at The Zone	231.00
	60770	Repairs from maintenance findings at Admin	4,372.17
	61093	Repairs from maintenance findings at Koorliny	821.70
	61089	Coil and fan barrel cleanout Business Incubator	338.25
	61046	Remove 2 air curtains from Recquatic entrance	358.60
	61035	Chilled water treatment at Darius Wells	1,418.21
	61034	Various works to system at Darius Wells	3,376.92
Royal Life Saving Society	128070	First Aid Training 110521	109.00
Tree Care WA	TCWA INV-6163	Parks for People Strategy for Gemstone Park	4,812.50
Hocking Heritage + Architecture	INV-4142	Review of Local Heritage survey	4,857.60
NORDA Architects Pty Ltd	2104-08	Kwinana South Station Stage One	41,411.77
Soma Mandal Datta	0230	Part payment for paint and sip at Kwinana Beach	412.00
Satellite Security Services	IV011239	Additional duress light indicator at Recquatic	644.86
	IV011242	Repairs to alarm systems at Koorliny	396.00
	IV011266	Repairs to alarm at Senior Citizens Centre	255.20
	IV011258	Remote lock doors and program Darius Wells Centre	100.00
Nashtec Auto Electrics	58921	Rewire spray unit wiring to vehicle	316.40
Veraison Training and Development	INV-0681	Support for ongoing strategy development	1,650.00
	INV-0682	Meetings and support for EA classification	4,826.25
The Play Room O'Connor	21-00014553	Educational toys for Library	690.36
David John Callaghan	05May21	Refund incorrect dog registration	70.00
Lucie Mary Penman	360932	Refund bond on Wellard Pavilion	300.00
Beverley May Jackson	10May2021	Seniors security subsidy 2020/2021	250.00
John Galal	10May2021	Seniors security subsidy 2020/2021	250.00
Imperial Settlements	12.8	Rates Refund	616.83
Palm Lakes Garden and Landscape Ser	5156	Calvert wall repair on Rowley Road	1,375.00
Catherine Judith Hurry	1845926	Refund bond on Rhodes Park	100.00
Andrew Kiernan	10May2021	Impound fee refund	80.00
Australia Post	1010527500	Agency commission fees to 300421	218.04
St John Ambulance Australia (WA) In	FAINV00784665	First Aid training 160321	128.00
Sunny Sign Company Pty Ltd	456068	Street name signs for various streets	297.00
	451907	No Parking Signs for various streets	315.15
	453924	Street signs for Casuarina Rd and Nannup Street	148.50
	455786	Metal guided posts	531.30
Telstra	1170168000Apr21	Usage to 160421 corporate phone account	38,687.75
	1355246271Apr21	Mobile device whole organisation Apr 21	9,758.91
Returned Services League Of Austral	2101	Wreaths for Anzac Day services 250421	180.00
	011112020	Wreath for Remembrance Day service 111120	89.00
Thomson Reuters (Professional)	844060384	E-Recruitment Solutions renewal	4,950.00

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Toll Transport Pty Ltd	0417-T221490	Courier charges	13.05
	1111679	Transport services food water sampling analysis	85.77
	1046041	Transport services food water sampling analysis	33.30
	1046840	Transport services food water sampling analysis	45.14
T-Quip	100967#12	Mower blades and safety switches	942.15
Trisley's Hydraulic Services Pty Lt	100203453	Supply and install a new gas cartridge nipple	159.50
	100203445	Supply and install a new chlorine booster pump	1,826.00
Udia (WA)	INV-1260	UDIA annual membership renewal to 300622	2,625.00
Western Australian Local Government	I3086810	Breakfast with Minister Carey 200521	55.00
	I3086811	Breakfast with Minister Carey 200521	55.00
Waste Stream Management Pty Ltd	00428816	Tipping fees 290421	198.00
Water Corporation of Western Austra	9000294409May21	10U Leda Hall	322.22
	9000295305May21	168U Sloans Cottage	433.61
	9000334597May21	Feilman Building service charges	328.98
Wattleup Tractors	1272463 C	Replace sensor onsite and diagnostic repairs	1,470.83
Westbooks	317667	Junior Library books	35.50
	317182	Adult Library books	68.79
	317184	Adult and junior damaged books	13.31
	317675	Adult and junior damaged books	34.76
	317679	Junior Library books	25.14
Australian Medical Supplies	95094	Spa bands for Recquatic Centre	332.31
Weston Road Systems	PR87	Marking for Challenger and Meares Ave	990.00
Wurth Australia Pty Ltd	4307510495	Workshop consumables	389.51
Kyocera Document Solutions Australi	90212330	Copy costs Apr Wellard Staff	17.59
	90212331	Copy costs Apr Darius Creche	39.36
	90212333	Copy costs Apr Volunteer Centre	37.63
	90212324	Copy costs Apr Admin CSO	49.91
	90212325	Copy costs Apr Darius Reception downstairs	17.66
	90212326	Copy costs Apr Bertram Public	48.26
	90212327	Copy costs Apr John Wellard public	40.08
	90212329	Copy costs Apr The Zone downstairs Reception	34.55
	90212309	Copy costs Apr City Leadership Team	63.71
	90212310	Copy costs Apr BI IT	189.99
	90212311	Copy costs Apr Darius Wells Reception	39.78
	90212312	Copy costs Apr Library Staff	113.72
	90212313	Copy costs Apr Zone Staff	96.94
	90212322	Copy costs Apr Depot Demountable	61.73
	90212323	Copy costs Apr Records	261.34
	90212314	Copy costs Apr Admin Planning	265.07
	90212315	Copy costs Apr Zone Multimedia room	81.48
	90212316	Copy costs Apr Family Day Care	167.56
	90212317	Copy costs Apr Admin Finance	91.63
	90212318	Copy costs Apr Admin Governance	180.93
	90212319	Copy costs Apr Library	54.78
	90212320	Copy costs Apr Recquatic	217.83
	90212321	Copy costs Apr Depot Admin	65.18
	90212334	Copy costs Apr Mechanics	14.04
	90212332	Copy costs Apr William Bertram	16.02
	90212328	Copy costs Apr Banksia Park	113.78
Officeworks BusinessDirect	16689120	Keypad laptop locks x 5	100.95
Cornerstone Legal	18182	Legal matter 005330	464.20
	18188	Legal matter 005391	691.90
Absolute Painting Services	INV-1929	Banksia Park V54 complete repaint	2,255.00

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Maia Financial Pty Ltd	MD2704021-TOW0	Monthly rental of gym equipment for May 21	8,714.34
Palm Lakes Gardens & Landscape Serv	6411	Brick paving maintenance at Robbos Way	792.00
Beaver Tree Services Aust Pty Ltd	77224	City wide watering 260321	4,083.54
	77147	Tree removal Walgreen Crescent	1,471.26
	77239	General vegetation clearance Bindarri Grove	4,637.35
Suez	42650571	Greenwaste bin and tipping fees to 230421	1,465.46
Synergy	098975100May21	1401U Sandringham Park	396.30
	223615720May21	1419U Banksia Park Clubhouse	523.56
	192738060May21	0U Price Parkway lighting within landscape	121.75
	685078510May21	169U Gawler way retic	164.73
	277773560May21	4549U Banksia Park	1,422.08
	884861450May21	5360 Callistemon Court	1,610.00
	118367820May21	7528U New Thomas Oval Pavilion	1,766.24
	135567600May21	56240U Darius Wells	13,395.32
	141057240May21	15466U The Zone	4,126.86
	149872970May21	5335U Incubator	1,355.22
	165493420May21	127U Smirks Museum	150.82
	177581220May21	100806U Recquatic	22,774.68
	185126570May21	423U Borthwick Park	237.64
	258360080May21	6615U Kwinana Adventure Park	1,406.24
	285940430May21	3399U Rhodes Park	765.31
	422268910May21	6372U Depot	1,601.80
	700373810May21	930U Rutherford Park	383.19
	925767370May21	1861U Gilmore Ave retic	438.19
	157165580May21	450U Thomas Oval Pavilion lights	46.05
	882732750May21	0U Harrison Way	114.37
	224882670May21	1078U Little Rascals	431.20
	023172940May21	1097U Bertram Park	436.66
	107029100May21	4065U Wellard Community Centre	979.33
	168917550May21	4639U Wells Park toilets	878.21
	169026580May21	2391U Gemstone Parade bore	806.29
	169027380May21	0U Entry statement lighting Gemstone/Johnson	119.91
	179469390May21	2319U Bertram Community Centre	582.32
	191359550May21	2720U Ridley Park	540.01
	219451010May21	1155U Millbrook Ave bore	453.31
	219451200May21	486U Sulphur Road bore	261.26
	219451580May21	518U Price Parkway bore	270.45
	312758410May21	676U Epidote Park/Emerald Park	313.96
	31026880May21	751U Daybreak Park bore	333.65
	382919470May21	252U Medina Centre Reserve	194.08
	412205870May21	0U Oakley Hollow	114.37
	516172020May21	3485U Gilmore Ave pump 1	618.44
	543072120May21	2248U Gilmore Ave pump 2	495.32
	845563650May21	14U Apex Park BBQ	125.76
GlobalX Information Services Pty Lt	PSI0198116	Legal name search for Apr 21	189.20
Bristol Cleaning Services	0421-C	Banksia Clubhouse window clean	520.00
	0521-1	Banksia V54 window cleaning	100.00
Bunnings Building Supplies	2163/01230073	3 sink basin drains for Recquatic	45.43
	2163/01654661	Paint and equipment for Rotary Club	75.67
	2163/99836975	Items for The Zone	165.48
Ixom Operations Pty Ltd	6380009	Chlorine gas for Recquatic	120.03
	6382102	Chlorine gas for Recquatic	1,035.89
Technology One Limited	198953	OneCouncil implementation project management time	3,740.00
	198744	OneCouncil implementation project management time	2,337.50
	198743	OneCouncil implementation project management time	5,610.00

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	198742	OneCouncil implementation project management time	7,480.00
	198741	OneCouncil implementation project management time	5,610.00
	198740	OneCouncil implementation project management time	467.50
	198739	OneCouncil implementation project management time	16,802.50
Ausco Modular Pty Ltd	7275554	Demountable hire May 21	1,471.80
Neverfail Springwater	395491	Water for Facilities Team	23.76
	355365	Water for Facilities Team	77.19
	341340	Water for Facilities Team	15.84
Modern Teaching Aids Pty Ltd	44295255	Various toys for Library	197.78
Cannon Hygiene Australia Pty Ltd	97039120	Hygiene services 060521 to 050621	1,561.57
Downer EDI Works Pty Ltd	6010610	Asphalt 10mm Gran AC50B	392.96
Challenger Ford	51586C	Wheel nut sets x 2	491.05
Hudson Global Resources (Aust) Pty	AU1168194	Temp staff week ending 020521	214.19
Outsource Business Support Solution	00001710	Temp staff week ending 070521	2,699.81
	00001694	Temp staff week ending 180421	4,356.00
Marketforce Pty Ltd	38338	Advertising 260321	2,615.86
	38336	Advertising 070421 and 210421	2,101.00
	38337	Realestate subscription for Banksia Park	1,012.00
Coastline Mowers	27944#7	60PSI pump	261.00
	27854#5	Pressure cleaner	299.25
HQ Limestone	1049	Compost for rose garden	64.00
Officeworks Superstores Pty Ltd	16865274	Avery clear address label kit	52.45
	16413604	High bar table for The Zone office refit	379.00
Winc Australia Pty Ltd	9035859303	Stationery items for the Library	536.72
Advanced Traffic Management (WA) Pt	00145627	Traffic management Orton Road	3,938.24
	00145624	Traffic management Stefanelli Close	1,341.49
	00145843	Traffic management Gilmore Ave	2,541.50
	00145427	Traffic management Wellard	6,870.15
LD Total	111500	Additional irrigation repairs in Wellard	7,147.50
	111515	Additional irrigation repairs at Providence	639.17
	111496	Additional irrigation repairs at Belgravia Estate	742.12
	111498	Additional irrigation at Honeywood	1,330.16
	111499	Additional irrigation at Sunrise Estate	473.86
	111519	Additional irrigation repairs at Honeywood Rise	1,011.23
	112150	Irrigation maintenance various sites Mar 21	9,374.15
	112137	Irrigation maintenance various sites Mar 21	4,745.31
Australian Office Leading Brands	96390862	Envelopes with City of Kwinana logo	198.91
	96390861	Envelopes with City of Kwinana logo	186.29
ED Property Services	00001780	Banksia V54 install fold out handles to doors	341.00
	00001773	Callistemon annual gutter cleaning	3,795.00
Complete Office Supplies Pty Ltd	10087406	Stationery for Recquatic	129.36
Web In A Box	61056	Domain registration Library	30.00
Landgate	1095608	Landgate title search fees for April 2021	213.60
	364033-10001098	GRV chargeable schedule No G2021/8	681.03
Quell Cleen	00053717	Banksia Park V65 clean after repair work	210.00
Vinci Gravel Supplies Pty Ltd	B2495	Gravel supplied and delivered to Depot	6,759.99
Master Lock Service	00007788	10 x C Keys and 25 x B Keys	210.00
	00007789	15 x A Padlocks and 15 x B Keys	1,020.00
	00007801	Repair 2 x door locks at Wellard Pavilion	135.00
Name Badge World	BW20430	Employee name badges	225.51

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Fire & Emergency Services, Dept of	04May2021	ESL collections for April 2021 Option A	16,422.02
Accord Security Pty Ltd	00025770	Alarm security for City alarmed facilities April 21	1,584.00
	00025726	Darius Wells security patrols 200421	225.50
	00025769	Cash handling services for Apr 21	654.50
	00025777	Alarm attendance for various facilities Apr 21	198.00
Rockypest Pest Management	INV-00033918	Banksia Park pest control	90.00
	INV-00033917	Banksia V64 pest control	190.00
Evolution Sports Imports Pty Ltd	60117	Soccer balls for Recquatic programs	466.00
ALSCO Pty Ltd	CPER2130536	Linen hire for OCM Council dinners	60.73
Isubscribe	INV-41107	Annual subscriptions to magazines for Library	4,848.31
Plants & Garden Rentals	00016517	Plant hire Darius Wells Resource Centre May 21	159.50
Woolworths Group Limited	87505389	Items for Facility Maintenance	83.50
	87126795	Items for Admin Building	190.43
	4303136	Items for staff farewell	130.00
	86905145	Items for City Operations	102.40
	4303109	Refreshments for Multicultural Advisory Group	48.26
	4303132	Items for afternoon tea for Teachers	56.16
	4303130	Items for Mooditj and Bright Futures	39.67
	87488127	Items for City Operations	83.33
	87602998	Items for Admin Building	103.50
Anna Fryer	05May2021	Platters purchased for various meetings	159.00
Drainflow Services Pty Ltd	00007118	Cleaning of GPT's at Wandi	1,188.00
Elexacom	113032	Repair car park lighting Bulrush Park Wellard	938.47
	113616	Emergency evacuation testing John Wellard	176.00
	113759	RCD testing Wells Park toilets	88.00
	113758	RCD testing Bertram Oval	44.00
	113756	Recquatic maintenance repairs	1,030.79
	113752	Fiona Harrris Pavilion lighting repairs	1,185.75
	113751	Depot workshop electrical repairs	274.51
	113749	Wandi Pavilion electrical repairs	531.52
	113730	Wells Park replace cook tops	8,410.47
	113501	RCD testing William Bertram	132.00
	113776	Darius Wells lighting repairs	132.00
	113774	Electrical testing Adventure Park	240.90
	113768	Emergency evacuation testing Thomas Kelly Pavilion	231.00
	113767	Emergency evacuation testing Bertram Oval Club	154.00
	113766	RCD testing Goldney Velodrome	66.00
	113765	RCD testing Sloan Cottage and Museum	44.00
	113764	RCD testing Sloan Reserve toilets	44.00
	113763	Emergency evacuation testing Smirk Cottage	44.00
	113762	Emergency evacuation testing Thomas Kelly Pavilion	77.00
	113761	Emergency evacuation testing Thomas Oval Pavilion	77.00
	113760	Emergency evacuation Thomas Netball changerooms	66.00
	113807	Replace new hoist at Depot	606.73
	113808	Install new switch at Fiona Harris Pavilion	777.23
	113813	Testing of lights and repairs at Peace Park	529.11
	113791	Repaired light to roof at Darius Wells	701.31
	113792	Replace spitfire and retest at Koorliny Art Ctr	289.77
	113793	Emergency exit testing at Margaret Feilman Centre	422.51
	113795	Repairs to light pole at Medina Oval	115.50
	113799	Investigate flood lights and repair at Depot	66.00
Isentia Pty Limited	MNO819475	Media monitoring May 21	935.00
Lester Blades Pty Ltd	LB302568/1	External recruitment for City Director	9,350.00
Green Skills Inc / Ecojobs	P2340	Hire of personnel for Horticultural team 260321	3,781.23

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Gregs Glass	11020	Replace window to staff room at Recquatic	1,456.00
Eduardo Javier Cuevas	04May2021	Local commercial support grant funding	1,100.00
Colliers International	V128372	Land valuation audit	5,500.00
Sprayking WA Pty Ltd	00001982	Hardstand weed control at various locations	3,762.03
Advance Scanning Services	20166009	HP gas supervision Johnson Road	1,149.50
Heatley Sales Pty Ltd	C981680	Uniforms for City Operations	320.43
	C981762	Uniforms for City Operations	630.52
AAA Windscreens & Tinting	INV-51127	Supply and fit tinted film to Recquatic	220.00
Cubic Promote	INV-5818	Reusable 3 ply cotton face masks in black	1,102.20
Exit Waste	5202	Clean grease traps at various centres	1,573.00
Hunter Hyden Pty Ltd	103177	Duracoat doors for Rotary Club	320.00
	103178	Duracoat doors for Rotary Club	320.00
Morris Jacobs	2604May21	Art classes at Darius Wells 040521	200.00
Jasman Enterprises Pty Ltd	0025774	Replace pressure cleaner wands	503.80
Blackwood & Sons Ltd	KW8851ZF	Cleaning equipment for various sites	363.54
	KW2968ZJ	Cleaning equipment for various sites	657.00
	KW1046ZJ	Cleaning equipment for various sites	127.18
	KW7925ZK	Cleaning equipment for various sites	156.11
	KW3652ZL	Cleaning equipment for various sites	74.46
	KW0613ZO	Cleaning equipment for various sites	329.29
	KW5754ZO	Cleaning equipment for various sites	635.91
	KW4960ZP	Security key post for Fiona Harris Pavilion	34.96
	KW5343ZP	Security key post for Fiona Harris Pavilion	14.98
	KW6463ZP	Security window screws for Fiona Harris Pavilion	957.00
Jason Signmakers	218440	Triobular stainless threads	118.93
Kwinana Veterinary Hospital Pty Ltd	132381	Animal services	50.00
	132288	Animal services	50.00
	132260	Animal services	50.00
Integrity Management Solutions Pty	INV-0151	Attain licences for delegations management system	25,938.00
Diversity Sustainable Development	28	Outpost logger maintenance	2,324.30
The Green Barista Coffee	05May21	Local commercial support grant funding	1,100.00
Jane L Roberts	1803024	Refund bond on Wisteria Room	300.00
Total Tools Rockingham	135770	Kincrome pressure sprayer	83.90
Ecospill Pty Ltd	INV00780753E	Service and replenish spill kits at Depot	86.63
Poolwerx Spearwood	INVSPE3983	Splash pad water quality test Adventure Park	1,560.20
Envirosweep	86039	Footpath sweeping various locations Apr 21	4,158.00
	86037	Carpark sweeping various locations for Apr 21	2,832.50
	85565	Additional sweeping at various locations April 21	1,361.25
Lynne Brooke	28April2021	Reimbursement for Police history check	41.00
Kwinana Scout Group	G100	BBQ supplies for Youth Movie Night 170421	187.50
Ohura Consulting	INV-0143	Consulting for EA negotiations stage 5	4,284.50
Les Mills Australia	1132865	Les Mills licence fee May 21	695.15
Landscape and Maintenance Solutions	INV-2133	Mowing maintenance Rockingham/Patterson Rd Apr 21	1,980.53
	INV-2134	Passive and streetscape mowing various Apr 21	8,502.21
	INV-2135	Broadacre mowing of sportsgrounds Apr 21	18,855.08
McLeods	118821	Legal matter 44400	1,533.74
	118352	Legal matter 45415	374.66
	118351	Legal matter 45237	836.34

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	118350	Legal matter 45235	153.45
	118349	Legal matter 44459	170.06
	118348	Legal matter 44457	267.52
	118347	Legal matter 44448	189.88
	118907	Legal matter 47508	469.59
Kearns Garden Supplies	76Mar21	Hardware for City Operations	165.58
	76April21	Hardware for City Operations	208.93
Air Liquide Australia	XJ7064	Hire of medical oxygen Recquatic	50.56
Lo-Go Appointments	00423292	Temp staff week ending 270321	1,903.21
	00423290	Temp staff week ending 270321	2,204.77
	00423328	Temp staff week ending 030421	1,252.44
	00423370	Temp staff week ending 100421	822.68
	00423099	Temp staff week ending 200221	294.69
	00423507	Temp staff week ending 010521	2,292.74
	00423506	Temp staff week ending 010521	1,761.21
	00423505	Temp staff week ending 010521	822.68
	00423504	Temp staff week ending 010521	1,685.38
Charles Service Company	00033830	Casual cleaning various sites	1,178.76
	00033774	Scrubbing of hard floors at Medina Hall	2,054.80
	00033775	Weekend cleaning of various locations Jan 21	1,519.31
Kwinana Smash Repairs	16,829	1EYT548 insurance excess for repairs	500.00
Plantrite	00036486	Supply of various plants	3,424.49
Parkers WA	INV-2503	Tactile tiles removal and installation	4,804.50
EFT TRANSFER: - 13/05/2021			256,044.01

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
SuperChoice	April2021-01	Superannuation-April2021-01	173,504.54
	April2021-03	Superannuation-April2021-03	2,666.38
	April2021-06	Superannuation-April2021-06	1,110.55
	April2021-07	Superannuation-April2021-07	3,380.49
	April2021-13	Superannuation-April2021-13	289.58
	April2021-14	Superannuation-April2021-14	10,692.31
	April2021-17	Superannuation-April2021-17	19,884.94
	April2021-18	Superannuation-April2021-18	936.18
	April2021-21	Superannuation-April2021-21	2,313.87
	April2021-22	Superannuation-April2021-22	278.81
	April2021-24	Superannuation-April2021-24	1,825.08
	April2021-28	Superannuation-April2021-28	78.39
	April2021-29	Superannuation-April2021-29	137.33
	April2021-30	Superannuation-April2021-30	1,124.06
	April2021-32	Superannuation-April2021-32	2,170.40
	April2021-48	Superannuation-April2021-48	441.49
	April2021-49	Superannuation-April2021-49	938.81
	April2021-50	Superannuation-April2021-50	1,880.64
	April2021-53	Superannuation-April2021-53	960.95
	April2021-54	Superannuation-April2021-54	1,812.62
	April2021-55	Superannuation-April2021-55	2,956.52
	April2021-56	Superannuation-April2021-56	1,275.62
	April2021-58	Superannuation-April2021-58	968.59
	April2021-59	Superannuation-April2021-59	1,563.82
	April2021-60	Superannuation-April2021-60	1,308.10
	April2021-61	Superannuation-April2021-61	513.72
	April2021-63	Superannuation-April2021-63	395.36
	April2021-64	Superannuation-April2021-64	781.82
	April2021-66	Superannuation-April2021-66	461.27
	April2021-70	Superannuation-April2021-70	629.08
	April2021-72	Superannuation-April2021-72	974.74
	April2021-73	Superannuation-April2021-73	686.88
	April2021-75	Superannuation-April2021-75	265.27
	April2021-79	Superannuation-April2021-79	1,110.56
	April2021-81	Superannuation-April2021-81	931.67
	April2021-83	Superannuation-April2021-83	2,125.10
	April2021-84	Superannuation-April2021-84	123.09
	April2021-85	Superannuation-April2021-85	795.36
	April2021-89	Superannuation-April2021-89	4,559.50
	April2021-90	Superannuation-April2021-90	989.01
	April2021-91	Superannuation-April2021-91	946.32
	April2021-92	Superannuation-April2021-92	1,700.82
	April2021-94	Superannuation-April2021-94	2,195.64
	April2021-96	Superannuation-April2021-96	276.32
	April2021-97	Superannuation-April2021-97	762.68
	April2021-99	Superannuation-April2021-99	235.13
	April2021B-50	Superannuation-April2021B-50	84.60
EFT TRANSFER: - 17/05/2021			167,714.45
Adolf Herbert Gaschk	Refund	Settlement refund monthly maintenance fee 18 days	214.84
	17May21	Tenure sum repayment for Villa 65 Banksia Park	167,499.61
EFT TRANSFER: - 19/05/2021			50,176.87
Bright Futures Family Day Care - Pa	100521 to 160521	FDC Payroll 100521 to 160521	36,248.23
Bright Futures In Home Care - Payro	100521 to 160521	IHC Payroll 100521 to 160521	13,928.64
EFT TRANSFER: - 20/05/2021			1,295,947.23

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
World's Best Graffiti Removers	INV-21209	Safewipes for City Operations	712.80
Legal Practice Board of WA	2021051209012156	Renewal of Practicing Certificate	1,250.00
Sandra Nicole Ross	14January2021	Reimbursement security licence	426.00
Apple Pty Ltd	AE34643453	1x iPad Smart Folio	119.00
Alison Bannister Career Coaching	DWBM10	Becoming a Mumpreneur workshop	495.00
Perlex Holdings	C9748	Koorliny movie night popcorn hire machine	660.00
AJ Clothing Alterations	22April2021	Local Commercial Support Grant Funding	1,000.00
Oban Group Pty Ltd	26464	Repair structural work at Medina Oval Clubrooms	18,723.76
AHA Consulting Pty Ltd	3010	Engagement Essentials 020221	10,164.00
Peter John Bailey	14May2021	LIWA membership renewal	137.16
Port Printing Works	INV066239	Casual entry and Creche flyers Recquatic	63.80
	INV066344	Printing of NCR books Food Act x6 books of 50	214.50
	INV066345	Printing of NCR books Food Act x6 books of 50	214.50
Chorus Australia Ltd	CI101529	Mowing services at Bright Futures Apr 21	228.69
Sonic Health Plus	2321838	Pre-employment medical assessment 300421	198.00
	2321839	Pre-employment medical assessment 010521	227.70
Turf Care WA Pty Ltd	INV-2958	Lawn maintenance at Kwinana Adventure Playground	1,628.00
Medina IGA	16May2021	Local Commercial Support Grant Funding	1,043.00
Travis Hayto Photography	00002199	Recquatic Centre photography	1,650.00
Lobel Events	INV-5480	Provision of lighting for OMG Fringe	2,815.03
Dowsing Group Pty Ltd	15636	Construction of footpath Leath Road	2,365.54
Holcim (Australia) Pty Ltd	9407508323	14mm concrete for Littlemore Road	736.56
	9407482447	14mm concrete for Littlemore Road	896.72
Cyclus Australia	INV-1701	Casual events staff for OMG Fringe	2,331.21
Niche Living Real Estate	13.2	Rates Refund	461.57
Bliss Momos Cafe & Restaurant Pty L	1004	Three platters of food for Living Smart course	175.00
Burson Automotive Pty Ltd	113507289	Gloves for City Operations	112.20
	112346170	Retractor water hose reel for chemical spraying	281.60
Mackie Plumbing and Gas Pty Ltd	I98485	Thomas Kelly Pavilion service of pump pits	924.00
	I98381	Callistemon U37 repair leaking cistern	206.90
	I98461	Callistemon U37 toilet repairs	73.70
	I98018	Install new soakwell at Calista Tennis Club	1,298.00
	I98015	Unblock toilet block at Smirk Cottage	2,032.60
	I98425	Replace washer in timer tap Thomas Kelly Pavilion	143.91
	I98415	Repair leaking cistern at Darius Wells Centre	264.25
	I98025	Repair blocked basin at Recquatic	334.27
	I98020	Investigate blocked toilets Parmelia House	279.05
	I98376	Repair leaking tap at Administration Building	170.30
	I98382	Unblock toilet block at Wellard Pavilion	196.28
	I98380	Inspect issues with hot water at Admin Building	147.40
	I98378	Cistern service at The Zone	176.88
	I98405	Callistemon U70 water meter replacement	352.41
Moore Australia (WA) Pty Ltd	2122	WALGA GST Tax Workshop	715.00
As Clean As A Whistle	00000657	Banksia Clubhouse and Office cleaning April 21	819.50
Australian HVAC Services Pty Ltd	61032	Recquatic plant room new filters and coil clean	2,210.64
	61146	Margaret Feilman Centre AC filter replacements	981.64
	61147	Darius Wells replacement AC units	7,524.28
	61165	Administration Building AC repairs	2,953.06
Robertson Hayles Lawyers Pty Ltd	013679	Legal fees matter 202009378	20,130.00

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Matthew Ponsford	4	Dungeon and Dragons event at The Zone	105.00
	5	Dungeon and Dragons event at The Zone	210.00
Darren Hutchens Artist	1035	Design and painting of mural for OMG Fringe	1,848.00
4Lifeskills Inc	1855051	Bond refund Ken Jackman Hall	300.00
Anna Kelly	210502	Theme setup work for OMG Fringe	364.85
	210501	Bertram Business Breakfast and Mothers Day	400.00
Kadeklerk Photography	10May2021	Placemaking photos for Magic Show	680.00
Green Promotions Pty Ltd	INV-0568	Uniforms for Environment and Waste	725.01
Conplant Pty Ltd	346837	Dry hire multi tyre roller supply	1,295.25
Kalino Music and Arts Academy	18May2021	Drumming Workshop for The Zone	200.00
	10May2021	Local Commercial Support Grant Funding	1,096.00
JD's Sound and Lighting Lty Ltd	00052479	Equipment for Darius Wells	606.00
CreativeIQ Pty Ltd	INV-0343	Motor Museum business case for Kwinana	6,710.00
Helping Minds	17May2021	Cancellation of remaining booking Frank Konecny	46.60
	1782621	Bond refund Frank Konecny	200.00
Universal Bar	324	Little Bar Cart Service for OMG Fringe	4,026.00
Lucie Mary Penman	30032021	Reimbursement for Recquatic membership	431.95
Palm Lakes Garden and Landscape Ser	5801	Reticulation maintenance	110.00
	5159	Reticulation repairs	140.00
Hans Estate of Hans Kirch	13.1	Rates Refund	414.84
Amy Banham	11may2021	Refund from swimming lessons at Recquatic	107.00
HAPPY SPIRIT Pty Ltd	11May2021	Local Commercial Support Grant Funding	1,100.00
Nicholas Simon McNair	1791930	Bond refund The Patio	100.00
Stacey Lack	1811544	Bond refund The Patio	100.00
Aliesha Mason	1820214	Bond refund The Patio	100.00
	17may2021	Cancellation of The Patio 230521	39.00
Daniela Melo	1820573	Bond refund The Patio	100.00
Little Messy Roos	1849305	Bond refund Wellard Pavilion	300.00
316 Property Unit Trust	1780271	Lot 4 Anketell Road bond refund Stage 1	216,390.00
Sportsworld Of WA	139707	Goggles for Proshop at Recquatic	297.00
	139554	Goggles for Proshop at Recquatic	72.60
	139589	Goggles for Proshop at Recquatic	492.80
	139531	Goggles for Proshop at Recquatic	993.85
St John Ambulance Australia (WA) In	FAINV00811693	First Aid training 120521	128.00
Telstra	9385375010May21	Internet and data to 180521	2,491.62
Toll Transport Pty Ltd	0420-T221490	Transport services	26.77
	1118007	Transport services food water sampling analysis	36.86
Total Eden Pty Ltd	411524493	Tech tool kit	1,639.00
T-Quip	99400#5	Bearing set for City Operations	137.60
	99345#5	Various filters for City Operations	3,438.85
WA Limestone Co	BY5456/01	Road construction materials Orton Rd	7,540.67
Water Corporation of Western Austra	9000319469May21	81U Chisham Oval toilets	209.06
	9000341578May21	1622U Recquatic and Zone	7,851.86
	9000374062May21	52U Wells Park toilets	134.21
	9023548352May21	32U Apsley Park	82.59
	9000334589May21	5U Feilman Building	717.49
	9000341201May21	1301U Banksia Park	5,147.09
	9000341914May21	Service charges 23/40 Meares Ave	155.34

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	9000341922May21	Service charges 24/40 Meares Ave	155.34
	9000340874May21	916U Callistemon Court	3,941.38
	9000339427May21	178U Victory for Life	600.42
	9000342570May21	14U Rhodes Park	224.12
	9012543409May21	1U Admin/Arts/Parmelia House	1,976.11
	9012573982May21	27U Business Incubator	351.29
	9012156996May21	355U Fire service Darius Wells	2,419.82
Westbooks	321323	Library books as requested by customers	206.33
	321324	Library books for young adult collection	44.37
	321328	Adult Library books	32.35
	321325	Adult Library books	48.82
	321329	Junior Library books	28.65
	321326	Adult Library books	21.25
	321327	Adult and junior damaged books	44.39
Taylor Tyres Pty Ltd	23720	Rear tyres fitted x 4 1GWY489	1,923.99
Arteil	00078310	Office furniture for Finance Department	379.50
Orelia Chinese	18May2021	Local Commercial Support Grant Funding	1,100.00
Institute of Public Works Engineeri	29786	IPWEA road pavement	214.50
Beaver Tree Services Aust Pty Ltd	77538	City wide watering 160421	4,083.54
	77539	City wide watering 230421	4,083.54
	77540	Tree removal Henry and Weston Road	4,554.53
	76882	Tree pruning Prockter Gardens	555.94
	77721	Adventure Park tree works and stump grinding	4,694.56
	77720	Tree pruning Newstead Cres	1,111.88
	77745	Adventure Park tree work and stump grinding	5,155.05
	77719	Roadside clearance Woolcoot Rd	1,280.33
	77718	Tree root barrier Glamis Court	1,684.65
	77777	Root barrier installation Brockenhurst Link	1,100.64
	77821	Medina programmed street tree pruning	148,299.97
Suez	42642183	Mixed waste collection April 21	179,067.97
	165600	Waste and recycling services April 21	156,001.54
	42675727	General waste dry collection April 21	1,486.95
Synergy	198694990May21	41895U Admin/Arts/Parmelia House	10,424.37
Bob Jane Corporation Pty Ltd	0096945300	1 x new tyre fitted	195.00
	0096842129	Bridgestone tyres for City Operations	285.00
Prestige Catering & Event Hire	INV-2645	Growth Alliance Perth and Peel meeting catering 130521	266.60
	INV-2647	Compost and movie night 150521	600.00
Bouvard Earthmoving	00006597	Equipment hire for various locations	9,548.00
	00006611	Equipment hire for Casuarina	9,163.00
	00006601	Equipment hire for Kwinana Beach	5,659.50
Bunnings Building Supplies	2163/01548805	Painting equipment for Recquatic	220.98
	2163/01654795	Wall mounted cabinet and hinges Admin Building	204.49
	2163/01647808	Painting sundries for Recquatic	234.37
	2163/01546497	Medina Hall cleaners stock rubbish bins	52.80
	2163/01071943	Darius Wells Library ducting	60.58
	2163/01230075	Double ended bolt for Wellard Pavilion	30.42
	2163/01542332	Roofing foam for Casuarina Fire Station	52.39
	2163/01649889	Brackets for posts at BMX Velodrome	88.34
	2163/01179016	Repairs to downpipe at Wellard Pavilion	70.91
	2163/01173352	Paint for Recquatic Centre	85.20
	2163/01175421	Repairs to Moombaki playground	45.70
	2163/01064937	Stock for shutdown at Adventure Park	754.91
The Workwear Group Pty Ltd	13046116	Staff uniforms	130.00

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	13035423	Staff uniforms	33.14
	13051019	Staff uniforms	143.15
	12969218	Staff uniforms	262.65
	12969220	Staff uniforms	98.14
	12969221	Staff uniforms	130.00
	12969222	Staff uniforms	329.95
	1296975	Staff uniforms	69.00
	12969276	Staff uniforms	65.00
	12969327	Staff uniforms	100.30
	12969561	Staff uniforms	304.00
	12970683	Staff uniforms	65.00
	12969219	Staff uniforms	299.20
	13026143	Staff uniforms	130.90
	13052238	Staff uniforms	457.20
Konnect	1772664768	Driver and screws for City Operations	65.80
Department of Health	LicenceNo:4099	Licence 4099 pest management technician renewal	215.00
Wilson Security Pty Ltd	W00277058	Banksia Park emergency call outs	373.45
Environmental Health Australia (SA)	00601970	Inspections pads for Health	776.40
Family Day Care Australia	SA00019721	Annual membership to 300622 Bright Futures	299.00
Connect CCS	00106202	After hours monitoring overcalls Apr 21	1,624.48
Hudson Global Resources (Aust) Pty	AU1168947	Temp staff week ending 090521	1,070.96
Western Power Connections Manager	CORPB0549856	Path installation Sunrise and Living Edge estates	275.00
City of Rockingham	116357	Tip fees to 300421	47,063.52
	116443	Tip fees to 070521	29,694.84
CJD Equipment Pty Ltd	2197334	Rear view mirror for City Operations	355.17
Chefmaster Australia	00048469	Clear 240L drum liners	2,237.76
Western Maze Pty Ltd	00001286	Collection of hard waste area 1	44,799.74
Clever Designs	25107	Uniforms Recquatic reception	749.00
HECS Fire	75590	Service fire extinguisher Darius Wells Centre	293.70
Coastline Mowers	27631#5	Filters for City Operations Team	114.00
Chamber Of Commerce & Industry	423294	CCIWA membership renewal 010721 to 300622	11,899.80
MRP General Pest/Termite Division 4	100278	Pest control William Bertram	247.00
	100280	Treatment of bees at Calista	139.70
	100279	Pest control Kwinana Adventure Park	285.00
	100154	Quarterly pest control Mandogalup	390.00
	100153	Quarterly pest control William Bertram	217.00
	100152	Quarterly pest control John Wellard	217.00
	100151	Quarterly pest control Sloans Cottage	708.37
	100150	Quarterly pest control Sloans Cottage	341.03
	100149	Quarterly pest control Recquatic	362.25
	100148	Quarterly pest control Casuarina Fire Station	390.00
Infiniti Group	520550	Consumables for Recquatic	593.59
Kelyn Training Services	00029938	Implement Traffic Management course	2,150.00
Winc Australia Pty Ltd	9036004143	Stationery Human Resources	103.10
Advanced Traffic Management (WA) Pt	00143291	Traffic management Henry Street	1,269.08
	00143741	Traffic management Bertram Road	2,062.40
	00145849	Emergency traffic management Donaldson Road	11,009.77
	00145850	Emergency traffic management Donaldson Road	4,164.72
	00146058	Traffic management Woolcoot Road	661.85
	00144994	Traffic management Orton Rd	581.64
	00145426	Traffic management Orton Rd	9,854.09

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	00145202	Traffic management Orton Rd	8,830.13
	00145628	Traffic management Mortimer Road	6,051.18
	00145844	Traffic management Mortimer Road	3,384.37
	00146012	Traffic management Challenger Ave	551.58
Kennards Hire Rockingham - Generato	22574661	Ramp hire for OMG Fringe	120.00
AC Cooling Services	8527	Callistemon U35 repairs to airconditioner unit	143.00
ED Property Services	00001787	Banksia Park annual gutter cleaning of villas	4,070.00
	00001786	Banksia U1 repair to wall crack and down pipe	242.00
Medina Residents Group	110521	Greening Fund Grant McGuigan revegetation project	11,584.10
Natsync Environmental	00003175	Guided night walks for Henley Reserve	880.00
Web In A Box	61265	Domain registration Kwinana port	30.00
	61264	Domain registration Lithium Valley	30.00
Landgate	68324256	Aerial imagery service fee Apr 21	567.60
	68315451	Identification of land parcels	64.50
	364009-10001098	Metro urban UV general revaluation 2020/2021	2,032.61
	361652-10001098	GRV chargeable schedule No G2020/25	2,617.72
Big W	176220	Purchase of memory cards for cameras	99.80
Champion Music	INV-10230	Acoustic music artists for OMG Fringe	1,210.00
Susan Michele Wiltshire	12May2021	Reimbursement for Team Building Milestone	268.45
Rockingham Mitsubishi	RMCSR693345	Engine fault diagnosis on 1GEO493	700.00
Centrecare	24824	EAP annual registration and management fee	2,062.50
Woodlands Distributors & Agencies	KWA1-022	Landscaping for Gemstone Park	4,383.50
Master Lock Service	00007849	Depot Mechanics Workshop repair locking bolt	135.00
Totally Workwear Rockingham	RK36111.D1	Uniforms for City Assist	628.67
	RK35990.D1	Uniforms for Sustainability Officers	957.08
Kev's Wheelie Kleen	12525	Bin cleaning William Bertram 12525	121.00
	12581	Bin cleaning John Wellard 12581	99.00
Talis Consultants Pty Ltd	22482	Peace Park landfill gas investigation	572.00
West Coast Profilers	24715	Profiling Orton Road	2,852.98
Zenien Pty Ltd T/as ATFT Astuta Tru	I8608	CCTV cleaning maintenance	264.00
	I8607	Medina Hall CCTV rack modification	467.50
ALSCO Pty Ltd	CPER2133133	Linen hire for OCM dinners	59.63
Imagesource Digital Solutions	456971	City of Kwinana booklets and maps	316.80
Frank James Gorman	13May2021	HC Licence reimbursement	44.05
Woolworths Group Limited	88267261	Items for dinners and Admin	125.21
	87964005	Items for Admin	99.50
	4303141	Items for various areas	56.22
	4303137	Items for OMG Fringe	179.92
	87972532	Items for City Operations	73.36
	4303150	Items for The Zone	63.38
	4258857	Items for The Zone	9.86
	4303108	Items for The Zone	76.46
	4303143	Items for Recquatic	32.40
	4303123	Items for The Zone	60.72
	4303144	Items for The Zone	59.32
	4303133	Items for The Zone	71.69
Drainflow Services Pty Ltd	00007189	Gully Eduction Program Sunrise Estate	3,025.00
	00007117	Gully Eduction Program various areas	2,310.00
	00007169	Gully Eduction Program Sunrise Estate	1,760.00
	00007007	Gully Eduction Program various areas	2,376.00

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Elexacom	113883	Banksia V42 replace faulty exhaust fan in kitchen	382.86
	113885	Wellard Pavilion emergency exit light testing	311.77
	113886	Thomas Oval removal of electrical components	896.95
	113887	John Wellard emergency exit light testing/repairs	707.65
	113888	Thomas Oval emergency exit light testing/repairs	739.67
	113892	Thomas Kelly Pavilion external light repair	1,165.10
	113948	Medina Oval emergency exit light testing	231.00
	113949	Parmelia House emergency exit light testing	231.00
	113950	Trade Centre/Auto One emergency exit light testing	297.00
	113947	Inspect and repair solar lights at various sites	616.00
	113955	Medina Oval electrical testing/maintenance	154.00
	113954	Medina Hall electrical testing/maintenance	88.00
	113953	Darius Wells electrical testing/maintenance	330.00
	113952	Challenger Beach toilets electrical testing/maint	88.00
	113951	Casuarina Hall electrical testing/maintenance	88.00
	113966	Margaret Feilman Building electrical testing/maint	214.50
	113964	Fiona Harris external lighting repairs	2,807.01
	113962	Wandi Hall electrical repairs	184.80
	113961	City Operations Depot recycle fluro tubes	623.92
	113959	Administration Building electrical repairs	296.02
	113957	Trade Centre/Auto One electrical testing	77.00
	113956	Rotary electrical testing/maintenance	44.00
	11889	Senior Citizens emergency exit light testing	421.77
	113890	William Bertram emergency exit light testing	461.76
Total Green Recycling	INV9785	Collection of batteries and globes	890.04
Artistralia	00011301	Licence cost for Harmony Day movie night	605.00
Beacon Equipment	59367#1	Batteries for City Operations	1,912.00
Green Skills Inc / Ecojobs	P2450	Hire of personnel for Horticultural team 230421	3,781.23
	P2432	Hire of personnel for Horticultural team 090421	2,935.43
	P2431	Hire of personnel for Horticultural team 090421	2,512.53
	P2368	Hire of personnel for Horticultural team 290121	3,358.33
	P2451	Hire of personnel for Horticultural team 230421	3,781.23
Multispares Ltd	4382613	Side mirror	234.65
	4361364	One rear service brake lining kit	2,148.30
Gregs Glass	11369	Banksia V65 replace broken door handle	180.00
	11166	Recquatic main pool hall reglazing window	1,172.00
Shelford Constructions Pty Ltd	Refund	Refund BP21/399	364.62
Volleyball WA	INV-20032	Portable volleyball kit for The Zone	1,220.00
Hart Sport	20139637A	Assorted equipment for dry programs Recquatic	995.70
Advance Scanning Services	20165903	HP gas supervision Johnson Road	4,840.00
Quantum Building Services	00003878	The Zone roof leak test and report	1,617.83
	00003876	Refurbish Medina toilet block	35,130.15
	00003877	Supply temporary fence around Medina Oval toilets	588.23
HP Financial Services Pty Ltd	100001305244	Monthly payment contract 5389066248AUS1	2,216.50
Morris Jacobs	2611May21	Art Classes at Darius Wells 110521 and 180521	400.00
Jasman Enterprises Pty Ltd	00025556	Service pressure cleaners at workshop	376.75
Dadaa Ltd	00009192	Workshop April 21	429.00
Pickles Auctions	DI000223304	Subscription fee Datium Insights	199.00
Blackwood & Sons Ltd	KW6120ZW	Inspection micro camera	311.20
	KW6780ZQ	Screws for Fiona Harris Pavilion	26.40
	PE7453ZJ	Protective uniforms for Recquatic staff	77.91
Allied Pumps Pty Ltd	95674	Wandi Pavilion scheduled servicing	2,462.82

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
GreenLite Electrical Contractors Pt	2	Skottowe Park investigate circuit breaker	156.07
	4	Inspect Admin bore fault error	220.92
K Mart	273425	Items for The Zone	53.15
	278582	Recquatic stationery	30.00
Keep Australia Beautiful Western	RI000361	Roadside litter bags	160.00
Total Tools Rockingham	151860	Cordless ratchet set	299.00
	150857	Extractor Dust 36L	1,499.00
	150836	Cone safety extension bar	81.00
	149263	Pressure cleaner for Facility Maintenance	380.00
Fire And Safety Australia Pty Ltd	TI046463	Training and development Fire Warden	275.00
Envirosweep	86035	Road sweeping various locations for Apr 21	1,480.00
	83911	Weekly road sweeping various locations Feb 21	4,097.50
	86038	Road sweeping various locations for Apr 21	5,197.50
Vocus Communications	P711826	Monthly internet services May 21	1,694.00
Baldivis Transport Pty Ltd	2492	Bulk water supply for Casuarina Hall 130421	175.00
Air Liquide Australia	HR4719	Hire of medical oxygen Recquatic	151.72
Lo-Go Appointments	00423553	Temp staff week ending 080521	1,761.21
	00423552	Temp staff week ending 080521	2,075.11
	00423551	Temp staff week ending 080521	1,710.72
	00423165	Temp staff week ending 060321	822.68
	00423550	Temp staff week ending 080521	2,292.74
Kwinana Smash Repairs	16,737	Repairs to 1GPA120 front bumper	627.66
Major Motors	1045436	2x engine oil sump plugs	57.79
Accidental Health & Safety Perth	5526	Viraclean disinfectant Animal Management Facility	307.67
Mobile Mouse	13827	Microsoft Excel training course 180521	1,675.00
Bright Light Signs Pty Ltd	00016156	Hire of VMS for OMG Fringe	1,045.00
Sifting Sands	INV-2099	Sand cleaning service various parks	8,284.08
EFT TRANSFER: - 20/05/2021			237,085.11
Australian Services Union	PY01-24-Aust Ser	Payroll Deduction	250.73
	PY01-24-Aust Ser	Payroll Deduction	71.70
Australian Taxation Office	PY01-24-Australi	PAYG tax withheld	185,989.00
	PY99-23-Australi	PAYG tax withheld	36,894.00
Maxxia Pty Ltd	PY01-24-Maxxia P	Payroll Deduction	1,373.02
	PY01-24-Maxxia P	Payroll Deduction	1,576.10
	100329020210430	Employee net ITC for 010421 to 300421	258.58
Health Insurance Fund of WA (HIF)	PY01-24-Health I	Payroll Deduction	1,054.15
City of Kwinana - Xmas fund	PY01-24-TOK Chri	Payroll Deduction	7,710.00
Child Support Agency	PY01-24-Child Su	Payroll Deduction	1,189.27
Easifleet	145355	Novated lease charges 190521	348.78
LGRCEU	PY01-24-LGREC UI	Payroll Deduction	359.52
	PY01-24-LGREC UI	Payroll Deduction	10.26
EFT TRANSFER: - 26/05/2021			50,988.30
Bright Futures Family Day Care - Pa	170521 to 230521	FDC Payroll 170521 to 230521	34,924.42
Bright Futures In Home Care - Payro	170521 to 230521	IHC Payroll 170521 to 230521	16,063.88
EFT TRANSFER: - 27/05/2021			868,833.98

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Kleenit Pty Ltd	144775	Graffiti removal various locations	1,996.50
Business Base	INV-14004	Standard electric desks for training room	3,252.00
	INV-14087	Office desk screens x 9	2,454.00
	INV-14003	Orien pen dile mobile drawer	1,006.00
Canon Production Printing Australia	INV-1051	Colorwave 3500 scanner charges April 21	288.75
Alex Krsnik	SQ21095	Cleanup and verge maintenance various locations	17,126.52
	SQ21090	Cleanup and verge maintenance Gilmore Ave	363.00
	SQ21091	Streetscape garden maintenance various	2,299.00
	SQ21092	Streetscape garden maintenance Leda	1,232.00
	SQ21093	Top dress for lawn at Honeywood Park	726.00
	SQ21094	Streetscape garden maintenance Anketell Road	297.00
	SQ21096	Streetscape garden maintenance various	3,312.10
	SQ21097	City Centre litter collection	3,987.50
	SQ21098	Streetscape garden maintenance Hope Valley	836.00
Wheelie Clean	8790	Rubbish bin clean for Darius Wells	369.38
	8791	Rubbish bin clean for Admin Building	267.52
Ivy Penny	15May2021	Catering for business training	69.00
Oban Group Pty Ltd	27321	Replace kitchen door to Medina Hall	804.10
	27330	Refurbish electrical cabinet at Thomas Oval	2,810.50
The Lucy Saw Centre	14April21	Staff donation 2nd quarter	595.00
AHA Consulting Pty Ltd	3049	Engagement essentials training 040621	1,140.00
Netstar Australia Pty Ltd	116281	Annual EZ standard website subscription	7,617.72
Port Printing Works	INV066528	Staff business cards	69.30
	INV066396	RAP 2020 booklet	636.99
Outback Handyman	3010	Banksia V65 install towel rails to bathroom	280.50
Bokashi Composting Australia	00030360	Bokashi one buckets and Bokashi mix 1kg	6,523.36
Ecoburbia	152021	Composting workshop	797.50
Sonic Health Plus	2330442	Pre-employment medical assessment 080421	198.00
	2331849	Pre-employment medical assessment 130521	198.00
Turf Care WA Pty Ltd	INV-2788	Supply and apply iron and manganese to sportsgrounds	8,434.80
EcoBox Solution	INV-00076	Rigid plastic bags 75ltr	693.00
One 20 Productions and Phase 1 Audi	14034	Provision of lighting and sound for OMG Fringe	3,844.50
Dowsing Group Pty Ltd	15644	Medina Oval pad works	14,848.96
Kevrek (Australia) Pty Ltd	25048	Service 1GWY489	286.00
WA Carmax Pty Ltd	GI19000357	Deposit to secure 4 new Isuzu Utes in 21/22	3,300.00
Landmark Products Pty Ltd	127075	Modwood picnic setting with bolted legs	8,008.00
Rockingham Betta Electrical & Gas	32410025639	Banksia V54 freestanding elevated gas cooker	2,137.00
Nightlife Music Pty Ltd	569909	Monthly payment for music at Recquatic Apr 21	517.00
	575089	Monthly payment for music at Recquatic May 21	517.00
	580277	Monthly payment for music at Recquatic Jun 21	517.00
Burson Automotive Pty Ltd	113770111	12 volt battery for City Operations team	209.00
Mackie Plumbing and Gas Pty Ltd	I98535	Install drink fountain at Boyne Park	429.83
	I98556	Supply button for dishwasher at John Wellard	100.89
	I98558	Replace mixer taps at Recquatic Cafe Splash	279.71
	I98553	Callistemon Court replace water meters	545.44
	I98548	Banksia V60 various plumbing replacements	409.45
	I98471	Unblock toilets at Kwinana Small Business Centre	380.22
	I98492	Banksia Park V41 various plumbing replacements	851.64
	I98412	Relevel dishwasher at Admin Building	141.90
	I98550	Relocate drink fountain at Gemstone Park	3,701.50

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	I98486	Banksia V32 replace inlet valve to cistern	131.37
Lighthouse Studio Productions	inv-9306	Adult basic photography workshop	285.00
Local Government Professionals NSW	57245PE2021-2	Performance Excellence Program 2021	11,605.00
Australian HVAC Services Pty Ltd	61279	Install fan deck at The Zone	1,947.96
	61239	Replace fan in toilets at Leda Hall	294.25
	61222	Replace compressor at Thomas Kelly Pavilion	3,040.75
	61247	Monthly air con maintenance at various sites	4,318.60
Online Social Butterfly	IV00004584	Facilitation of Community Canva workshop 210521	500.00
Matthew Ponsford	4-1	Dungeon and Dragons event at The Zone	105.00
Leonie Harrison Byrne	05	Event staffing for OMG Fringe	540.00
Satellite Security Services	IV011355	Review of sensor in Depot vehicle shed	110.00
	IV011356	Repairs to electronic strike at Medina Hall toilet	482.90
	IV011357	Install security magnets to Recquatic court area	424.60
	IV011291	Install reed switch to Recquatic dry program doors	110.00
All State Security Services Pty Ltd	FringeFestival21	Provision of security guards for OMG Fringe events	3,696.00
Carlisle Events Hire Pty Ltd	14679	Marquee hire for OMG Fringe	2,098.80
	14664	Equipment hire for OMG Fringe	256.30
The Play Room O'Connor	21-00022559	Crocodile parts and wall panels for Library	159.47
Fair Play Sports & Outdoor Pty Ltd	26462	Assorted equipment for junior programs	629.40
Unique Pty Ltd	INV-0202	Hire of fire pits for OMG Fringe	850.00
Universal Bar	326	VIP drink vouchers for OMG Fringe	120.00
	327	OMG Fringe VIP drink vouchers redeemed	56.00
Palm Lakes Garden and Landscape Ser	1414	Callistemon V70 reticulation repairs	132.00
Marshall Beattie Automation	10124502	Part payment for automated gates at Recquatic	35,686.20
InBetterCompany Pty Ltd	03-20-05-21	Training and development	300.00
John Pellegrini	24May21	Compost bin subsidy	60.00
Frances Alyson Gall	24May21	Compost bin subsidy	60.00
My Homes WA Pty Ltd	24May21	Refund of building permit fees	458.28
PAV Events	89547	Tardis activation in Carol Adams lounge	2,154.35
Christian Fletcher	Refund	Building overpayment refund	50.00
Thuy Nguyen	refund	Refund of Traders permit	100.00
Carol-Ann Kelleher-Clarke	13.7	Rates Refund	928.60
Mary Hagiliassis	13.7	Rates Refund	440.65
Georgina Elizabeth Holst	25May2021	Reimbursement of various supplies for events	132.84
Kay Ann Evangelista	1865140	Bond refund Wisteria Room	1,000.00
Rockingham Seven Day Adventist Chur	1856967	Bond refund Ken Jackman Hall	200.00
Keera Lambert	1792286	Bond refund The Patio	100.00
Department of Home Affairs	1854649	Refund bond John Slinger Training Room	200.00
	1195850581	Venue hire refund due to COVID-19 restrictions	70.05
Daimler Trucks Perth	6217293D	Parts for Depot truck	141.10
	6217294D	Seat belts for Depot truck	369.39
St John Ambulance Australia (WA) In	FAINV00816245	First aid training 200521	128.00
	FAINV00815598	First aid training 190521	128.00
	FAINV00815597	First aid training 190521	128.00
	FAINV00815596	First aid training 190521	128.00
Toll Transport Pty Ltd	1118881	Transport services food water sampling analysis	112.30
Total Eden Pty Ltd	411509087	Reticulation parts for Depot	1,727.20

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	411531601	15mm breaker vacuum valve	663.30
Trophy Specialists	0016976	Council Chambers name plates	65.00
Western Australian Local Government	I3087057	Field tour for bushfire preparedness	99.00
	I3087091	Field tour for bushfire preparedness	99.00
Waste Stream Management Pty Ltd	00428929	Tipping fees 130521	330.00
Water Corporation of Western Austra	9014051352May21	22U Bertram Community Centre	620.36
	9014249617May21	2U Bertram Oval Club Facility	569.14
	9000313235May21	2U Peace Park	5.16
	9000340559May21	372U Adventure Park toilet/tennis cub	960.13
	9000323724May21	198U Frank Konecny	793.03
Western Irrigation Pty Ltd	P46995	Hydrometer calibration various sites	1,008.01
	P46994	Hydrometer calibration various sites	1,980.00
Weston Road Systems	PR 88	Orton Road resurfacing	2,863.30
Dennis Cleve Wood	ICTALLOW20/21	ICT allowance	291.67
	MEETINGFEES20/2	Meeting fees	2,639.83
Sherilyn Wood	ICTALLOW20/21	ICT allowance	291.67
	MEETINGFEES20/2	Meeting fees	2,639.83
Sandra Elizabeth Lee	ICTALLOW20/21	ICT allowance	291.67
	MEETINGFEES20/2	Meeting fees	2,639.83
Taylor Tyres Pty Ltd	23823	4 tyres for City Operations	800.00
Arteil	00078518	Office furniture for Environment and Waste	379.50
Cornerstone Legal	18271	Legal matter 005330	1,922.80
	18303	Legal matter 005391	167.20
Absolute Painting Services	INV-1962	Repaint posts at Wells Park toilets	3,784.00
	INV-1945	Banksia V1 touch up ceiling in kitchen	308.00
Benara Nurseries	286814	Supply of nursery plants for Depot	1,348.16
Maia Financial Pty Ltd	C33412	Quarterly leasing for period 010721 to 300921	63,247.46
Synergy	129764890May21	5051U Lambeth Park	980.77
	566370150May21	4394U Chipperton Park	1,354.31
	144372270May21	3815U Thomas Oval retic	557.85
	958335710May21	5710U Orelia Oval	1,416.68
Prestige Catering & Event Hire	INV-2646	Library free range kids morning tea	376.50
	INV-2617	Catering 120521	356.40
Rankine Mosquito Management	KWI-03-01	Mosquito monitoring The Spectacles	5,445.00
Bouvard Earthmoving	00006616	Grader & water cart hire for various locations	9,028.25
	00006600	Grader & water cart hire for various locations	9,163.00
Bunnings Building Supplies	2163/01659251	Microwave shelf for Bright Futures	27.55
	2163/01659253	Pull out blind for Recquatic	18.00
	2163/01659255	3 bags of cement for Chalk Hill	31.79
	2163/01192721	6 x man holes for various locations	185.50
	307817485-1	Sandpit items for Library Information Week	207.94
	2163/01192555	Supplies for Recquatic showers	109.94
	2163/01194263	Welcome outdoor mat	14.00
	2163/0165958	Banksia Park various hardware and cleaning supplies	351.12
	2163/01197030	Patio heaters for City Operations	537.00
Technology One Limited	197431	OneCouncil implementation project management time	349.80
Konnect	17913805	Nuts and bolts for workshop	6.02
Sigma Chemicals	148377/01	Chemical order for Recquatic	735.40
Cannon Hygiene Australia Pty Ltd	97062994	Cleaning services at various locations June 21	1,561.57
Toyota Fleet Management	883932	Fleet management services May 2021	571.15

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Downer EDI Works Pty Ltd	6010887	Asphalt 7mm	297.19
Peel Zoo Pty Ltd	00000163	Bright Futures visit 180521	187.00
Peter Edward Feasey	DEPMAYFEE20/21	Deputy Mayoral allowance	1,869.83
	ICTALLOW20/21	ICT allowance	291.67
	MEETINGFEES20/2	Meeting fees	2,639.83
Carol Elizabeth Adams	ICTALLOW20/21	ICT allowance	291.67
	MAYALLOW20/21	Mayoral allowance	7,479.42
	MEETING20/21	Meeting fees	3,959.67
Hudson Global Resources (Aust) Pty	AU1171999	Temp staff week ending 160521	856.77
Outsource Business Support Solution	00001720	Temp staff week ending 210521	9,565.05
Arbor Logic	00004630	Tree risk assessment at Adventure Playground	1,012.00
	00004637	Tree risk assessment at Tamblyn Place	506.00
	00004631	Tree risk assessment at Colchester Ave	379.50
AAA Blinds Port Kennedy	7807	Banksia V54 install new vertical blinds	1,389.00
	7806	Banksia V60 replace vertical blinds	1,196.00
	7808	Callistemon U10 replace front blinds with vertical	495.00
Civica Pty Ltd	M/LG019013	Licence support and maintenance to 310721	8,420.51
Ventura Home Group Pty Ltd	refund	Refund for VP20/429 Zucca Cr Wellard	336.00
Western Maze Pty Ltd	00001295	Bulk hard waste collection area 3	102,598.01
HECS Fire	73888	Supply and install FIP batteries at Darius Wells	600.60
	73890	Supply and install FIP batteries at John Wellard	514.25
	73891	Supply and install FIP batteries at Recquatic	2,170.30
	74663	Repairs to fire panel at Recquatic	929.50
	74732	Removal of sensors due to repairs to Recquatic	880.00
	74735	Replacement of fire sensors at John Wellard	1,056.00
	73889	Supply and install FIP batteries at Fiona Harris	600.60
	75221	Repair faults to fire panel at Koorliny Art Centre	396.00
Coastline Mowers	28061#7	Victa commercial 19sp for Depot	1,214.10
	27632#5	Filters for plant 591	144.00
	28103#7	Chemical replacement barrels for Depot	1,261.25
	28113#2	Flat file sharpener	83.00
Risk Management Technologies Pty Lt	100944	Chem Alert System License renewal 21/22	4,887.30
MRP General Pest/Termite Division 4	100246	Quarterly pest control Leda Hall	283.25
Envision Ware Pty Ltd	INV-AU-5234	Countertop units customer self checkout at Library	3,960.00
	INV-AU-5212	Countertop units customer self checkout at Library	2,197.91
Winc Australia Pty Ltd	9036004777	Stationery for Admin Building	770.65
	9036000157	Velcro fastener hook and loop dots	31.90
	9035957551	Items for Bright Futures	58.41
	9035951538	Stationery for Bright Futures	301.04
Advanced Traffic Management (WA) Pt	00145203	Traffic management at various locations	2,423.39
	00146310	Traffic management Treeby Road	4,513.04
	00146311	Traffic management Beacham Crescent	943.31
	00146057	Traffic management Treeby Road	6,926.37
LD Total	112554	Supply and install 15m3 of mulch to Bruny Meander	2,524.50
	111497	Landscape maintenance various locations March 21	2,305.66
	112152	Landscape maintenance various locations March 21	352.17
	112148	Landscape maintenance various locations March 21	664.20
	112146	Landscape maintenance various locations March 21	1,886.81
	112144	Landscape maintenance various locations March 21	2,813.79
	112142	Landscape maintenance various locations March 21	234.65
	112139	Landscape maintenance various locations March 21	3,601.76
	112555	Supply and install pine bark mulch Sunrise Blvd	4,620.00

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	112548	Additional irrigation Whistling Grove April 21	236.93
	112524	Additional irrigation in Wellard April 21	4,405.20
	112570	Additional maintenance in Sunrise Estate April 21	314.39
	112531	Additional maintenance in Providence April 21	636.97
	112525	Additional maintenance in Honeywood Rise April 21	1,207.64
	112523	Additional maintenance in Honeywood April 21	2,981.41
	112534	Additional maintenance in Belgravia April 21	651.55
	112522	Additional maintenance in Emerald Park April 21	1,258.23
	112702	Landscape maintenance Wellard Village April 21	9,374.15
	112687	Landscape maintenance Emerald Park April 21	2,503.95
	112685	Landscape maintenance Belgravia April 21	1,131.09
	112689	Landscape maintenance Honeywood April 21	4,745.31
	112696	Landscape maintenance Providence April 21	2,813.79
	112704	Landscape maintenance Whistling Grove April 21	352.17
	112691	Landscape maintenance Honeywood Rise April 21	3,601.76
	112700	Landscape maintenance Wellard Glen April 21	664.20
	112694	Landscape maintenance Living Edge April 21	234.65
	112698	Landscape maintenance Sunrise Estate April 21	1,886.81
	112703	Landscape maintenance Wellard Village April 21	33,035.81
	112688	Landscape maintenance Emerald Park April 21	8,872.47
	112686	Landscape maintenance Belgravia April 21	5,078.39
	112690	Landscape maintenance Honeywood April 21	15,981.61
	112697	Landscape maintenance Providence April 21	9,370.17
	112705	Landscape maintenance Whistling Grove April 21	1,986.75
	112692	Landscape maintenance Honeywood Rise April 21	11,447.15
	112701	Landscape maintenance Wellard Glen April 21	2,382.64
	112695	Landscape maintenance Living Edge April 21	824.44
	112699	Landscape maintenance Sunrise Estate April 21	6,378.28
	112693	Landscape maintenance Latitude 32 April 21	2,755.48
AC Cooling Services	8558	Banksia Park V1 service air con unit	243.00
	8528	Banksia V65 service air conditioner unit	214.50
	8530	Callistemon V35 replace air conditioner	1,857.90
Data #3 Limited	02007731	Maintenance and warranty software support	24,308.42
T J Depiazzi & Sons	114835	50m3 of Pinebark mulch to Depot	3,491.40
JB Hi-Fi Rockingham	203208718-100	Xbox and Playstation 5 + 4 games	1,814.00
Complete Office Supplies Pty Ltd	10074083	Stationery for City Operations Team	22.77
Spotlight Pty Ltd	006504032490	Clay for Bright Futures	28.00
Turner & Townsend Pty Ltd	000065243	Developer contribution plan cost review	11,531.52
Landgate	364799-10001098	GRV chargeable schedule No G2021/9	2,231.52
Big W	176375	Animal management items	36.00
Quell Cleen	00053807	Banksia V54 vacate clean	450.00
Department of Planning -DAP	DAP/20/01811	DA9627.2 Anketell Road	241.00
Vinci Gravel Supplies Pty Ltd	B2516	25mm road base Johnson and Mortimer Roads	2,514.82
Wendy Gaye Cooper	ICTALLOW20/21	ICT allowance	291.67
	MEETINGFEES20/2	Meeting fees	2,639.83
Let It Shine Oven Cleaning	00001647	Banksia V41 and V60 oven clean	530.00
Master Lock Service	00007880	Remove jammed key from Medina Hall	120.00
	00007878	Banksia V54 re key all locks	300.00
	00007877	Banksia V41 repair to rear sliding doors	155.00
Name Badge World	BW21052	Employee name badges	111.33
Programmed Property Services Pty Lt	SINV604668	Retirement Village gardening and lawn mowing May 21	10,257.86

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
Zenien Pty Ltd T/as ATFT Astuta Tru	I8620	Camera replacement CCTV Stidworthy path	498.73
	I8621	Replace camera at Peel Row	1,199.22
	I8619	Replace CCTV camera at Fiona Harris Pavilion	1,471.14
ALSCO Pty Ltd	CPER2134096	Linen hire for OCM Council dinners	59.63
Plants & Garden Rentals	00016637	Plant hire Darius Wells Resource Centre June 21	159.50
Imagesource Digital Solutions	457129	Banner for reconciliation week	291.50
Rebecca J Flanagan	25May2021	Storytime for Bertram Community Centre	330.00
Woolworths Group Limited	4258866	Items for the Library	49.69
	88664522	Items for City Operations	69.47
	4258870	Items for various areas	71.61
	4258874	Items for Volunteer Morning Tea at Library	224.49
	87685596	Items for City Operations	110.88
	4258864	Items for Creche Recquatic	134.20
Drainflow Services Pty Ltd	00007213	Gully Eduction Program Sunrise Estate	3,520.00
	00007190	Cleaning of GPTs at Hope Valley	1,232.00
	00007069	Cleaning of GPTs at Wellard	10,428.00
Elexacom	113963	Banksia Park V20 replace faulty exhaust fan	60.50
	114007	Callistemon inspect main earth stakes at 75 Units	5,025.16
	114025	Inspect and repair street lights on Hutchins Way	77.00
	114021	Inspect and repair street lights on The Strand	667.77
	114024	Banksia V54 replace light fittings and fans	1,142.09
	113960	Investigate sensors in changerooms at Recquatic	44.00
	114030	Repairs to lights at Koorliny Community Arts	206.91
	114020	Replace outside light to William Bertram Centre	458.37
	114012	Replace broken pit lid at Medina Oval	1,130.48
	114028	Banksia V65 install GPO in garage	137.50
	113993	Banksia V65 various electrical work	569.12
Green Skills Inc / Ecojobs	P2472	Hire of personnel for Horticultural team 070521	2,947.87
	P2473	Hire of personnel for Horticultural team 070521	2,798.61
Sprayking WA Pty Ltd	00001996	Spray works to control caltrop along Thomas Road	324.50
	00001998	Spray works at Daintree POS Bertram April 21	451.96
Heatley Sales Pty Ltd	C985495	Uniforms for City Operations	30.00
Quantum Building Services	00003897	Lock and hinge sets for partitions at Recquatic	1,416.25
HP Financial Services Pty Ltd	100001304529	Monthly payment contract 5389066248AUS3 July 21	588.85
Morris Jacobs	2625May21	Art Classes at Darius Wells 250521	200.00
Audiovault Events	INV-1449	Silent Disco hire	807.40
Morgan James Scarfe	INV-294	OMG Fringe stage 4 fees	25,437.50
Blackwood & Sons Ltd	KW5513ZZ	Various items for City Operations Team	120.12
	PE8545ZZ	Eyres spectacles	12.89
	PE8546ZZ	Eyres spectacles	38.68
	PE8219ZZ	Eryes spectacles	64.46
	PE8176ZZ	Eyres spectacles	25.78
VARIDESK	IVC-2-1779153	Acrylic modesty panels	570.00
Jason Signmakers	219301	Bus zone kit	175.78
Starbucks Flooring	INV-000812	Banksia Park V54 replace flooring	4,640.00
Kwinana Veterinary Hospital Pty Ltd	134062	Animal services	68.80
	135583	Animal services	51.75
	135674	Animal services	21.90
	134183	Animal services	140.00
Rockingham Mazda	MZCS40880	Service of 1GPA120	608.00
Mervyn Thomas Kearney	ICTALLOW20/21	ICT allowance	291.67

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payee	Invoice	Description	Amount
	MEETINGFEES20/2	Meeting fees	2,639.83
Total Tools Rockingham	149891	Various supplies for City Operations	2,659.00
	149891AA	Various supplies for City Operations	338.00
	149273	Bosch combo kit with accessories	1,867.95
Stephen Peacock	2021051	Ephemeral artwork creation for OMG Fringe	1,850.00
Kwinana Heritage Group	24May2021	Heritage management fees 4th quarter Apr to June 21	2,500.00
Master Instruments	1047339	TEB-MC5600 6V alkaline for metrocount	548.77
Honeywood Residents Group Inc.	1158	Covid relief one off contribution	1,100.00
John Scarfe	90	Citizenship Ceremony wooden pens as gifts	900.00
Lamp Replacements	IN1036086	Lamp replacements for Darius Wells	759.44
McLeods	118978	Legal matter 47621	469.59
	118979	Legal matter 47623	469.59
	118977	Legal matter 47617	469.59
	118975	Legal matter 47618	469.59
	118974	Legal matter 47619	469.59
	118976	Legal matter 47614	469.59
	118983	Legal matter 47627	469.59
	118981	Legal matter 47625	469.59
	118980	Legal matter 47624	469.59
	118973	Legal matter 47611	469.59
	118984	Legal matter 47629	469.59
	118986	Legal matter 47612	469.59
	118985	Legal matter 47630	469.59
	118987	Legal matter 47631	469.59
	118988	Legal matter 47622	469.59
	118989	Legal matter 47616	469.59
	118990	Legal matter 47615	469.59
	118991	Legal matter 47613	469.59
	118992	Legal matter 47610	469.59
Department of Mines, Industry	April21	Building Services Levy April 21	41,714.01
Kearns Garden Supplies	53-April21	APU and BP various hardware	27.58
	54-April21	APU and BP various hardware	71.55
Lo-Go Appointments	00423641	Temp staff week ending 220521	1,685.38
	00423597	Temp staff week ending 150521	2,729.73
	00423372	Temp staff week ending 100421	1,279.87
Sign a Rama	INV-12832	Toilet sign for Darius Wells	88.00
Natsales Advertising Pty Ltd	00345693	Bin signs for team sports	192.50
Charles Service Company	00033793	Cleaning consumables for April 21	2,201.95
Matthew James Rowse	ICTALLOW20/21	ICT allowance	291.67
	MEETINGFEES20/2	Meeting fees	2,639.83
Apace Aid (Inc)	00012396	New seedlings for Henley Reserve	261.80
	00012387	New seedlings for Henley Reserve	2,557.50
	00012386	Native seedlings for Thomas Oval	452.10
Classic Hire	182878-6	Lighting tower hire for OMG Fringe	396.00
	1822862-6	Portable toilet hire for OMG Fringe	1,830.73
Sharon Anne Banks	26May21	Cleaning of vehicle tank	511.66
Miracle Recreation Equipment	42086	Zipline pommel seats for Adventure Park playground	1,540.00
EFT TRANSFER: - 27/05/2021		Payment reversal creditor #13078	-56.40
		Total EFT	**-4,794,923.75**

Payment Listing

Payments made between 01/05/2021 and 31/05/2021

Payroll

Payee	Invoice	Description	Amount
Payroll			661,982.66
Payroll - Interim			59,944.59
Payroll			624,152.88
		Total Payroll	**-1,346,080.13**
		Grand Total	**-6,188,807.91**

ATTACHMENT B

Credit Card Transactions

1/05/2021 to 31/05/2021

Transaction No	Tran Type	Tran Reference	Invoice Date	Actual	Transaction Description
Credit card Functions Officer to 060521				**$554.00**	
5144688	Invoice	060521A	06/05/2021	$503.64	Coffee machine for Council Kitchen
5144688	GST	060521A	06/05/2021	$50.36	GST
Credit card Executive Assistant to 060521				**$695.55**	
5144691	Invoice	060521B	06/05/2021	$14.14	Photo and frame for Rotary 50th anniversary gift
5144691	Invoice	060521B	06/05/2021	$68.18	ANZAC ceremony wreath PCACS
5144691	Invoice	060521B	06/05/2021	$104.45	ANZAC ceremony wreath Leda Primary School
5144691	Invoice	060521B	06/05/2021	$138.27	Accommodation Mayor South West tour
5144691	Invoice	060521B	06/05/2021	$307.27	Accommodation CEO/Economic Dev Manager South West tour
5144691	GST	060521B	06/05/2021	$63.24	GST
Credit card Economic Development and Advocacy Manager to 060521				**$444.85**	
5144695	Invoice	060521C	06/05/2021	$14.68	Parking to attend SWG forum
5144695	Invoice	060521C	06/05/2021	$23.18	Breakfast Economic Dev Manager South West tour
5144695	Invoice	060521C	06/05/2021	$27.27	Entry Bunbury Motor Museum feasibility work
5144695	Invoice	060521C	06/05/2021	$56.36	Breakfast CEO, Mayor and Economic Dev Manager South West tour
5144695	Invoice	060521C	06/05/2021	$138.18	Dinner CEO, Mayor and Economic Dev Manager South West tour
5144695	Invoice	060521C	06/05/2021	$144.73	Dinner CEO, Mayor and Economic Dev Manager South West tour
5144695	GST	060521C	06/05/2021	$40.45	GST
Credit card Director City Development and Sustainability to 060521				**$78.70**	
5144705	Invoice	060521D	06/05/2021	$2.00	Train travel to WALGA
5144705	Invoice	060521D	06/05/2021	$69.55	Registration of Animal Management Facility
5144705	GST	060521D	06/05/2021	$7.15	GST
Credit card Director City Infrastructure to 060521				**$17.53**	
5144713	Invoice	060521E	06/05/2021	$15.94	Microsoft Azure DevOps software
5144713	GST	060521E	06/05/2021	$1.59	GST
Credit card Chief Executive Officer to 060521				**$1,237.95**	
5145455	Invoice	060521F	06/05/2021	$-94.43	Credit for car hire South West tour
5145455	Invoice	060521F	06/05/2021	$9.00	Lunch Mayor South West tour
5145455	Invoice	060521F	06/05/2021	$10.91	Refreshments South West tour

Credit Card Transactions

1/05/2021 to 31/05/2021

Transaction No	Tran Type	Tran Reference	Invoice Date	Actual	Transaction Description
5145455	Invoice	060521F	06/05/2021	$11.97	Lunch Mayor South West tour
5145455	Invoice	060521F	06/05/2021	$18.00	Lunch CEO/Economic Dev Manager South West tour
5145455	Invoice	060521F	06/05/2021	$23.94	Lunch CEO/Economic Dev Manager South West tour
5145455	Invoice	060521F	06/05/2021	$24.82	Breakfast CEO South West tour
5145455	Invoice	060521F	06/05/2021	$110.45	Fuel for hire car South West tour
5145455	Invoice	060521F	06/05/2021	$138.27	Accommodation Mayor South West tour
5145455	Invoice	060521F	06/05/2021	$276.55	Accommodation CEO/Economic Dev Mn South West tour
5145455	Invoice	060521F	06/05/2021	$595.93	Car hire South West tour
5145455	GST	060521F	06/05/2021	$112.54	GST
Credit card Manager Governance and Legal to 060521				**$4,948.17**	
5145492	Invoice	060521G	06/05/2021	$1.14	International transaction fee Typeform
5145492	Invoice	060521G	06/05/2021	$2.34	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$2.87	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$4.87	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$6.69	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$6.70	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$12.39	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$13.56	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$15.74	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$15.84	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$16.44	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$19.20	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$20.66	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$23.05	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$25.10	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$26.92	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$27.92	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$29.34	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$30.61	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$30.80	Facebook advertising

Credit Card Transactions

1/05/2021 to 31/05/2021

Transaction No	Tran Type	Tran Reference	Invoice Date	Actual	Transaction Description
5145492	Invoice	060521G	06/05/2021	$31.58	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$32.26	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$33.54	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$35.24	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$45.59	Typeform
5145492	Invoice	060521G	06/05/2021	$46.60	International transaction fee Devolutions
5145492	Invoice	060521G	06/05/2021	$47.66	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$49.21	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$49.95	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$50.00	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$50.00	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$50.00	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$50.00	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$50.00	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$50.00	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$54.14	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$59.40	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$64.16	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$64.76	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$65.42	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$67.74	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$72.08	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$80.00	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$84.58	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$86.44	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$86.91	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$88.66	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$100.00	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$176.97	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$184.26	Facebook advertising

Credit Card Transactions

1/05/2021 to 31/05/2021

Transaction No	Tran Type	Tran Reference	Invoice Date	Actual	Transaction Description
5145492	Invoice	060521G	06/05/2021	$200.00	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$200.00	Facebook advertising
5145492	Invoice	060521G	06/05/2021	$313.35	Mailchimp subscription
5145492	Invoice	060521G	06/05/2021	$1,864.15	Devolutions remote desktop manager fee
5145492	GST	060521G	06/05/2021	$31.34	GST
Credit card Manager Human Resources to 060521				**$3,697.60**	
5145635	Invoice	060521I	06/05/2021	$45.45	Transperth smart rider auto load
5145635	Invoice	060521I	06/05/2021	$68.18	Web in a box domain name fee
5145635	Invoice	060521I	06/05/2021	$72.64	Flowers for staff member
5145635	Invoice	060521I	06/05/2021	$77.82	Flowers for staff member
5145635	Invoice	060521I	06/05/2021	$158.49	Arbor Centre conference
5145635	Invoice	060521I	06/05/2021	$339.77	LinkedIn advertising
5145635	Invoice	060521I	06/05/2021	$425.00	Neighbourhood Watch International conference
5145635	Invoice	060521I	06/05/2021	$604.10	Flights for Neighbourhood Watch conference
5145635	Invoice	060521I	06/05/2021	$670.00	Accommodation Neighbourhood Watch conference
5145635	Invoice	060521I	06/05/2021	$900.00	Taxation and payroll seminar
5145635	GST	060521I	06/05/2021	$336.15	GST
Credit card Director City Engagement to 060521				**$4,501.48**	
5148733	Invoice	060521H	06/05/2021	$-12.90	Retool Plus credit given
5148733	Invoice	060521H	06/05/2021	$0.33	International transaction fee
5148733	Invoice	060521H	06/05/2021	$13.18	Retool Plus Library data programming
5148733	Invoice	060521H	06/05/2021	$54.53	Umbrellas OMG Fringe
5148733	Invoice	060521H	06/05/2021	$90.91	Milestone event deposit Glowing Rooms
5148733	Invoice	060521H	06/05/2021	$101.36	Catering Community networking meeting
5148733	Invoice	060521H	06/05/2021	$104.40	Lights for OMG Fringe
5148733	Invoice	060521H	06/05/2021	$123.33	Stationery supplies OMG Fringe
5148733	Invoice	060521H	06/05/2021	$131.82	Soundcloud subscription
5148733	Invoice	060521H	06/05/2021	$145.00	Volunteer lanyards
5148733	Invoice	060521H	06/05/2021	$169.90	Catering Community Networking meeting
5148733	Invoice	060521H	06/05/2021	$210.00	Building permits for OMG Fringe

Credit Card Transactions

1/05/2021 to 31/05/2021

Transaction No	Tran Type	Tran Reference	Invoice Date	Actual	Transaction Description
5148733	Invoice	060521H	06/05/2021	$409.09	Milestone event Glowing Rooms
5148733	Invoice	060521H	06/05/2021	$425.00	Neighbourhood Watch Conference registration
5148733	Invoice	060521H	06/05/2021	$1,000.00	Limo hire for OMG Fringe
5148733	Invoice	060521H	06/05/2021	$1,145.45	Hire of van OMG Fringe
5148733	GST	060521H	06/05/2021	$390.08	GST
			Grand Total:	**$16,175.83**	

18.4 Major Strategic Community Plan Review – Integrated Planning and Reporting Documents

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

The Strategic Community Plan is a plan for the future of the City outlining the community's long-term vision and aspirations for the area. To facilitate a major review of the Strategic Community Plan, the City has endeavoured to deliver extensive community engagement in two phases. The first phase, completed in August to November 2020, sought to gain the "big picture" from the community. This included thoughts and feelings around the City's current performance, ideas to improve, and what the ideal City would look like in the future. This stage of engagement received the highest rate of engagement the City has experienced during a major review of the Strategic Community Plan, with 1,700 responses received. The City then utilised this information to develop a draft Strategic Community Plan, informed by a suite of draft key resourcing documents. These documents are the Corporate Business Plan, Long Term Financial Plan, Infrastructure Strategy and Workforce Plan.

The information from all the documents mentioned above was then distilled into a simple, engaging consultation document, which would become the main vehicle for the second phase of community engagement. The second phase of engagement occurred from April to May 2021 with 123 responses gained. The smaller number of responses gained compared to phase two can be attributed to the extensive information contained in the consultation document and disruptions due to COVID-19. However, responses received should not be the only consideration as the consultation document contained important information about the overall business of the City and it reached substantially more people online (19,998 people) than the Love my Kwinana campaign did in phase one (15,902 people). Achieving the objective of educating the community about the business of the City throughout the community engagement required to review the Strategic Community Plan.

The Strategic Community Plan and informing documents, as presented to Council, represent eight years of growth and improvement in the City's integrated planning and reporting framework. This is particularly evident through the innovative community engagement program and improved integration between key informing documents. It is recommended that Council adopt the Strategic Community Plan and informing documents to ensure the City's compliance with the *Local Government (Administration) Regulations 1996* and to improve the City's strategic direction for the future.

18.4 MAJOR STRATEGIC COMMUNITY PLAN REVIEW – INTEGRATED PLANNING AND REPORTING DOCUMENTS

OFFICER RECOMMENDATION:

That Council:

1. Adopt the following documents as the strategic direction for the City:
   a. Strategic Community Plan – Attachment A
   b. Corporate Business Plan – Attachment B
   c. Long Term Financial Plan – Attachment C
   d. Infrastructure Strategy – Attachment D
   e. Workforce Plan – Attachment E
2. Authorise the CEO to give local public notice of the adoption of the Strategic Community Plan and publish the plan on the City's website.

NOTE - AN ABSOLUTE MAJORITY OF COUNCIL IS REQUIRED

DISCUSSION:

The Strategic Community Plan is a plan for the future of the City, outlining the community's long-term vision and aspirations for the area. To deliver the Strategic Community Plan, the City adopts rolling Corporate Business Plans, which provide the shorter-term detail of the actions to be taken to deliver the Strategic Community Plan vision. The Corporate Business Plan is a four-year plan, updated and adopted annually. The Strategic Community Plan is reviewed every two years, with a major review taking place every second review (i.e. four-year cycle). The subject of this report is a major review of the Strategic Community Plan.

To inform the development of the Strategic Community Plan, and conversely informed by the Strategic Community Planning process, the City has developed several informing documents, including an Infrastructure Strategy (which summaries key information from the City's asset management plans and details key investments and projects for the next 20 years), Workforce Plan and Long Term Financial Plan. Translating the Strategic Community Plan into key actions and deliverables at an operational level, a four-year Corporate Business Plan has also been created. This plan details year-by-year actions and strategies, and defines key performance measures, to provide a mechanism to feedback progress towards to the Strategic Community Plan vision. Finally, as part of Long Term Financial Plan development, assumptions are made regarding rates and fees revenue.

In preparing the major review of the Strategic Community Plan for this year, the City conducted community engagement in the form of the "Love my Kwinana" campaign. The first phase, completed in August to November 2020, sought to gain the "big picture" information from the community. The engagement included thoughts and feelings around the City's current performance, ideas to improve, and what the ideal City would look like in the future. This was delivered through a mix of mediums, such as the MARKYT Community Services and Wellbeing Scorecards, community postcards, and the City's Online Engagement Portal. This stage of engagement received the highest rate of engagement the City has experienced during a major review of the Strategic Community Plan, with 1,500 responses received across the mediums.

18.4 MAJOR STRATEGIC COMMUNITY PLAN REVIEW – INTEGRATED PLANNING AND REPORTING DOCUMENTS

The results of the Community Engagement are clear community priorities of:

1. Conservation and Environment
2. Access to Goods and Services
3. Character and Identity
4. Playgrounds, Parks and Reserves
5. Safety and Security

The second phase was designed to take these ideas and go into further detail in the form of a Consultation Document. The Consultation Document contained the draft strategies and projects that were developed from the previous round of engagement. To ensure that the City is being transparent with the community in its forward planning, the Consultation Document also included preliminary budget, long term financial planning, asset management and workforce data, to showcase our renewed strategic direction in a holistic way.

The Consultation Document was made available at City owned facilities, through the online engagement portal and promoted through social media. Both online and face to face workshops were scheduled, however, there were zero attendees at these workshops. This phase proved difficult to obtain responses, given interruptions from COVID-19 lockdowns and the extensive information contained in the document itself, however, this phase saw an increased presence online, reaching 19,998 people. Overall, 123 responses were gained. The lack of an overwhelming response, combined with the positive response received, is considered to be a demonstration of the Community's general satisfaction with the direction of Council (as demonstrated in the initial phase of consultation) and satisfaction with the draft Strategic Community Plan and supporting documents.

In total, the City received responses from 1,823 community members through two different stages of engagement. The extensive response to the first stage of engagement enabled the development of draft strategies and projects which were reinforced through the second phase, in response to the Consultation Document.

In addition to community engagement, the draft Strategic Community Plan also draws information from, and informs, resourcing strategies/plans. The key points for each informing document are listed below:

- Corporate Business Plan
  - Sets out the actions the City will undertake to achieve the community's vision as destined in the Strategic Community Plan
  - Resources actions through integration with the Long Term Financial Plan, Infrastructure Strategy and Workforce Plan

- Long Term Financial Plan
  - Indicates forecast budgets
  - Sets out the City's "roadmap" in terms of achieving an Asset Sustainability Ratio of 80% within 11 years

18.4 MAJOR STRATEGIC COMMUNITY PLAN REVIEW – INTEGRATED PLANNING AND REPORTING DOCUMENTS

- Infrastructure Strategy
  - Indicates forecast capital investment areas to build and maintain infrastructure
  - Indicates the asset renewal gap which contributes to the need for a plan to improve the Asset Sustainability Ratio
  - Shows the effect on asset level of service and whole of life cost, of funding asset renewals for major asset classes
  - Details major capital projects planned over the life of the Long Term Financial Plan

- Workforce Plan
  - Sets out workforce resourcing in response to growth
  - Indicates workforce development and improvement strategies

Once approved, the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Infrastructure Strategy and Workforce Plan, will be used to guide the City towards achieving the community's vision for the future of Kwinana.

LEGAL/POLICY IMPLICATIONS:

The Integrated Planning and Reporting Framework is governed by the *Local Government (Administration) Regulations 1996,* which sets out the minimum requirements for a Strategic Community Plan.

Local Government (Administration) Regulations 1996 Regulation 19C states:
19C. Strategic community plans, requirements for (Act s. 5.56)

(1) A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.

(2) A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.

(3) A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.

(4) A local government is to review the current strategic community plan for its district at least once every 4 years.

(5) In making or reviewing a strategic community plan, a local government is to have regard to —

(a) the capacity of its current resources and the anticipated capacity of its future resources; and

(b) strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and

(c) demographic trends.

18.4 MAJOR STRATEGIC COMMUNITY PLAN REVIEW – INTEGRATED PLANNING AND REPORTING DOCUMENTS

(6) Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.

(7) A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine whether or not to adopt the plan or the modifications.*

**Absolute majority required.*

(8) If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

(9) A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.

(10) A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

The *Local Government (Administration) Regulations 1996* also sets out the minimum requirements for a review of the Corporate Business Plan.

Local Government (Administration) Regulations 1996: Regulation 19DA states:
19DA. Corporate business plans, requirements for (Act s. 5.56)

(1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.

(2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.

(3) A corporate business plan for a district is to —

(a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and

(b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and

(c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

(4) A local government is to review the current corporate business plan for its district every year.

18.4 MAJOR STRATEGIC COMMUNITY PLAN REVIEW – INTEGRATED PLANNING AND REPORTING DOCUMENTS

(5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.

(6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine whether or not to adopt the plan or the modifications.*

**Absolute majority required.*

(7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

The *Local Government (Administration) Regulations 1996* also requires local public notice be given as a result of adopting the new Strategic Community Plan.

Local Government (Administration) Regulations 1996: Regulation 19D states:
19D. Public notice of adoption of strategic community plan (Act s. 5.56)

(1) If a strategic community plan is adopted, the CEO must —

(a) give local public notice that the plan has been adopted; and

(b) publish the plan on the local government's official website.

(2) If modifications to a strategic community plan are adopted, the CEO must —

(a) give local public notice that modifications to the plan have been adopted; and

(b) publish the modified plan on the local government's official website.

The Strategic Community Plan and Corporate Business Plan, as presented in this report, comply with the requirements listed above, and seek to improve performance against the Integrated Planning and Reporting Advisory Standard 2016. The Integrated Planning and Reporting Advisory Standard 2016 sets out the requirements to which the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan Asset Management Strategy (Infrastructure Strategy) and Workforce Plan will be rated in terms of its quality. The standards and categories are explained in the tables below:

Strategic Community Plan

Standards	Details
Achieving Standard	**Achieving Standard is met when:** • A Council has adopted a Strategic Community Plan that meets all of the regulatory requirements • The local government has a community engagement policy or strategy • Community engagement involves at least 500 or 10% of community members, whichever is fewer, and is conducted by at least 2 documented mechanisms • A Strategic Review is undertaken every two years, alternating between a Minor Strategic Review and a Major Strategic Review

Intermediate Standard	**Intermediate Standard is met when:** • The Strategic Community Plan meets the Achieving Standard • The Strategic Community Plan connects most of the activities and services that are delivered by the local government with the community's aspirations - vision, outcomes and priorities • The Strategic Community Plan takes into account a range of relevant external factors, including relevant plans of State and Commonwealth agencies • Community engagement involves more than the minimum number of community members as provided for in the Achieving Standard, is inclusive and uses more than the minimum number of documented mechanisms that apply in the Achieving Standard
Advanced Standard	**Advanced Standard is met when:** • The Strategic Community Plan meets Achieving and Intermediate Standards • The Strategic Community Plan connects all of the activities and services that are delivered by the local government with the community's aspirations - vision, outcomes and priorities • The Strategic Community Plan demonstrates effectiveness in achieving community objectives

Corporate Business Plan

Standards	Details
Achieving Standard	**Achieving standard is met when:** • A Council has adopted a Corporate Business Plan that meets all of the listed regulatory requirements • Year 1 of the Corporate Business Plan establishes the Annual Budget • The local government also has in place: o a Workforce Plan that meets the Achieving Standard o asset management key performance indicators that meet the Standards* o a Long Term Financial Plan

18.4 MAJOR STRATEGIC COMMUNITY PLAN REVIEW – INTEGRATED PLANNING AND REPORTING DOCUMENTS

Intermediate Standard	**Intermediate standard is met when:** • The Corporate Business Plan meets the Achieving Standard • Core informing strategies (Workforce Plan, Asset Management Plans, Long Term Financial Plan) have been integrated to drive activities and service delivery • The Workforce Plan meets Intermediate Standard • Asset key performance indicators are at "Standard is improving"* • Financial management key performance indicators meet Achieving Standards
Advanced Standard	**Advanced standard is met when:** • The Corporate Business Plan meets the Achieving Standard and Intermediate Standard • All activities and services delivered are integrated through the Corporate Business Plan • Asset key performance indicators are at "Standard is improving"* and all financial performance indicators meet Advanced Standards (where applicable) • The Workforce Plan meets Advanced Standard

Long Term Financial Plan

Key Performance Indicator (KPI)	Details
Operating Surplus Ratio	**Standard is not met** if the operating surplus ratio is 0%
	Achieving standard is met if the operating surplus ratio is between 0% and 15%
	Advanced standard is met if the operating surplus ratio is greater than 15%
Current Ratio or Working Capital Ratio	**Standard is not met** if this ratio is lower than 1:1
	Achieving standard is met if the ratio is 1:1 or greater (e.g. 100% or 1.0)
Debt Service Cover Ratio	**Standard is not met** if this ratio is lower than 2
	Achieving standard is met if this ratio is greater than or equal to 2
	Advanced standard is met if this ratio is greater than 5
Own Source Revenue Coverage Ratio	**Standard is not met** if this ratio is lower than 0.4
	Achieving standard is met if the ratio is between 0.4 and 0.9
	Advanced standard is met if the ratio is greater than 0.9

Asset Management Strategy (Infrastructure Strategy)

Key Performance Indicator (KPI)	Details
Asset Consumption Ratio (ACR)	**Standard is not met** if ratio data cannot be identified or ratio is less than 50%
	Achieving standard is met if ratio data can be identified and ratio is 50% or greater
	Standard is improving if ratio is between 60% and 75%
Asset Sustainability Ratio (ASR)	**Standard is not met** if ratio data cannot be identified or ratio is less than 90%
	Achieving standard is met if ratio data can be calculated and ratio is 90%
	Standard is improving if ratio is between 90% and 110%
Asset Renewal Funding Ratio	**Standard is not met** if ratio data cannot be identified or ratio is less than 75%
	Achieving standard is met if ratio data can be identified and ratio is between 75% and 95%
	Standard is improving if ratio is between 95% and 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%

Workforce Plan

Standards	Details
Achieving Standard	**Achieving standard is met when:** • Council has a current Workforce Plan • The Workforce Plan identifies the current workforce profile and organisational structure • The Workforce Plan identifies gaps between the current profile and the organisation's requirements • The Workforce Plan identifies organisational activities to foster and develop workforce • The Workforce Plan is budgeted for in the Corporate Business Plan and Long Term Financial Plan

18.4 MAJOR STRATEGIC COMMUNITY PLAN REVIEW – INTEGRATED PLANNING AND REPORTING DOCUMENTS

Intermediate Standard	**Intermediate Standard is met when the Workforce Plan meets the Achieving Standard and:** • Council has a Workforce Planning policy • Council has a system to collect and analyse workforce information • Organisational activities to foster and develop the workforce are being implemented as planned • The Workforce Plan is integrated with other plans • Reports to Council identify workforce requirements and implications and Council decision making takes these into account • Employees have the opportunity to participate in the workforce planning process
Advanced Standard	**Advanced Standard is met when the Intermediate Standard has been met and:** • Workforce planning, policy and practices are a high priority for the organisation and are incorporated into all planning, decision making, systems, policies and procedures • Managers include workforce considerations as an integral part of the local government's operations for which they are responsible and accountable

The draft plans presented achieve all of the regulatory requirements for the Strategic Community Plan and Corporate Business Plan. However, all of the draft plans listed above have varying levels of achievement when addressing the Integrated Planning and Reporting Advisory Standard 2016. Achievement of the standards for each of the informing documents is dependent on an ongoing commitment to a long term financial plan which seeks to create asset and overall financial sustainability.

FINANCIAL/BUDGET IMPLICATIONS:

If adopted, the City will require funds for the printing and local public notice of the Strategic Community Plan. This has been factored into the Major Strategic Community Plan Project and a budget exists as Integrated Planning Expenses for costs associated with the project.

Budget Item Name: (where amount will come from)	Integrated Planning Expenses
Budgeted Amount:	$59,796
Expenditure to Date:	$38,692
Proposed Cost:	$1,500 (printing) and $500 (local public notice)
Balance:	$19,604

*NOTE: All figures are exclusive of GST

All future financial commitments, resulting from the strategic community planning process, are included in the draft Long Term Financial Plan.

18.4 MAJOR STRATEGIC COMMUNITY PLAN REVIEW – INTEGRATED PLANNING AND REPORTING DOCUMENTS

ASSET MANAGEMENT IMPLICATIONS:

The Strategic Community Plan has a major focus on addressing financial sustainability and achieving an 80% ratio of investment in the renewal of assets. This investment will address the consumption of the City's assets and the resulting reduction in levels of service and increased whole-of-life costs. A 10 year capital programme has been developed to identify forecast capital expenditure.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

The strategic documents contain within them the potential to help improve the following determinants of health through the strategic direction and key consultation projects:

- Built Environment – Kwinana Loop Trail Upgrade (key consultation project), this project could potentially improve the built environment in Kwinana by upgrading a unique piece of infrastructure which will be made more accessible to the community for chances to recreate.
- Improved Healthy Behaviours – Healthy Lifestyles Programs and Activities (key consultation project), this project could potentially improve healthy behaviours in the community by involving the community in health and wellbeing programs which seek to instil a healthy lifestyle.
- Socio-economic Factors – Community Events Program Boost (key consultation project), this project could potentially improve socio-economic factors by increasing the level of community spirit through a boosted events program

In conjunction with this, the natural environment is a key community priority of the Strategic Community Plan, with emphasis on reducing the loss of trees through land development.

STRATEGIC/SOCIAL IMPLICATIONS:

The new Strategic Community Plan will reset the City's strategy – it should not be measured against the previous strategic community planning outcomes.

COMMUNITY ENGAGEMENT:

As mentioned above, *Local Government (Administration) Regulations 1996 Regulation 19C* states:

19C. Strategic community plans, requirements for (Act s. 5.56)

(9) A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.

To satisfy this requirement, the City delivered an extensive community engagement campaign "Love my Kwinana". The two phases of community engagement yielded the following results:

18.4 MAJOR STRATEGIC COMMUNITY PLAN REVIEW – INTEGRATED PLANNING AND REPORTING DOCUMENTS

Phase 1 – August to November 2020:

- MARKYT Community Services and Wellbeing Scorecards – 790 responses
- Visioning Postcards – 746 responses
- Online Engagement Portal – 56 responses
- Social Media – Facebook – 108 responses

Total = 1,700 responses

Phase 2 – April to May 2021:

- Consultation Document - Online Survey – 120 responses
- Attendance at community group meetings – 2 responses
- Static displays at community buildings – 1 response
- Online workshops – 0 responses
- Face to face workshops – 0 responses

Total = 123 responses

Grand Total = 1,823 responses

Beyond formal responses, the Love my Kwinana campaign also had a large presence online with the following

Phase 1 – August to November 2020:

- 15,902 people reached - Number of individual facebook users reached.
- 974 link clicks - This is a positive indicator as it was one of the main vehicles for the promotion of the campaign.
- 50 shares - This is a positive indicator, as people have promoted the campaign by themselves.
- 239 likes - This is a positive indicator as people have agreed with the message being promoted by the City.
- 108 comments - This engagement will be considered as people have taken time to express their views by providing a comment.
- 81,792 impressions - This is how many times the posts were on people's newsfeeds, this takes into account being seen more than once by one person. The average amount of times a single user would have seen the posts is 5.

Phase 2 – April to May 2021:

- 19,998 people reached - Number of individual Facebook users reached.
- 670 link clicks - This is a positive indicator as it was one of the main vehicles for the promotion of the campaign.
- 10 shares - This is a positive indicator, as people have promoted the campaign by themselves.
- 52 likes - This is a positive indicator as people have agreed with the message being promoted by the City.
- 7 comments - This engagement will not be considered as people have not taken time to read and understand the information presented in the Consultation Document before providing a comment.

18.4 MAJOR STRATEGIC COMMUNITY PLAN REVIEW – INTEGRATED PLANNING AND REPORTING DOCUMENTS

- 56,276 impressions - This is how many times the posts were on people's newsfeeds, this takes into account being seen more than once by one person.

It is important to note that this is the highest response rate the City has received when reviewing the Strategic Community Plan to date. The Love my Kwinana campaign embodied a new and innovative approach to community engagement for the Strategic Community Plan. One which vastly improved transparency about Council decisions, in an effort to develop the Strategic Community Plan in true partnership with the community.

COUNCIL DECISION

451

MOVED CR W COOPER **SECONDED CR S LEE**

That Council:

1. **Adopt the following documents as the strategic direction for the City:**
   a. **Strategic Community Plan – Attachment A**
   b. **Corporate Business Plan – Attachment B**
   c. **Long Term Financial Plan – Attachment C**
   d. **Infrastructure Strategy – Attachment D**
   e. **Workforce Plan – Attachment E**
2. **Authorise the CEO to give local public notice of the adoption of the Strategic Community Plan and publish the plan on the City's website.**

CARRIED AN ABSOLUTE MAJORITY OF COUNCIL
7/0

Attachment A

City of Kwinana

Strategic Community Plan **2021-2031**



Contents

Acknowledgement of Country	2
Contents Page	3
Mayor's Message	4
What is a Strategic Community Plan?	5
Community and Economic Profile	7
Guiding Principles	9
Building the Strategic Community Plan Together	10
Our Future Kwinana	12
Your Key Priorities	12
Strategic Direction	13
What drives us?	19
Key projects map	20
Resourcing	23
Risk Management	26
Performance Reporting	27

Acknowledgement of Country

City of Kwinana acknowledges the Traditional Custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community, and pay our respect to Elders past and present.



City of Kwinana

Mayor's Message

It is with great pleasure that I present the City's Strategic Community Plan. Developed in partnership with the community, this document is the key driver for all City activities over the next 10 years.

To develop our new vision, the City engaged the community, asking "how are we currently performing?", "what are your big (or small) ideas for Kwinana?" and "what does your ideal Kwinana look like in 30 years' time?". This engagement received the largest response rate in the City's history, and is a testament to our commitment of working with the community to deliver a brighter future for Kwinana.



It is an incredible responsibility to plan for the social, environmental and economic future of a City, a responsibility that all local governments are required to demonstrate through their Strategic Community Plan. Council must have the ability to make tough decisions between competing priorities, juggle limited resources, maintain focus on the 'big picture' and act for the good of the entire City. To achieve this complex task, the City must have a clear direction, focussed on the sustainability of the City.

This is why the Strategic Community Plan is so important. As the City's overarching document, it guides everything we do as a Council, ensuring that every step we take, we take together and is a step toward achieving our community's vision for the future.

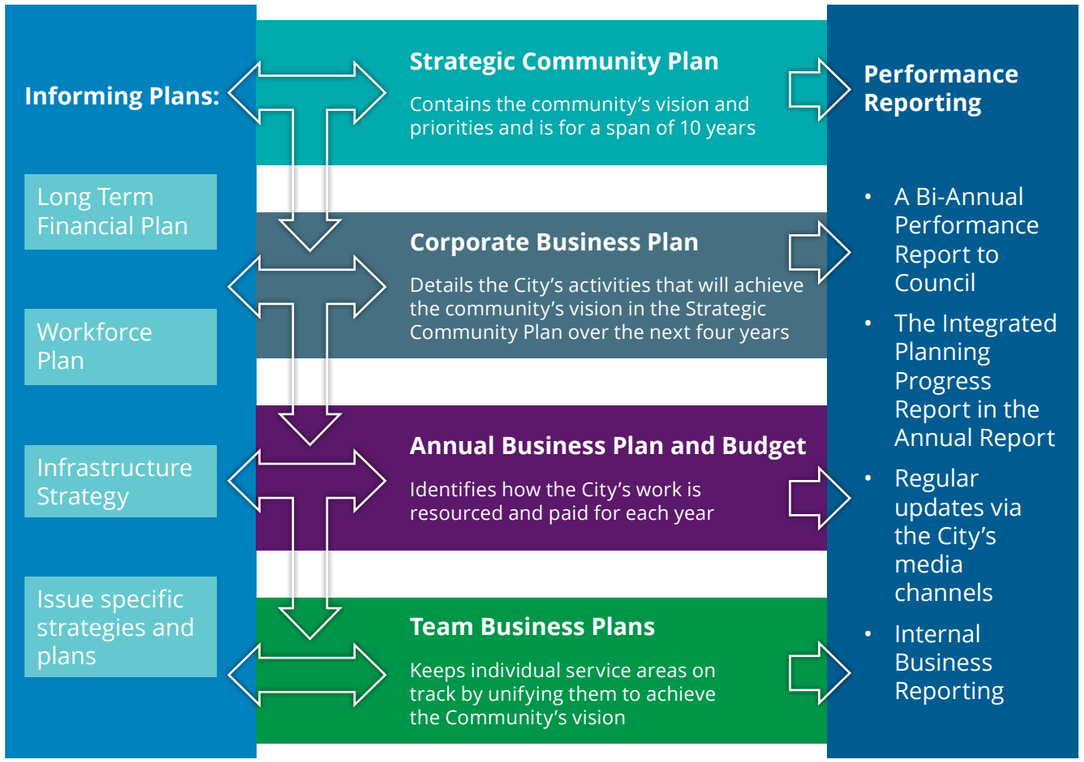
Mayor Carol Adams, OAM

What is a Strategic Community Plan?

The City of Kwinana uses the Integrated Planning and Reporting Framework outlined in by the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*. These detail that a local government must have a "Plan for the Future". The plan for the future is to comprise of two important documents, a Strategic Community Plan and a Corporate Business Plan. The Strategic Community Plan sets out the "what" the community would like their local government to achieve and the Corporate Business Plan outlines how the local government will go about achieving it. To remain consistent with community wants and needs, the Strategic Community Plan goes through a minor review every second year and a major review every fourth year, these reviews must include robust community engagement. To be truly effective, the Strategic Community Plan and Corporate Business Plan are informed by the Long Term Financial Plan, Infrastructure Strategy and Workforce Plan.

The City has taken the framework developed by State Government and developed its own framework, designed to best deliver outcomes to the community through the Strategic Community Plan. The framework also shows how the City's important strategic documents interact.

INTEGRATED PLANNING AND REPORTING FRAMEWORK



As shown above, the Strategic Community Plan outlines the vision, aspirations and objectives of the community over the next 10 years. It's a strategic roadmap of where the community want to go and what it will look like when we get there.

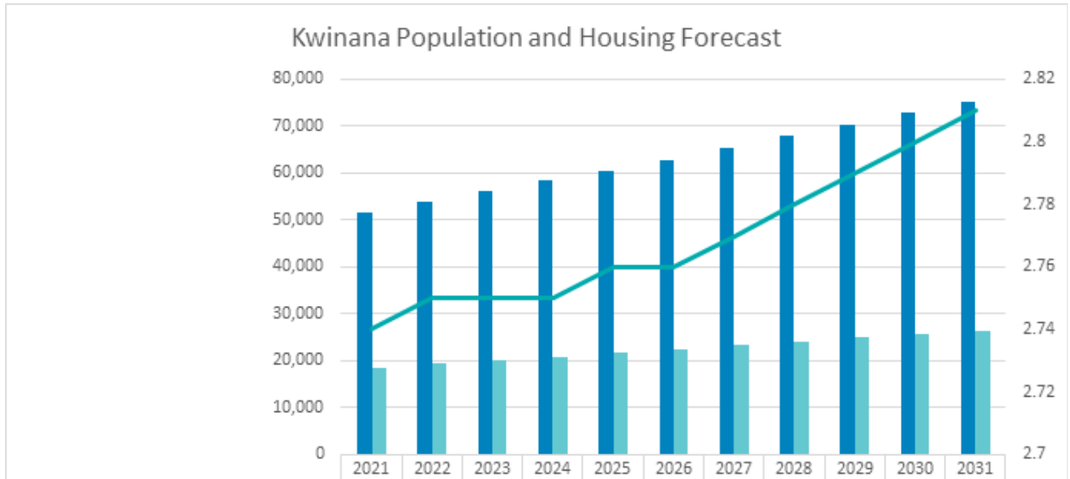
The City has had a Strategic Community Plan since its original adoption in 2013 and it has guided the delivery of City services ever since. Reviewing the plan with our community, the City is now ready to embark on a new strategic direction which focusses on the sustainable provision of City services into the future. Put simply, our new strategic direction is to achieve the following:

Our vision				
A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities				
Our outcomes				
1 **A naturally beautiful environment that is enhanced and protected**	2 **A resilient and thriving economy with exciting opportunities**	3 **Infrastructure and services that are affordable and contribute to health and wellbeing**	4 **A unique, vibrant and healthy City that is safe, connected and socially diverse**	5 **Visionary leadership dedicated to acting for its community**
Our strategic objectives				
1.1 Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique	2.1 Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities	3.1 Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community	4.1 Create, activate and manage places and local centres that are inviting, unique and accessible	5.1 Model accountable and ethical governance, strengthening trust with the community
		3.2 Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling	4.2 Improve Kwinana's perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community	5.2 Develop strong community engagement through strong partnerships with the community
1.2 Maintain and enhance our beautiful, natural environment through sustainable protection and conservation	2.2 Create strong regional connections that will improve the ability for residents to access jobs, training and goods and services	3.3 Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal	4.3 Enhance opportunities for community to meet, socialise, recreate and build local connections	5.3 Provide a high standard of customer service with the community as priority
			4.4 Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community	5.4 Establish a culture of continuous improvement, achieving high levels of business excellence

Community and Economic Profile

GROWING POPULATION:

The City of Kwinana has the second fastest growing population within any local government area within Western Australia and the seventh fastest growing area in Australia. The City's population and housing is predicted to grow as follows:



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Population Forecast (People)	51,746	53,879	56,096	58,335	60,534	62,902	65,346	67,874	70,374	72,889	75,270
Housing Forecast (Houses)	18,562	19,303	20,086	20,868	21,628	22,440	23,245	24,060	24,861	25,677	26,479
Average Household Size (People)	2.74	2.75	2.75	2.75	2.76	2.76	2.77	2.78	2.79	2.8	2.81

GROWING DIVERSITY:



There are several factors driving our growth and these include lower residential land costs, an influx of new home owners, and a relatively younger average population of 32, compared to the average of 36 in WA.



This affordable land also attracts an increasing number of migrants who choose to call Kwinana home. In particular, we've seen an increase in people of Filipino (3.2%), Indian (3%) and Chinese (1.2%) ancestry. Kwinana's Aboriginal community accounts for 3.6% of our population – higher than the Perth average of around 1%.

GROWING ECONOMY:

The City of Kwinana has a large industrial area which is likely to grow at an increased rate in response to the State Government's investment into an Outer Harbour at Kwinana. The City's Gross Regional Product (GRP – net wealth generated by the local economy) was $3.77 billion in the year ending June 2019, up 7.7% since the previous year. The economy's major contributor to GRP is the manufacturing sector which contributes around 58% of total output.

The transport, postal and warehousing industries had the largest number of total registered businesses in City of Kwinana, comprising 20.6% of all total registered businesses, compared to 8.4% in Western Australia.



At a local level, the City has a lively City Centre, activated by many small businesses. Smaller commercial centres also exist in the suburbs, which create a distinctive local feel.

GROWING CHALLENGES:

Although we may love Kwinana, the City of Kwinana is statistically the most disadvantaged population in the Perth Metropolitan Area, and one of the most disadvantaged populations in the State. The City's Socio-Economic Indexes for Areas (SEIFA) score is 972, with older suburbs being substantially lower. This index score takes into account people's access to material and social resources, and their ability to participate in society. This requires the City's limited resources to be applied to key programs to build the community's resilience and cohesiveness.

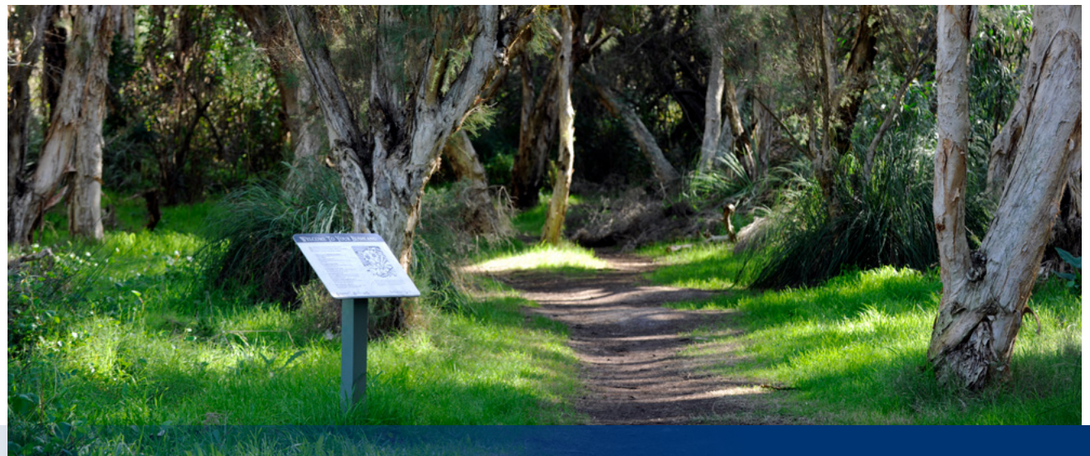


We also have increasing levels of unemployment. From 2006 to 2016, the unemployment rate in Kwinana grew from 5.8% to 10.8%, which was above the average WA unemployment rate of 7.8%. By June 2020, the unemployment rate increased to 11.3%.

The City of Kwinana also has a lower proportion of households in the medium to high income category compared to the rest of Western Australia.

To support our community, it is imperative the City's infrastructure and services are financially sustainable.

**Source: Forecast Id*





Guiding Principles

A key consideration for the City in this time of expansion is the sustainability of its services and its community. To guide our strategic direction, the City will endeavour to align with the UN Sustainable Development Goals. The Sustainable Development Goals or Global Goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. The goals address the challenges we face, including poverty, inequality, climate change, environmental degradation and peace and justice and can therefore be aligned to our Strategic Community Plan.



Building the Strategic Community Plan Together

The ‘Love my Kwinana’ campaign was created to facilitate the community engagement required to review the Strategic Community Plan. The ‘Love my Kwinana’ engagement for this project was scheduled to take place in two phases. The first phase, was designed to gain the broad visioning ideas and thoughts about the future of Kwinana from the community. The second phase, sought to build upon the first phase of engagement and present the community with a draft strategic direction and some key projects for input.

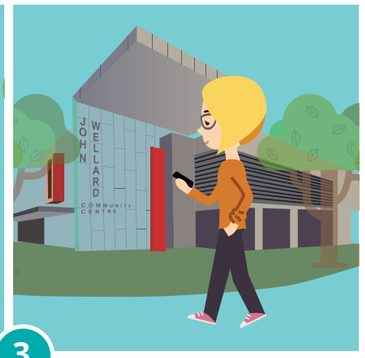
The first phase engagement was delivered in August to November 2020 through postcards, an online portal and the City’s biennial community services and wellbeing scorecards, gaining 1,700 responses. The data gained from these methods was then categorised consistently using the range of indicators found in the community services and wellbeing scorecards so that the methods could be compared to each other and analysed collectively. At the end of this engagement phase it was clear that the community focussed on similar themes each time across all methods of engagement, the most important of which were:



1. **Conservation and Environment**



2. **Access to Goods and Services**



3. **Character and Identity**



4. **Playgrounds, Parks and Reserves**



5. **Safety and Security**



The second phase was delivered in April to May 2021 and was designed to take these ideas and go into further detail in the form of a Consultation Document. The Consultation Document contains the draft strategies and projects that were developed from the previous round of engagement. To ensure that the City is being transparent with the community in its forward planning, the Consultation Document also included preliminary budget, long term financial planning, asset management and workforce data to show the community how much the achievement of these strategies could cost if the City were to undertake a sustainable approach.

The Consultation Document was made available at City owned facilities, through the online engagement portal and promoted through social media. Overall, 123 responses were gained with promotion online by Elected Members’ proving vital.

In total, the City engaged with 1,823 community members through two different stages of engagement. The extensive response to the first stage of engagement enabled the development of draft strategies and projects which were reinforced through the second phase by positive responses to the Consultation Document.

Our Future Kwinana

The City of Kwinana is the second fastest growing local government area in the State. To prepare for a near doubling of the City's population, over the next thirty years, the City is planning for the provision of shops, schools, parks, playgrounds and community buildings. To support our larger population, the City is also working with industry and the State Government, to grow employment opportunities in the area, and ensure the availability of key services, including medical practitioners, while striving for sustainability and protection of the environment. Key initiatives to be progressed or maintained over the life of the Strategic Community plan include the finalisation of a land-use planning strategy, which will guide how the City develops into the future, a new climate change action plan, a town center master plan, and a number of policies, including policies aimed at retaining trees and protecting the environment.

The City will also be reviewing its Community Infrastructure Plan, which details major facilities to be constructed over the next 20 years. This plan will detail the location and scale of youth facilities, libraries, recreation centers and community halls. A key element of this plan will be affordability, to ensure community infrastructure is sustainable and affordable for the community into the future.

Your Key Priorities

When we asked you, you told us that you have five key priorities for the future of Kwinana. This is what we are doing in response to these priorities.

Safety and Security The City has developed a Safety and Crime prevention plan with key actions aimed at reducing community risk. In addition, the City has established regular meetings with the local police, to ensure a police focus on crime and hooning in Kwinana.

Access to Goods and Services The City is finalising a land use strategy, which identifies land for the provision of commercial and retail services to the community. In conjunction with land availability, the City is working with industry and the State Government to facilitate the major retail developments, including hardware, white goods, furniture, department stores and personal services.

Character and Identity The community told us it values the heritage and character of Kwinana. In response, the City has developed policies that protect streetscapes and the street aesthetic of Kwinana. The City is also working closely with the property development industry to retain as much natural environment as possible, including realigning roads and repositioning parks, to retain high-value trees and habitat.

Playgrounds, Parks and Reserves To ensure the high quality of the City's parks and reserves are maintained, the City is committing to maintaining current investments into the maintenance of our reserves. In addition, the City will be increasing its funding of playgrounds and park equipment replacements over the next ten years, with annual upgrade and replacement budgets growing to over $1m per year, within ten years.

Conservation and Environment The City enjoys beautiful natural bushland, wetlands and trees that are vital to the area's character and identity. To maintain these areas, the City runs an extensive operations maintenance program and considers the protection of natural areas into the future through its Local Planning Strategy. Improving the greenery within existing areas is also actioned through the City's tree planting program. The City also values the education of the community, running environment and waste education programs to strengthen community knowledge.

Strategic Direction

The results of our community engagement has driven the development of our new strategic direction. Our vision is supported by several community outcomes, which are activated by our strategic objectives. The achievement of these strategic objectives is delivered through our driving strategies/plans, supporting services and key projects.

OUR VISION

A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities

Outcome 1 – A naturally beautiful environment that is enhanced and protected

Strategic Objectives:	
1.1	Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique
1.2	Maintain and enhance our beautiful, natural environment through sustainable protection and conservation

UN Sustainable Development Goal Alignment:



Driving Strategies/Plans	Supporting Services
• Local Biodiversity Strategy • Natural Areas Management Plan • Waste Plan • Waste Education Plan • Environmental Education Plan • Local Planning Strategy • Urban Forest Plan • Local Planning Scheme • Climate Change Plan • Energy Sustainability Plan • Landscape Strategy • Sustainable Water Management Plan • Kwinana Local Emergency Management Plan • Kwinana Adventure Park Management Plan • Mosquito and Midge Management Plan	• Animal and feral wildlife control • Coastal planting • Contaminated site monitoring • Dog and cat control • Emergency management • Environmental education programs • Environmental health services • Environmental subsidies and rebates • Fire Breaks • Graffiti removal • Landscape design and construction • Litter and illegal dumping management • Maintenance of natural areas and parks • Mosquito management • Noise control • Volunteer bushfire services • Stormwater construction, maintenance and management • Streetscape design and maintenance • Urban forest management • Verge collections • Waste and recycling management

Measures

- Community satisfaction with efforts to adopt sustainable practices and respond to climate change
- Community satisfaction with conservation, land and environmental management
- Community satisfaction with water resource management
- Community satisfaction with general waste and recycling collection services
- Community satisfaction with verge side bulk rubbish collections
- Community satisfaction with management of food, health, noise and pollution issues
- Community satisfaction with animal and pest control
- Community satisfaction with streetscapes
- Retain water-wise council accreditation
- Decrease average household waste generated per year
- Increase green canopy coverage

Outcome 2 - A resilient and thriving economy with exciting opportunities

Strategic Objectives:

2.1	Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities
2.2	Create strong regional connections that will improve the ability for residents to access jobs, training and goods and services

UN Sustainable Development Goal Alignment:



Driving Strategies/Plans	Supporting Services
• Economic Development Strategy • Local Planning Strategy • Pathways to Employment Plan • Local Commercial and Activity Centres Strategy • Economic and Spatial Governance Plan • Advocacy and Investment Plans	• Activity Centre Planning • Building Renewal Projects • Business business events and business support • Facility and venue hire • Grants and funding • Library education programs • Local Development Plans • Planning and Building services • Strategic urban planning • Subdivision applications

Measures

- Community satisfaction with economic development – what the City is doing to attract investors, attract and retain businesses and create more job opportunities
- Community satisfaction with how the industrial area is being developed
- Community satisfaction with efforts to attract goods and services to the area
- Community satisfaction with planning and building approvals
- Community satisfaction with access to housing that meets community needs
- Increased in number of new businesses locally
- Increase number of residents employed in the South West metro region
- Increase the amount of commercial floor space offered in Kwinana
- Develop the Local Planning Strategy and adopt with WAPC within 4 years
- Develop and adopt a Local Economic Development Strategy

Outcome 3 - Infrastructure and services that are affordable and contribute to health and wellbeing

Strategic Objectives:

3.1	Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community
3.2	Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling
3.3	Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal

UN Sustainable Development Goal Alignment:



Driving Strategies/Plans	Supporting Services
• Sustainability Strategy • Social Strategy • Public Health Plan • Waste Plan • Community Infrastructure Plan • Asset Management Strategy • Parks and Reserves Asset Management Plan • Buildings Asset Management Plan • Long Term Financial Plan • Public Lighting Asset Management Plan • Roads and Transport Asset Management Plan • Drainage Asset Management Plan • Bike and Walk Plan • Parks Upgrade Strategy	• Asset management planning • Engineering design and construction • Financial management and planning • Parking management • Street lighting • Waste management • Infrastructure maintenance • Subdivision applications • Local structure plans • Development contribution planning

Measures

- Community satisfaction with road maintenance
- Community satisfaction with Community Centres
- Community satisfaction with traffic management on local roads
- Community satisfaction with footpaths and cycleways
- Community satisfaction with playgrounds
- Community satisfaction with parks and reserves
- Asset Consumption Ratio
- Asset Sustainability Ratio
- Asset Renewal Funding Ratio
- Operating Surplus Ratio
- Current Ratio or Working Capital Ratio
- Own Source Revenue Ratio



Outcome 4 - A unique, vibrant and healthy City that is safe, connected and socially diverse

Strategic Objectives:

4.1	Create, activate and manage places and local centres that are inviting, unique and accessible
4.2	Improve Kwinana's perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community
4.3	Enhance opportunities for community to meet, socialise, recreate and build local connections
4.4	Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community

UN Sustainable Development Goal Alignment:



Driving Strategies/Plans

- Social Strategy
- Local Planning Strategy
- Innovate Reconciliation Action Plan
- Disability Access and Inclusion Plan
- Place Plans
- Welcoming Diversity Strategy
- Economic Development Strategy
- Public Art Masterplan
- Heritage Implementation Plan
- Public Health Plan
- Local Commercial and Activity Centres Strategy

Supporting Services

- Capacity development for community organisations
- Citizenship ceremonies
- City assist services
- Communications and stakeholder engagement
- Community centres and libraries
- Community safety education programs and resources
- Crèche services
- Crime prevention
- Disability access and inclusion planning
- Events, grants and funding
- Health and wellbeing Services
- Kids and early years services
- Kids programs
- Local history
- Place activation
- Playgrounds
- Pool applications and fencing requirements
- Public art, exhibitions and awards
- Reconciliation action planning
- Recquatic centre
- Senior services
- Swim programs
- Vandalism and abandoned vehicles
- Volunteer resource centre
- Youth services, scholarships and awards

Measures

- Community satisfaction with access to community grants and funding
- Community satisfaction with access to health and wellbeing services, including mental health
- Community satisfaction with access to services and facilities for people with a disability
- Community satisfaction with community centres and facilities
- Community satisfaction with facilities, services and care available for seniors
- Community satisfaction with festivals and events
- Community satisfaction with cultural activities
- Community satisfaction with footpaths and cycleways
- Community satisfaction with how local history is preserved and promoted
- Community satisfaction with Kwinana Recquatic
- Community satisfaction with library and information services
- Community satisfaction with lighting of streets and public places
- Community satisfaction with multiculturalism and racial harmony
- Community satisfaction with opportunities to take part in physical activity
- Community satisfaction with safety and security
- Community satisfaction with services and facilities for families
- Community satisfaction with services and facilities for youth
- Community satisfaction with sport and recreation facilities
- Community satisfaction with the area's character and identity
- Community satisfaction with volunteer support and recognition
- Percentage of population participating in physical activity through City programs



Outcome 5 - Visionary leadership dedicated to acting for its community

Strategic Objectives:	
5.1	Model accountable and ethical governance, strengthening trust with the community
5.2	Develop strong community engagement through strong partnerships with the community
5.3	Provide a high standard of customer service with the community as priority
5.4	Establish a culture of continuous improvement achieving high levels of business excellence

UN Sustainable Development Goal Alignment:



Driving Strategies/Plans	Supporting Services
• Strategic Community Plan • Corporate Business Plan • Long Term Financial Plan • Infrastructure Strategy • Workforce Plan • Community Engagement Strategy • Customer Service Strategy • Advocacy and Investment Strategy • Business Excellence Framework • Innovate Reconciliation Action Plan • Strategic Procurement Plan	• Governance Services • Lobbying and Advocacy • Continuous Improvement and Business Excellence • Strategy and Plan Development • Customer Services • Community Engagement Planning • Workforce Planning

Measures

- Community satisfaction with Council's leadership within the community
- Community satisfaction with the City's development of a clear vision for the area
- Community satisfaction with how the community is engaged about local issues
- Community satisfaction with Elected members (the Councillors) having a good understanding of community needs
- Community satisfaction with staff having a good understanding of community needs
- Community satisfaction with how open and transparent Council processes are
- Community satisfaction with the City clearly explaining the reasons for its decisions and how residents' views have been taken into account
- Community satisfaction with how the community is informed about what's happening in the local area (including local issues, events, services and facilities)
- Community satisfaction with the City's website
- Community satisfaction with the City's newsletter (The Spirit)
- Community satisfaction with social media presence (Facebook,etc)
- Community satisfaction with customer service

**All community satisfaction measures are a MARKYT Performance Score*

What drives us?

We will activate our new strategies/plans and services through a mission statement designed to empower the organisation with a clear purpose.

MISSION STATEMENT

Through visionary leadership, retain and enhance Kwinana's unique character by sustainably supporting and developing its community, economy and environment.

VALUES

- Lead from where you stand
- Act with compassion
- Stand strong, stand true
- Make it fun
- Trust and be trusted
- Why not yes?

Our organisational values also enable us to achieve our mission by creating a unified culture across the organisation.



Key projects map

Key Projects:

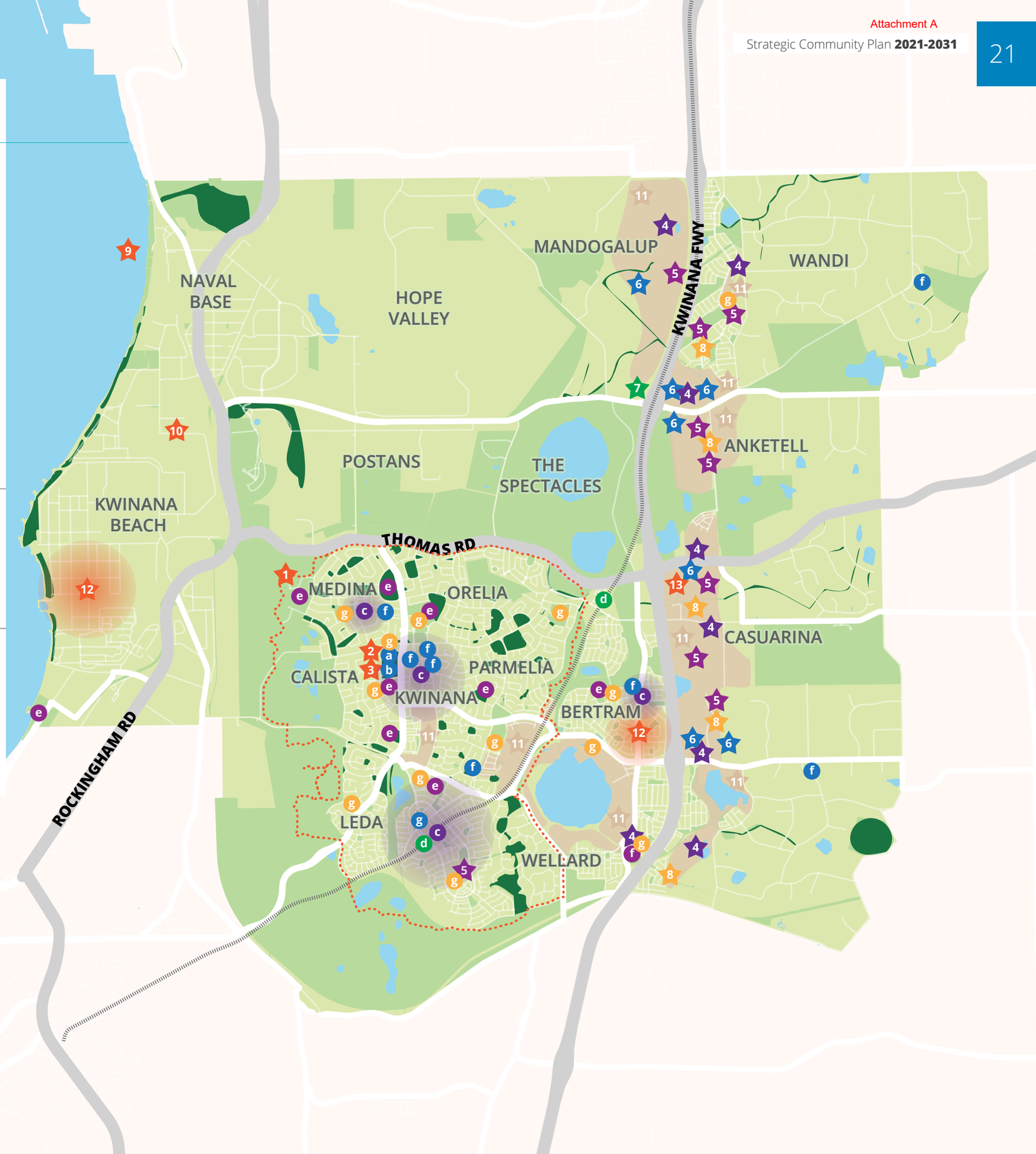
	Term
1 Kwinana Loop Trail Upgrade	Short
2 Mini Golf	Short
3 Junior Safety Bike Track	Short
4 Proposed Activity Centres	Short, Medium and Long
5 Proposed Recreation Facilities	Short, Medium and Long
6 Proposed Community Facilities	Short, Medium and Long
7 Proposed Train Station	Long
8 Proposed Schools	Long
9 Westport	Long
10 Waste to Energy Plant	Medium
11 Future Urban	Long
12 Planting Program	Short and Medium
13 Existing Projects - Service Commercial	

Key 'All of Kwinana' Projects:

	Term
Implementing the Safety and Crime Prevention Plan	Short, Medium and Long
Implementing the Local Planning Strategy	Short, Medium and Long
Implementing the Streetscape Strategy	Short, Medium and Long
Implementing the City Operations Annual Works Program	Short, Medium and Long

Existing Infrastructure:

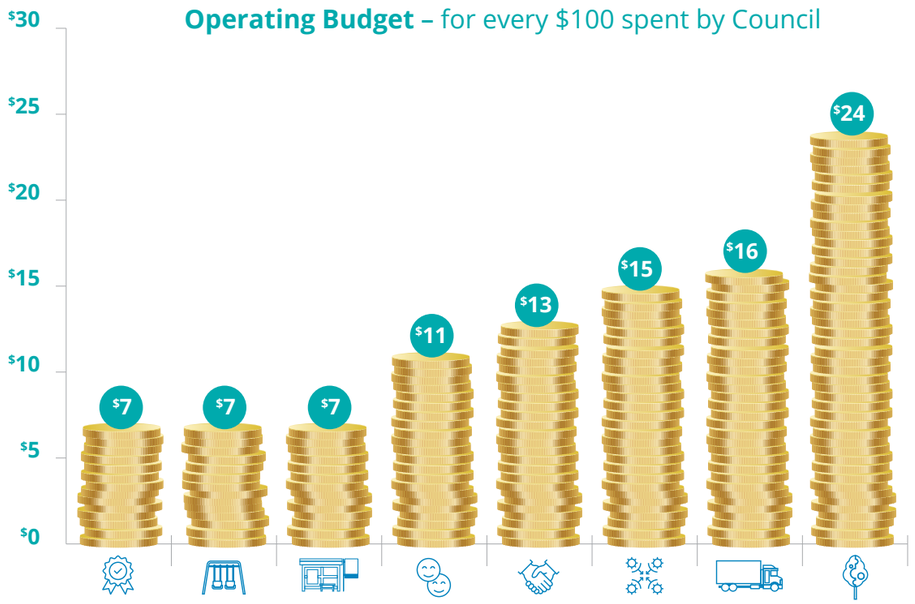
- a Community Facilities – Kwinana Adventure Park
- b Community Facilities – The Edge Skatepark
- c Existing Activity Centres
- d Train Stations
- e Recreation Facilities
- f Community Facilities
- g Schools
- Local Parks
- Primary Roads
- Railway Line



Resourcing

How we will pay for it

Activating our Strategic Community Plan requires readjusting our budget to the areas of priority. The table below indicates broadly how we will spend our budget for the first year of the plan.

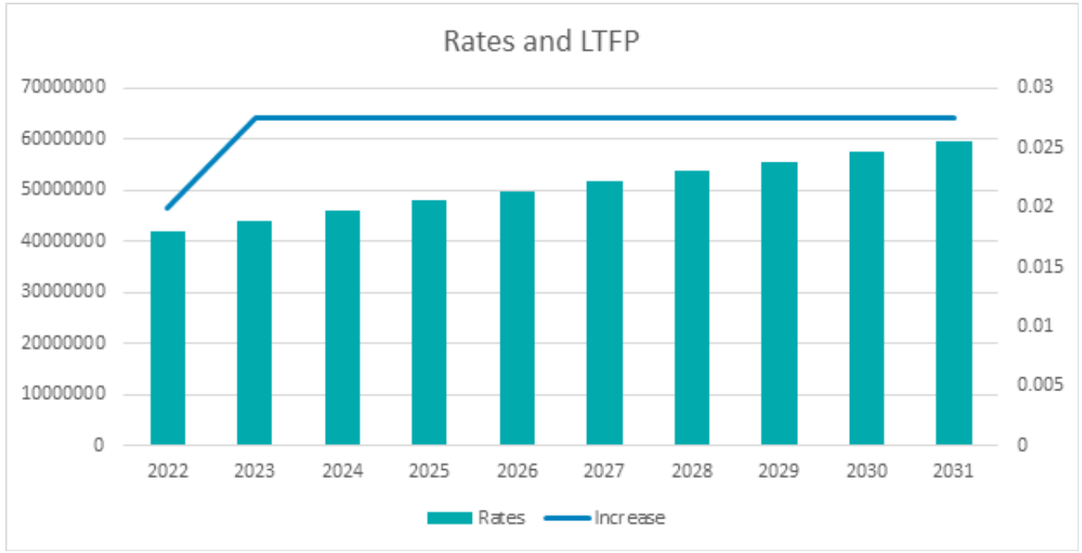


***Net operating expenditure only**

SERVICE CATEGORIES	
City Governance	City business and administration
Community Recreation	Keeping our community healthy and active
Facilities Management	Maintaining exceptional community buildings
Community Resource Centres	Delivering outstanding facilities and infrastructure
Community Engagement	Working with our community for the betterment of our City
Planning and Regulatory	Planning and developing an incredible City for our future community
Roads and Drainage	Connecting our community through quality roads and infrastructure
Parks and Reserves	Sharing the natural beauty of our City through remarkable parks and reserves

Over time, the costs associated with providing City services will increase. To continue the same level of service every year, the City will progress towards improved financial sustainability by developing its Long Term Financial Plan, guided by a Revenue and Financing Policy. The Revenue and Financing Policy will outline the City's direction towards annual rate setting, which includes the commitment to base rate increases on the movement of the WA Local Government Cost Index (LGCI).

Much like the Consumer Price Index (CPI), which indicates how much the cost of general household items has increased, the LGCI indicates how much the cost of items that a local government would typically purchase have increased. Increases to levels of service and additional projects can be factored in addition to the LGCI. Although forecasts have been based on LGCI, the first year of the plan has been set below LGCI at 2% to aid the community's recovery from COVID-19. Annual rate increases have then been set at 2.7% per year for the remainder of the plan. This can be seen in the graph below:



To ensure the City is on track with providing financially sustainable services, it measures its performance against several key financial ratios. The City performs well in these ratios, with the exception of the Asset Sustainability Ratio. The Asset Sustainability Ratio measures the amount a local government spends on maintaining its assets against how much those assets are depreciating.

To get the City back on track, the target of an 80% Asset Sustainability Ratio will be set with strategies put in place through the Strategic Community Plan to achieve this target by 2031.

This involves increasing our renewal/replacement expenditure steadily each year. The City will endeavor to introduce modest rate increases and we will re-organise our budget to accommodate, however, it does mean other City services may be re-prioritised.

The plan:

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Annual Rate Increase	2.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Asset Sustainability Ratio	34%	38%	41%	47%	51%	56%	61%	66%	70%	75%	81%
Average Improved Residential Rate	$1,413	$1,452	$1,492	$1,533	$1,575	$1,618	$1,663	$1,709	$1,756	$1,804	$1,854
Increase per Average Improved Residential Rate	$39	$40	$40	$41	$42	$43	$45	$46	$47	$48	$50



HOW WE WILL MANAGE OUR WORKFORCE

To continue to provide the best possible level of service to the community, we have identified five strategic priorities to develop our workforce. These priorities were developed to align with the community outcomes of the Strategic Community Plan and the community's vision for the City.

Our strategic priorities:

1. Aligned and active leadership
2. Right people right behaviour
3. All working together as one team
4. Empowered and effective teams
5. Systems and processes

After consideration of the City's new strategic direction, the City will instead focus on providing a consistent level of service without increasing staff levels where possible.

Risk Management

The implementation of any strategy comes with risks, so the City has put measures in place to ensure that risks are managed effectively. The City's Risk Management Strategy outlines the City's approach to risk, which is aligned to the *AS/NZS ISO 31000:2018 Risk Management - Guidelines*.

The Strategy confirms the City's commitment to improving its capability to identify and manage risks as an integral part of business practices.

The following risk management objectives have been identified for the City:

1. Minimise the occurrence of serious injury or loss of life
2. Protect assets and resources, including natural and cultural
3. Meet legislative and compliance requirements
4. Minimise legal liability
5. Minimise disruption to operations and services
6. Minimise financial loss, including through theft or fraud
7. Improve the City's governance, management capability and accountability
8. Ensure an effective response to critical incidents effecting services and operations
9. Effective emergency response and event recovery
10. Minimise potential damage to reputation

Risks are constantly monitored by the City and are reported to the Audit and Risk Committee every quarter.

Performance Reporting

The City, in conjunction with the community, will review this plan once every two years using results gained from a bi-annual community perceptions survey. This will give life to the community satisfaction measures listed in this plan and provide an indication of the City's progress towards achieving the community's vision. The City will also keep track of business performance measures internally and some of these measures are listed in this plan. City performance will be reported back to the community in the form of:

- A Bi-Annual Performance Report to Council
- The Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media channels



City of Kwinana

ADMINISTRATION

Cnr Gilmore Ave and Sulphur Rd,
Kwinana WA 6167
PO Box 21, Kwinana WA 6966

Telephone 9439 0200

customer@kwinana.wa.gov.au

www.kwinana.wa.gov.au

Attachment B

City of Kwinana

Corporate Business Plan
2021-2025





Acknowledgement of Country

City of Kwinana acknowledges the Traditional Custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community, and pay our respect to Elders past and present.

Contents

Acknowledgement of Country	2
Contents	3
CEOs Message	4
What is a Corporate Business Plan?	5
The Foundation – what we do now	7
The Future – How we will get there	10
Key projects map	18
How we will fund it	20
How we will manage our workforce	26
How we will manage our assets	27
How we will manage risk	29
The Destination – How will we know we are there	30
Performance Reporting	37

CEOs Message

I am pleased to present the City of Kwinana's Corporate Business Plan for 2021-2025. It provides clarity on the initiatives and services that the City is working towards over the next five years, with emphasis on the delivery of the strategic priorities outlined in our Strategic Community Plan 2021-2031 and the recovery of the City in the wake of COVID-19 impacts. To lessen the impacts of COVID-19 on the community, the City resolved to forego a rate increase for the 2020-2021 financial year. This presented the City with the familiar challenge of balancing the budget with the needs of the community, yet on a more intense scale.

Despite these challenges, the City of Kwinana is continuing to grow and evolve as it proves to be a desirable place to live, work and play. As a community, we can look forward to a promising future of prosperity, health, economic growth and sustainability.

The past few years have been an exciting time for the City of Kwinana, with a number of state-of-the art facilities such as the Edge Skatepark and the award winning Adventure Park being popular destinations not only for the community but for others who live outside of Kwinana.

The Kwinana Industrial Area's future is looking very bright with State Government recognising the importance of the Outer Harbour and responding with the establishment of the Westport Taskforce. Additionally, interest from international investors has seen the area dubbed as 'Lithium Valley' as a number of large players in the lithium industry establish themselves in Kwinana. Both of these opportunities will create long-term job opportunities for our residents and will attract new families to settle within the community.

However, rapid growth brings its own set of challenges, particularly in the areas of service provision and infrastructure development, which makes our task of balancing priorities critical. Moving forward, I am confident the City will handle this task with maturity and creativity.

The Corporate Business Plan 2021-2025 gives us clear direction for delivering the services and programs our community needs in order to prosper. Our City's workforce will strive to deliver actions from the plan, to ensure the broadest range of high quality services are provided at the lowest possible cost to meet community needs.

Long-term financial sustainability and affordability of the City's commitments remain a primary focus for us moving forward, as we advance the future for Kwinana and its people.

I would like to thank the community for joining us on this exciting journey. We look forward to delivering on our commitments.

Wayne Jack

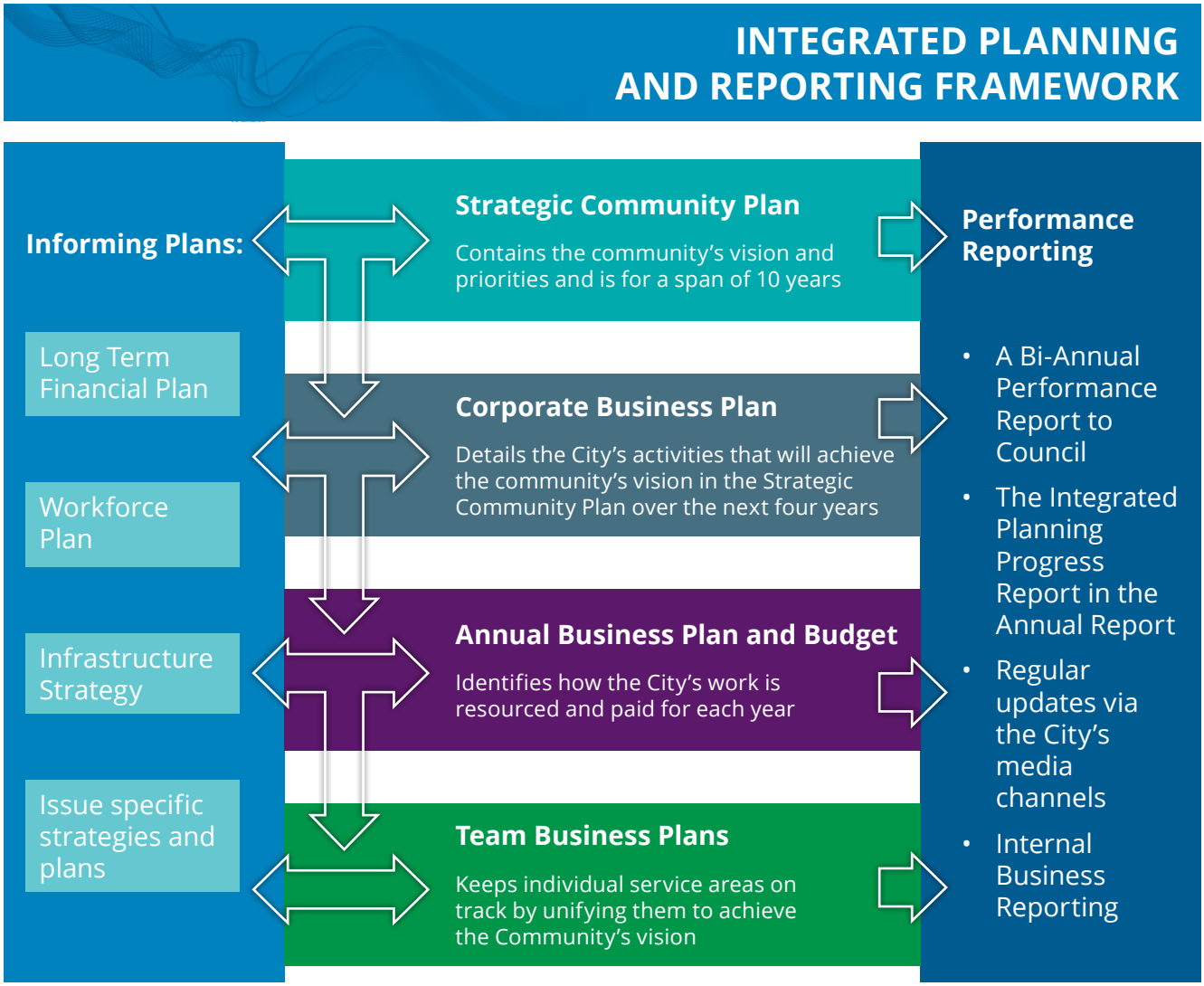
Chief Executive Officer



What is a Corporate Business Plan?

The City of Kwinana uses the Integrated Planning and Reporting Framework outlined in by the Local Government Act 1995 and the Local Government (Administration) Regulations 1996. These detail that a local government must have a "Plan for the Future". The plan for the future is to comprise of two important documents, a Strategic Community Plan and a Corporate Business Plan. The SCP sets out the "what" the community would like their local government to achieve and the CBP outlines how the local government will go about achieving it. To remain consistent with the SCP, the CBP undergoes an internal review every year, with a major review scheduled every two years to coincide with reviews of the SCP.

The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and programs that the City will undertake to achieve the community's vision. It is the key point at which the City's operational activities are aligned to community priorities. To ensure that these activities can be undertaken, the Corporate Business Plan is informed by the Long Term Financial Plan, Asset Management Strategy, Workforce Plan and issue specific strategies and plans. The CBP and its role in the Integrated Planning and Reporting Framework can be seen below:



The Corporate Business Plan aligns with and activates the strategic direction from the Strategic Community Plan in the table below:

Our vision				
A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities				
Our outcomes				
1 A naturally beautiful environment that is enhanced and protected	**2 A resilient and thriving economy with exciting opportunities**	**3 Infrastructure and services that are affordable and contribute to health and wellbeing**	**4 A unique, vibrant and healthy City that is safe, connected and socially diverse**	**5 Visionary leadership dedicated to acting for its community**
Our strategic objectives				
1.1 Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique	2.1 Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities	3.1 Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community	4.1 Create, activate and manage places and local centres that are inviting, unique and accessible	5.1 Model accountable and ethical governance, strengthening trust with the community
		3.2 Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling	4.2 Improve Kwinana's perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community	5.2 Develop strong community engagement through strong partnerships with the community
1.2 Maintain and enhance our beautiful, natural environment through sustainable protection and conservation	2.2 Create strong regional connections that will improve the ability for residents to access jobs, training and goods and services	3.3 Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal	4.3 Enhance opportunities for community to meet, socialise, recreate and build local connections	5.3 Provide a high standard of customer service with the community as priority
			4.4 Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community	5.4 Establish a culture of continuous improvement, achieving high levels of business excellence

The Foundation – what we do now

For the most part, the City undertakes its day to day operations as usual, providing many important services to the community. Aligning these services with our new strategic direction helps us to define the important key services which support the achievement of the plan. Through the City's reporting mechanisms and engagement with the community, the level of service the City provides to the community has been deemed adequate and no changes to current services have been identified for the life of this plan. This provides a stable foundation for the City to build its financial sustainability going forward.

Community Outcome	Key City Services	Responsible Team
1 A naturally beautiful environment that is enhanced and protected	• Animal and feral wildlife control • Coastal planting • Contaminated site monitoring • Environmental education programs • Environmental health services • Environmental subsidies and rebates • Litter and illegal dumping management • Mosquito management • Noise control • Urban forest management • Verge collections • Waste and recycling management	Environment and Health
	• Dog and cat control	City Assist
	• Emergency management • Fire breaks • Volunteer bushfire services	Emergency Services
	• Graffiti removal • Maintenance of natural areas and parks	City Operations
	• Landscape design and construction • Stormwater construction, maintenance and management • Streetscape design and maintenance	Engineering

Community Outcome	Key City Services	Responsible Team
2 A resilient and thriving economy with exciting opportunities	• Business events and support • Grants and funding • Economic planning	Economic Development and Advocacy
	• Activity centre planning • Local development plans • Planning applications • Strategic urban planning	Planning and Development
	• Building applications	Building Services
	• Building renewal projects	Engineering
	• Facility and venue hire • Volunteer resource centre	Community Centres
	• Library Education Programs	Library
3 Infrastructure and services that are affordable and contribute to health and wellbeing	• Financial management and planning	Finance
	• Asset management planning • Street lighting	Asset Management Services
	• Engineering design and construction	Engineering
	• Waste Management	Environment and Health
	• Infrastructure Maintenance	City Operations



Community Outcome	Key City Services	Responsible Team
4 A unique, vibrant and healthy City that is safe, connected and socially diverse	• Capacity development for community organisations • Community safety education programs and resources • Disability access and inclusion planning • Events, grants and funding • Health and wellbeing Services • Kids and early years services • Kids programs • Local history • Place activation • Playgrounds • Public art, exhibitions and awards • Reconciliation action planning • Senior services • Youth services, scholarships and awards	Community Engagement
	• Citizenship ceremonies	Governance
	• City Assist Services • Crime prevention • Vandalism and abandoned vehicles	City Assist
	• Communications and stakeholder engagement	Marketing and Communications
	• Community centres and libraries • Crèche services • Recquatic centre • Swim programs • Volunteer resource centre	Community Centres
	• Pool applications and fencing requirements	Building Services
5 Visionary leadership dedicated to acting for its community	• Governance Services	Governance
	• Lobbying and Advocacy	Elected Members and Economic Development
	• Continuous Improvement and Business Excellence • Strategy and Plan Development	City Strategy and Improvement
	• Customer Service	Customer Services
	• Community Engagement Planning	Community Engagement
	• Workforce Planning	Human Resources

The Future – How we will get there

OUR VISION

A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities



Community Outcome	Strategic Objectives	Key Actions	Type	21/22	22/23	23/24	24/25	Budget Type	Responsibility
1 A naturally beautiful environment that is enhanced and protected	1.1 Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique	Implement the Landscape Strategy	Program	●	●	●	●	Operating	Engineering
		Implement the City Operations Annual Maintenance Program	Program	●	●	●	●	Operating	City Operations
		Implement the Kwinana Adventure Park Management Plan	Program	●	●	●	●	Operating	City Operations
		Develop the Urban Forest Plan	Program	●	●			Operating	Planning and Development
	1.2 Maintain and enhance our beautiful, natural environment through sustainable protection and conservation	Develop a Local Biodiversity Strategy	Project	●				Operating	Planning and Development
		Review the Natural Areas Management Plan	Program	●	●	●	●	Operating	City Operations
		Implement the Local Planning Strategy	Program	●	●	●	●	Operating	Planning and Development
		Prepare the Local Planning Scheme	Major Project	●	●	●		Operating	Planning and Development
		Upgrade the Kwinana Loop Trail	Major Project	●	●			Capital	Community Engagement
		Implement the Environmental Education Plan	Program	●	●	●	●	Operating	Environment and Health
		Implement the Waste Education Plan	Program	●	●	●	●	Operating	Environment and Health
		Implement the Waste Plan	Program	●	●	●	●	Operating	Environment and Health
		Implement the Climate Change Plan	Program	●	●	●	●	Operating	Environment and Health
		Implement the Sustainable Water Management Plan	Program	●	●	●	●	Operating	Environment and Health
		Develop an Energy Sustainability Plan	Project	●				Operating	Environment and Health
		Implement the Mosquito and Midge Management Plan	Program	●	●	●	●	Operating	Environment and Health

Community Outcome	Strategic Objectives	Key Actions	Type	21/22	22/23	23/24	24/25	Budget Type	Responsibility
2 A resilient and thriving economy and exciting opportunities	2.1 Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities	Develop a Local Economic Development Strategy	Project	○				Operating	Economic Development and Advocacy
		Implement the Local Planning Strategy	Program	○	○	○	○	Operating	Planning and Development
		Review the Local Commercial and Activity Centres Strategy	Program	○				Operating	Planning and Development
		Develop a Pathways to Employment Plan	Project		○			Operating	Economic Development and Advocacy
		Develop a Small Business Friendly Approval System	Project	○				Operating	City Development and Sustainability
	2.2 Create strong regional connections that will improve the ability for residents to access jobs, training and goods and services	Review Advocacy and Investment Plans	Project	○				Operating	Economic Development and Advocacy
		Attract a Mini Golf provider to Kwinana	Project	○				Operating	Economic Development and Advocacy
		Contribute to the development of an Economic and Spatial Governance Plan	Project	○				Operating	Economic Development and Advocacy

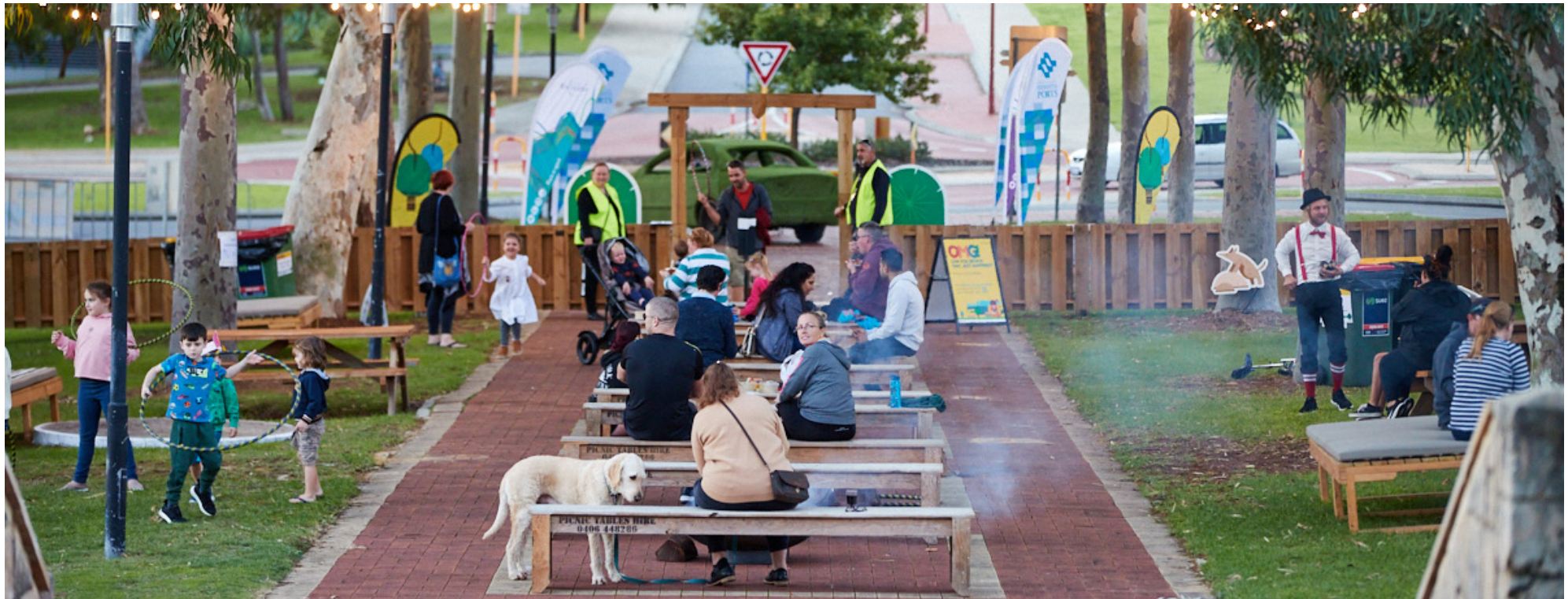
Community Outcome	Strategic Objectives	Key Actions	Type	21/22	22/23	23/24	24/25	Budget Type	Responsibility
3 Infrastructure and services that are affordable and contribute to health and wellbeing	3.1 Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community	Review the Community Infrastructure Plan	Project	●				Operating	Community Engagement
		Develop a Sustainability Strategy	Project	●	●			Operating	Environment and Health
		Implement the Waste Plan	Program	●	●	●	●	Operating	Environment and Health
		Implement the Asset Management Strategy	Program	●	●	●	●	Operating	Asset Management Services
		Implement the Buildings Asset Management Plan	Program	●	●	●	●	Operating	Asset Management Services
		Implement the Long Term Financial Plan	Program	●	●	●	●	Operating	Finance
	3.2 Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling	Implement the Bike and Walk Plan	Program	●	●	●	●	Operating	City Infrastructure
		Implement the Roads and Transport Asset Management Plan	Program	●	●	●	●	Operating	Asset Management Services
		Implement the Public Lighting Asset Management Plan	Program	●	●	●	●	Operating	Asset Management Services
	3.3 Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal	Implement Parks Upgrade Strategy	Program	●	●	●	●	Operating	Community Engagement

Community Outcome	Strategic Objectives	Key Actions	Type	21/22	22/23	23/24	24/25	Budget Type	Responsibility
		Implement the Parks and Reserves Asset Management Plan	Program	●	●	●	●	Operating	Asset Management Services
		Implement the Drainage Asset Management Plan	Program	●	●	●	●	Operating	Asset Management Services



Community Outcome	Strategic Objectives	Key Actions	Type	21/22	22/23	23/24	24/25	Budget Type	Responsibility
4 A unique, vibrant and healthy City that is safe, connected and socially diverse	4.1 Create, activate and manage places and local centres that are inviting, unique and accessible	Implement the Social Strategy	Program	●	●	●	●	Operating	Community Engagement
		Implement the Local Planning Strategy	Program	●	●	●	●	Operating	Planning and Development
		Develop Place Plans	Project	●				Operating	Community Engagement
		Review the Local Commercial and Activity Centres Strategy	Project	●				Operating	Planning and Development
	4.2 Improve Kwinana's perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community	Implement the Social Strategy	Program	●	●	●	●	Operating	Community Engagement
		Implement the Public Art Masterplan	Program	●	●	●	●	Operating	Community Engagement
		Implement the Heritage Implementation Plan	Program	●	●	●	●	Operating	Community Engagement
		Review the Emergency Services Delivery Model	Project	●	●			Operating	Emergency Services
	4.3 Enhance opportunities for community to meet, socialise, recreate and build local connections	Implement the Local Economic Development Strategy	Program		●	●	●	Operating	Economic Development and Advocacy

Community Outcome	Strategic Objectives	Key Actions	Type	21/22	22/23	23/24	24/25	Budget Type	Responsibility
		Implement the Innovate Reconciliation Action Plan	Program	●	●	●	●	Operating	Community Engagement
		Implement the Disability Access and Inclusion Plan	Program	●	●	●	●	Operating	Community Engagement
		Construct a Children's Safety Bike Track	Project	●	●			Operating	Engineering
	4.4 Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community	Develop the Kwinana Healthy Lifestyles Program	Project	●				Operating	Community Services
		Review the Public Health Plan	Project		●			Operating	Community Engagement



Community Outcome	Strategic Objectives	Key Actions	Type	21/22	22/23	23/24	24/25	Budget Type	Responsibility
5 Visionary leadership dedicated to acting for its community	5.1 Model accountable and ethical governance, strengthening trust with the community	Implement the Strategic Community Plan and Corporate Business Plan	Program	●	●	●	●	Operating	City Strategy and Improvement
		Implement the Long Term Financial Plan	Program	●	●	●	●	Operating	Finance
		Implement the Infrastructure Strategy	Program	●	●	●	●	Operating	Asset Management Services
		Develop a Strategic Procurement Plan Annually	Project	●	●	●	●	Operating	Contracts and Procurement
		Review Advocacy and Investment Plans	Project		●			Operating	Economic Development and Advocacy
		Implement the Innovate Reconciliation Action Plan	Program	●	●	●	●	Operating	Community Engagement
	5.2 Develop strong community engagement through strong partnerships with the community	Implement the Community Engagement Strategy	Program	●	●	●	●	Operating	Community Engagement
	5.3 Provide a high standard of customer service with the community as priority	Implement the Customer Service Strategy	Program	●	●	●	●	Operating	Marketing and Communications
	5.4 Establish a culture of continuous improvement achieving high levels of business excellence	Develop the Business Excellence Framework	Project	●				Operating	City Strategy
		Implement the Workforce Plan	Program	●	●	●	●	Operating	Human Resources
		Implement he Corporate Business System Project	Major Project	●	●	●		Operating	Corporate Business System Project Team

Key projects map

Key Projects:

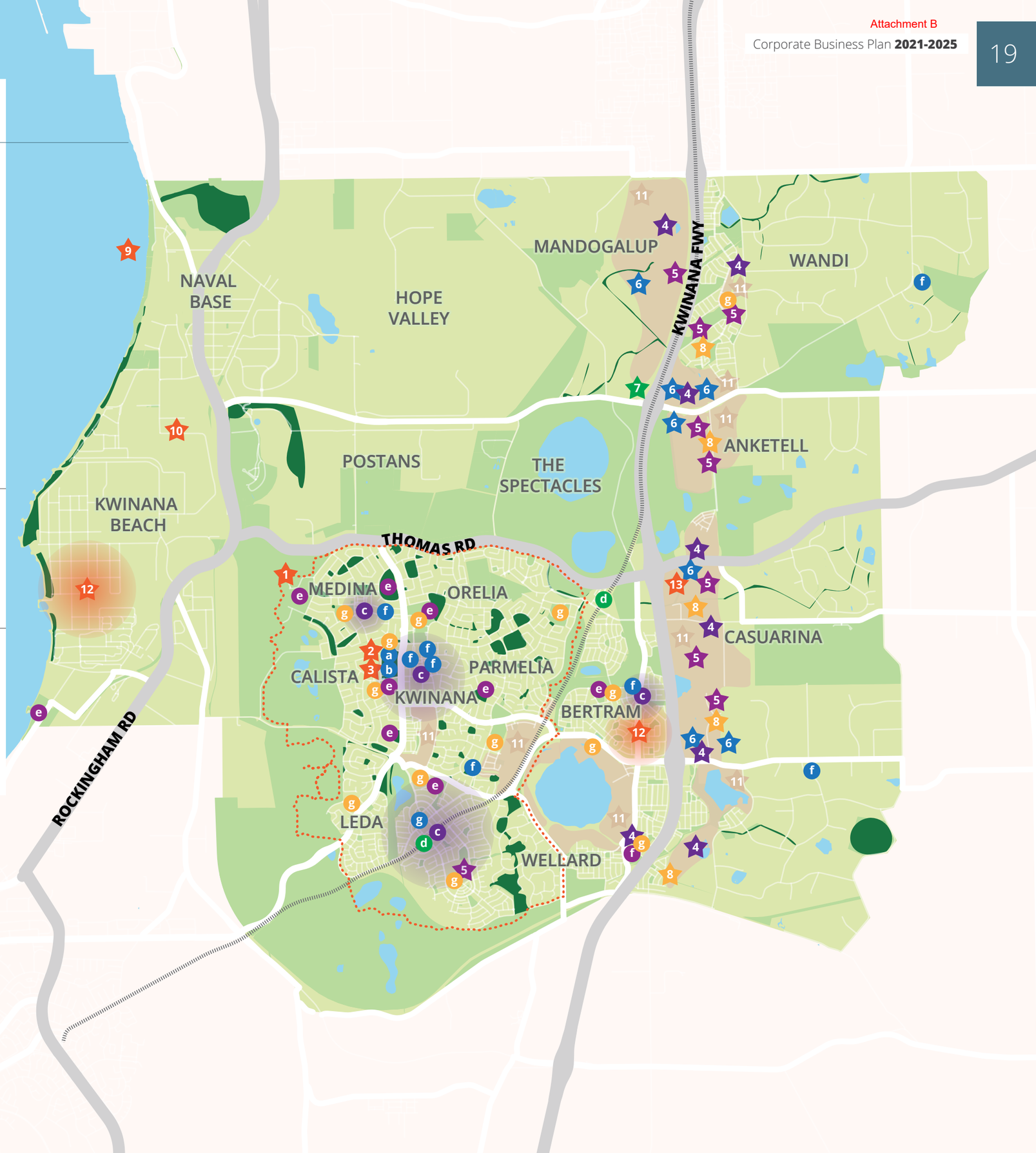
	Term
1 Kwinana Loop Trail Upgrade	Short
2 Mini Golf	Short
3 Junior Safety Bike Track	Short
4 Proposed Activity Centres	Short, Medium and Long
5 Proposed Recreation Facilities	Short, Medium and Long
6 Proposed Community Facilities	Short, Medium and Long
7 Proposed Train Station	Long
8 Proposed Schools	Long
9 Westport	Long
10 Waste to Energy Plant	Medium
11 Future Urban	Long
12 Planting Program	Short and Medium
13 Existing Projects - Service Commercial	

Key 'All of Kwinana' Projects:

	Term
Implementing the Safety and Crime Prevention Plan	Short, Medium and Long
Implementing the Local Planning Strategy	Short, Medium and Long
Implementing the Streetscape Strategy	Short, Medium and Long
Implementing the City Operations Annual Works Program	Short, Medium and Long

Existing Infrastructure:

- a Community Facilities – Kwinana Adventure Park
- b Community Facilities – The Edge Skatepark
- c Existing Activity Centres
- d Train Stations
- e Recreation Facilities
- f Community Facilities
- g Schools
- Local Parks
- Primary Roads
- Railway Line



How we will fund it

The implementation plan above has been aligned with our Long Term Financial Plan, the forecasts indicate how and when the City intends to fund certain activities.

STATEMENT OF FINANCIAL ACTIVITY/RATE SETTING STATEMENT (BY NATURE OR TYPE)

Note: figures are 000's

	2022 $	2023 $	2024 $	2025 $
Opening Funding Surplus (Deficit)	500	0	0	0
Revenue from operating activities				
Rates	42,035	43,991	46,001	48,066
Operating Grants, Subsidies & Contributions	6,895	6,976	7,073	7,185
Fees & Charges	12,975	12,389	12,574	12,800
Interest Earnings	689	690	692	693
Other Revenue	413	418	424	431
Revenue from operating activities	**63,008**	**64,465**	**66,764**	**69,175**
Expenditure from operating activities				
Employee Costs	(26,993)	(27,155)	(27,561)	(27,975)
Materials & Contracts	(24,704)	(24,909)	(25,278)	(25,658)
Utilities	(2,804)	(2,903)	(3,004)	(3,109)
Depreciation	(16,537)	(16,702)	(16,869)	(17,038)
Interest Expenses	(829)	(695)	(581)	(468)
Insurance Expenses	(614)	(622)	(630)	(640)
Other Expenditure	(312)	(316)	(320)	(324)
Expenditure from operating activities	**(72,793)**	**(73,301)**	**(74,244)**	**(75,214)**
Operating activities excluded from budget				
Add back Depreciation	16,537	16,702	16,869	17,038
Other non-cash movements	(2,957)	(424)	1,266	(364)
Amount attributable to operating activities	**3,795**	**7,442**	**10,656**	**10,635**
New Operating Proposals				
New Employment Expenses	(286)	(485)	(492)	(694)
New Service/Changes to Services Proposals	(864)	(788)	(686)	(725)
New Operating Proposals	(1,150)	(1,273)	(1,179)	(1,420)
Amount available for capital and other commitments	**3,145**	**6,169**	**9,477**	**9,216**
Investing activities				
Grants, Subsidies and Contributions	17,010	14,915	3,232	6,032
Proceeds from Self Supporting Loan	18	18	19	20
New / Upgrade Asset Expenditure	(18,313)	(15,008)	(2,805)	(5,447)
Renewal Asset Expenditure	(5,675)	(6,378)	(6,870)	(8,050)
Amount attributable to investing activities	**(6,961)**	**(6,453)**	**(6,424)**	**(7,445)**
Financing Activities				
Repayment of Debentures	(4,602)	(2,262)	(2,241)	(2,341)
Proceeds from New Debentures	2,500	0	0	0
Transfer to Reserves	(11,289)	(15,906)	(8,039)	(10,471)
Transfer from Reserves	17,207	18,452	7,226	11,041
Amount attributable to financing activities	**3,815**	**284**	**(3,053)**	**(1,771)**
Closing Funding Surplus (Deficit)	**0**	**0**	**0**	**0**

NEW OPERATING EXPENSES

Note: Figures are 000's

Directorate	Team	New Operating Item	2022 $	2023 $	2024 $	2025 $
Office of CEO						
	Contracts & Tenders					
		TechOne E-portal			56	16
	Economic Development					
		Joint Community and Economic Development Plan	20	40		
	Governance					
		Bi-annual Elections	110	56	56	57
		Internal Audit	45	46	46	47
	HRM					
		EBA Negotiations	25			26
		Classification Project	15			
		Legal Expenses	5	5	5	5
	Marketing & Communications					
		Community Perception Survey		32		33
City Infrastructure						
	Asset Management					
		Consultancy	90	78	46	52
	City Operations					
		New Estates	42	97	104	168
		Infra audit footpath defects		5	5	5
		Tactile renewal Project (Across the City)	10	10	10	10
		Road Patching Work (contractor cost)	10	10	12	15
		Bushland weed and condition mapping	20	20	21	
		New Natural Area Reserves	30	30	31	31
		Loop Trail maintenance			18	19
City Life						
	Community Engagement					
		Healthy Lifestyles Programs and Activities	68	69	69	71
		Reinstatement of Event budget	250	253	257	261
	Community Services					
		Program income		(1)	(3)	(4)
		Increase to hire fees	(55)	(60)	(66)	(72)
		Commission payable - Online booking system	32	35	37	39
	Family Daycare					
		Family Day Care Australia Conference	9			9
	Recquatic					
		Spin bike lease	6	6	6	6
		Room hire (once Stirling Skills lease has ceased)		(10)	(21)	(31)
		Standard Aquatic Membership - 15%, $10,500		(11)	(22)	(33)
		Junior Aquatic Membership - 5%, $6,500		(7)	(13)	(20)
		Premium Aquatic Membership 20%, $14,000		(14)	(29)	(44)
		Creche Memberships - 10%, $7,000		(7)	(14)	(22)
		Premium Recquatic Membership - 30%, $21000		(21)	(43)	(66)
		Standard Fitness Membership - 20%		(14)	(29)	(44)
		Court Hire		(3)	(7)	(10)

Directorate	Team	New Operating Item	2022 $	2023 $	2024 $	2025 $
City Development and Sustainability						
	Environmental Health Services					
		Energy Audits	10	10	10	10
		Revolving Energy Fund	7	7	7	7
		Feasibility Study 3rd bin		76		
		Waste Education Plan & Waste Plan Review				52
		Review of Public Health Plan			21	
		Review of the Mosquito and Midge Management Plan			5	
		Relief for staff	5	5	5	5
		SMRC Exit Costs	60			
		Reserve Funded	(60)	(76)		(52)
	Essential Services					
		DFES funding for Bushfire Risk Management Plan	(80)			
		Bushfire Risk Management Plan	80			
		LEMA's and Community Emergency Risk Management Plans				52
		Infringement & reporting system software subscription		11	11	11
City Business						
	Finance					
		GRV Valuation Year	85	86	87	89
		Incentives/Prize Draw	5	5	5	5
		Fair Value Asset Valuations	20			21
		Financial Management Review		20		
Grand Total			**864**	**788**	**686**	**725**



NEW WORKFORCE PLAN EXPENSES

Note: Figures are 000's

New positions	2022 $	2023 $	2024 $	2025 $
CITY DEVELOPMENT AND SUSTAINABILITY				
Building Control/Approvals				
Building Cadet	73	74	75	76
Building Surveyor	50			
Environmental Health Services				
(Existing) ENV8 Sustainability Officer	38	38	39	39
CITY LIFE				
Community Engagement				
Active Kwinana Program Officer	87	88	89	90
Community Services				
DCA 10 - Local Community Centre Staff				
DCA 8 - Local Community Centre Staff				
DCA 9 - Local Community Centre (large Scale)				
District A - Youth Centre				
District A & B Branch Library				
District A & B Dry Recreation Centre				
District B Community Centre Staff				
District B Youth Centre				
Local Community Centre/Clubroom District B (Wellard West)				
CITY INFRASTRUCTURE				
City Operations				
Technical Officer - Natural Areas	38	38	39	39
Supervisor Parks				
Mechanical Apprentice		41	42	43
Engineering Services				
ETO Traffic				97
ETO Design				97
ETO Project Management				
CITY BUSINESS				
IT				
Spatial Data Analyst		112	113	115
TechOne & HR Software Analyst		94	95	97
Grand Total	**286**	**485**	**492**	**694**

Occurring outside of 4 years but within the Strategic Community Plan span of 10 years

Occurring outside of 4 years but within the Strategic Community Plan span of 10 years

Occurring outside of 4 years but within the Strategic Community Plan span of 10 years

CAPITAL EXPENDITURE

Note: Figures are 000's

	Project Name	2022 $	2023 $	2024 $	2025 $
Renewal		**5,675**	**6,378**	**6,870**	**8,050**
Buildings		**1,120**	**921**	**1,139**	**1,668**
	Building Contingency	100	101	103	104
	Building Renewals	420	769	985	1,564
	Operations Centre Extension	550			
	Administration Building	50	51	51	
Bus Shelters		**18**	**22**	**26**	**30**
	Bus Shelters Renewal	18	22	26	30
Car Parks		**50**	**57**	**65**	**76**
	Car Park Renewal	50	57	65	76
Computing Infrastructure			**152**	**154**	**156**
	Corporate Business System Renewal - Transfer to Reserve		152	154	156
Drainage		**18**	**23**	**26**	**30**
	Drainage Renewals per Asset Management Plan	18	23	26	30
Footpaths		**110**	**136**	**153**	**177**
	Footpath Renewals	110	136	153	177
Furniture & Equipment		**20**	**152**	**46**	**82**
	Furniture and Fittings Renewal	20	20	21	21
	Recquatic - Furniture & Equipment renewal		101		
	Community Resource Centres Equipment Renewal			26	17
	Self Check outs		30		23
	Community resource centres plant and equipment renewal				21
Motor Vehicles		**350**	**354**	**359**	**365**
	Plant Replacement Program - Light Fleet	350	354	359	365
Parks & Reserves		**698**	**867**	**1,020**	**1,182**
	Public Open Space/Parks & Reserves Renewals	698	867	1,020	1,182
Roads		**2,834**	**3,277**	**3,443**	**3,865**
	MRRG Road Renewals and whether escalate funding	1,294	1,125	1,125	1,125
	Road Reseal Renewals - Roads to Recovery	480	498	498	498
	Muni Funded Road Renewals	1,060	1,654	1,820	2,242
Street Lighting		**19**	**24**	**28**	**33**
	Street Lighting Renewal per Asset Management Plan	19	24	28	33
Plant & Equipment		**439**	**393**	**410**	**386**
	Plant Replacement Program - Plant & Equipment	370	374	380	386
	Recquatic Plant renewal	27	19		
	Recquatic Equipment renewal	30		31	
	City Assist - Enclosures	12			
New/Upgrade		**18,313**	**15,008**	**2,805**	**5,447**
Buildings		**4,351**	**137**	**221**	**2,489**
	DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West			154	2,447
	DCA 9 - Local Sports Ground Clubroom - Honeywood	3,718			
	Operations Centre Extension	550			

	Project Name	2022 $	2023 $	2024 $	2025 $
	Administration Building	50	51	51	
	Rhodes Park Accessible Public Toilet		61		
	Solar & Efficiency Equipment	8	25	15	42
	Additional works around the Kwinana South VBFB	25			
Bus Shelters		**12**		**12**	
	Bus Shelters New	12		12	
Computing Infrastructure		**535**			
	Corporate Business System	455			
	City Website Redevelopment	Occurring outside of 4 years but within the Strategic Community Plan span of 10 years			
	Infringement System	80			
Drainage		**683**	**506**	**1,432**	**229**
	DCA 3 - Peel Sub P Drain - Anketell Sth & Casuarina			1,175	
	Drainage New	250		257	229
	DCA 1 - Stormwater Management Infrastructure	433			
	Drainage New - Tanson Road upgrade		506		
Footpaths		**1,032**	**536**	**499**	**281**
	Footpaths New				
	Gilmore Ave Shared path Construction - Chisham Ave to Wellard Rd			499	
	Gilmore Ave Shared path Construction - Thomas Rd to Chisham Ave	740			
	Parmelia Ave Shared path Construction - Sulphur Rd to Tunnicliffe St		536		
	Parmelia Ave Shared path Construction - Tunnicliffe St to Wellard Rd				281
	Footpaths New - Infrastructure Boost	292			
Land			**1,809**		
	DCA 2,3,4,5,6,7 - Branch Library Land		629		
	DCA 4,5 - Local Community Centre Land		393		
	DCA 4,5,6 - District Youth Centre Land		786		
Parks & Reserves		**985**	**11,879**	**498**	**2,301**
	Urban Tree Planting	255	187	190	193
	Streetscape Strategy	220	172	154	94
	Parks Upgrade Strategy	160	152	154	156
	DCA 2,3,4,5,6,7 - District Sporting Ground				1,858
	DCA 6 - Mandogalup Public Open Space		11,014		
	Kwinana Loop Trail Upgrade	350	354		
Roads		**10,540**	**101**	**103**	**104**
	Road & Path Upgrades - Infrastructure Boost	960			
	Black Spot Wellard Road & Henley Boulevard Pre-deflection	470			
	Traffic Management Projects	100	101	103	104
	DCA 3,4 - Thomas Road	9,010			
Street Lighting		**175**	**40**	**41**	**42**
	Challenger Ave Street light construction - Warner to Bertram Road	135			
	Street Lighting New	40	40	41	42
Grand Total		**23,988**	**21,386**	**9,675**	**13,497**



How we will manage our workforce

To continue to provide the best possible level of service to the community, we have identified five strategic priorities to develop our workforce. These priorities were developed to align with the community outcomes of the Strategic Community Plan and the community's vision for the City.

Our strategic priorities:

1. Aligned and active leadership
2. Right people right behaviour
3. All working together as one team
4. Empowered and effective teams
5. Systems and processes

After consideration of the City's new strategic direction, the City will instead focus on providing a consistent level of service without increasing staff levels where possible.

How we will manage our assets

The City's infrastructure assets represent a significant investment, over many generations. Millions of dollars are spent annually managing and maintaining this infrastructure, and it is imperative that we utilise the best management skills and practices to ensure related services are delivered economically and sustainably. To manage this, the City will implement and continuously monitor its Infrastructure Strategy.

This Infrastructure Strategy identifies how the City plans to transition from a traditional approach to providing infrastructure, where a small group of experts applied their knowledge within their own area of expertise to determine what needed to be done, to a collaborative and strategic approach across the whole organisation. This will ensure a well-informed understanding of stakeholder requirements obtained through appropriate engagement and will be supported by data-based analysis of asset condition and performance, and will result in the provision of appropriate and effective assets to the community in the most efficient means practicable.

The drive to improve the City's strategic management encompasses infrastructure and activities across the whole of the organisation. Specific initiatives associated with Infrastructure include (but is not limited to):

- Continue the development and implementation of best practise Asset Management Strategy and Framework aligned with ISO 55000.
- Develop and implement of a fit for purpose Project Management Framework and associated documentation
- Improved Health and Safety policy with respect to contractor engagement and management with respect to all works.
- Development and implementation of a Corporate Business Systems with regard to Asset Management and Project and Operational Management.
- Development of a Sporting and Recreation Plan
- Process development and documentation



These strategies will further inform our needs in both the short and longer term, and how we set our priorities in conjunction with affordability.

The City will seek to further clarify and define the requirements for service delivery as a separate function from asset management and project delivery, and allocate accountability and responsibility for those functions to specific roles within the organisation. It is envisaged this will give a sharper focus on ensuring appropriate service delivery supported by appropriate assets.

In the short term (0-5 years) the infrastructure strategy will strive to maintain the existing assets at the current Levels of Service (LoS) and address the known or identified major issues (e.g. high risk or regulatory compliance). However due to the chronic underfunding of asset renewals, the LoS will drop. During this time, non-urgent capital projects that are not likely to directly impact on the LoS in the short to medium term, should be prioritised or deferred.

In the medium term, (5-10 years) LoS will continue to drop, until we start investing enough to maintain the condition of assets.

In the longer term (10-15 years) with the forecast new investments, the decline in LoS will slow, until it stabilises in year 11, and slowly increases, on average, through the provision of new assets.

The Asset Sustainability Ratio shows current performance is at 22%, which is 68% below the required range of 90% to 100%. This is due to the City's proportion of expenditure on existing capital assets being insufficient when compared to the annual consumption of assets. As a consequence, the City is in effect asking future generations to fund the lifestyle of the current generation. The plan is to steadily increase renewal expenditure to improve the Asset Sustainability Ratio with a target of 80% within 10 years.



How we will manage risk

The implementation of any plan comes with risks, so the City has put measures in place to ensure that risks are managed effectively. The City's Risk Management Strategy outlines the City's approach to risk, which is aligned to the AS/NZS ISO 31000:2018 Risk Management - Guidelines.

The Risk Management Strategy confirms the City's commitment to improving its capability to identify and manage risks as an integral part of business practices.

The following risk management objectives have been identified for the City:

1. Minimise the occurrence of serious injury or loss of life
2. Protect assets and resources, including natural and cultural
3. Meet legislative and compliance requirements
4. Minimise legal liability
5. Minimise disruption to operations and services
6. Minimise financial loss, including through theft or fraud
7. Improve the City's governance, management capability and accountability; Ensure an effective response to critical incidents effecting services and operations
8. Effective emergency response and event recovery
9. Minimise potential damage to reputation

Risks are constantly monitored by the City and are reported to the Audit and Risk Committee every quarter.



The Destination – How will we know we are there

The City, in conjunction with the community, will review this plan once every two years using results gained from a bi-annual community perceptions survey. This will give life to the measures listed in this plan and provide an indication of the City's progress towards achieving the community's vision. In addition to the survey, the City will undertake the following reporting processes to keep the community informed:

- Quarterly Performance Report to Council
- Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media channels

The City will utilise community perception indicators as well as several business indicators to show the overall performance of the Strategic Community Plan (shown in the tables above). This will be achieved through a detailed community perceptions survey and recording of internal business performance indicators. The last Community Perceptions Survey was undertaken in 2020 to review the community's perception of City services, with the questions asked being specifically related to objectives the community had outlined in the formulation of the Strategic Community Plan. The results of this survey were used as guidance in prioritising areas for improvement and measuring the organisation's success towards the community's vision.

*Community satisfaction indicators with TBC as a current performance measure will receive a benchmark during the next community services and wellbeing surveys as MARKYT measure



Community Outcome	UN Sustainability Goal	Performance Measure	Current Performance (2020 unless specified)	Target	Frequency
1 A naturally beautiful environment that is enhanced and protected		Maintain community satisfaction with streetscapes	60%	1-10% variance	Every 2 Years
		Maintain community satisfaction with verge side bulk rubbish collections	67%	1-10% increase	Every 2 Years
		Improve community satisfaction with conservation, land and environmental management	60%	1-10% increase	Every 2 Years
		Maintain community satisfaction with efforts to adopt sustainable practices and	59%	1-10% increase	Every 2 Years
		Maintain community satisfaction with water resource management	59%	1-10% increase	Every 2 Years
		Maintain community satisfaction with general waste and recycling collection services	65%	1-10% increase	Every 2 Years
		Maintain community satisfaction with animal and pest control	58%	1-10% increase	Every 2 Years
		Maintain community satisfaction with management of food, health, noise pollution issues	56%	1-10% increase	Every 2 Years
		Increase percentage of green canopy coverage	8% (between 2016 and 2020)	9% (between 2020 and 2024)	Annual
		Decrease average household waste generated per year	1,204 kg/ hhl/year (2018/19)	1 % decrease per year	Annual
		Retain water-wise accreditation	Accredited	Accredited	Annual

Community Outcome	UN Sustainability Goal	Performance Measure	Current Performance (2020 unless specified)	Target	Frequency
2 A resilient and thriving economy and exciting opportunities		Improve community satisfaction with Economic Development – what the City is doing to attract investors, attract and retain businesses and create more job opportunities	48%	1-10% increase	Every 2 Years
		Improve community satisfaction with efforts to attract goods and services in the local area	TBC	1-10% increase	Every 2 Years
		Maintain community satisfaction with planning and building approvals	53%	1-10% variance	Every 2 Years
		Maintain community satisfaction with access to housing that meets community needs	64%	1-10% variance	Every 2 Years
		Maintain community satisfaction with how the industrial area is being developed	57%	1-10% variance	Every 2 Years
		Increase number of residents employed in the SW metro region	TBC	TBC	Annual
		Increase in number of new businesses locally	TBC	TBC	Annual
		Develop and adopt a Local Economic Development Strategy	N/A	Within 4 years	Annual
		Develop the Local Planning Strategy and adopt by WAPC	N/A	Within 4 years	Annual

Community Outcome	UN Sustainability Goal	Performance Measure	Current Performance (2020 unless specified)	Target	Frequency
3 Infrastructure and services that are affordable and contribute to health and wellbeing		Improve the Asset Consumption Ratio	77%	TBC	Annual
		Improve the Asset Sustainability Ratio	27%	80%	Annual
		Improve the Asset Renewal Funding Ratio	30%	TBC	Annual
		Improve the Operating Surplus Ratio	(0.20)	TBC	Annual
		Improve the Current Ratio or Working Capital Ratio	33%	TBC	Annual
		Improve the Debt Service Cover Ratio	234%	TBC	Annual
		Improve the Own Source Revenue Ratio	75%	TBC	Annual
		Maintain community satisfaction with road maintenance	64%	1-10% variance	Every 2 Years
		Maintain community satisfaction with traffic management on local roads	64%	1-10% variance	Every 2 Years
		Maintain community satisfaction with footpaths and cycleways	62%	1-10% variance	Every 2 Years
		Improve community satisfaction with playgrounds	TBC	1-10% increase	Every 2 Years
		Improve community satisfaction with parks and reserves	TBC	1-10% increase	Every 2 Years
		Improve community satisfaction with community centres	TBC	1-10% increase	Every 2 Years

Community Outcome	UN Sustainability Goal	Performance Measure	Current Performance (2020 unless specified)	Target	Frequency
4 A unique, vibrant and healthy City that is safe, connected and socially diverse		Improve community satisfaction with festivals, events	63%	1-10% increase	Every 2 Years
		Maintain community satisfaction with access to community grants and funding	55%	1-10% variance	Every 2 Years
		Maintain community satisfaction with access to health and wellbeing services, including mental health	52%	1-10% variance	Every 2 Years
		Maintain community satisfaction with access to services and facilities for people with a disability	58%	1-10% variance	Every 2 Years
		Maintain community satisfaction with community centres and facilities	67%	1-10% variance	Every 2 Years
		Maintain community satisfaction with facilities, services and care available for seniors	58%	1-10% variance	Every 2 Years
		Improve community satisfaction with cultural services	63%	1-10% increase	Every 2 Years
		Maintain community satisfaction with footpaths and cycleways	62%	1-10% variance	Every 2 Years
		Maintain community satisfaction with how local history is preserved and promoted	60%	1-10% variance	Every 2 Years
		Maintain community satisfaction with Kwinana Recquatic	74%	1-10% variance	Every 2 Years
		Maintain community satisfaction with library and information services	78%	1-10% variance	Every 2 Years
		Maintain community satisfaction with lighting of streets and public places	57%	1-10% variance	Every 2 Years

Community Outcome	UN Sustainability Goal	Performance Measure	Current Performance (2020 unless specified)	Target	Frequency
4 A unique, vibrant and healthy City that is safe, connected and socially diverse		Maintain community satisfaction with multiculturalism and racial harmony	56%	1-10% variance	Every 2 Years
		Improve community satisfaction with opportunities to take part in physical activity	62%	1-10% increase	Every 2 Years
		Improve community satisfaction with safety and security	42%	1-10% increase	Every 2 Years
		Improve community satisfaction with services and facilities for families	65%	1-10% increase	Every 2 Years
		Maintain community satisfaction with services and facilities for youth	66%	1-10% variance	Every 2 Years
		Maintain community satisfaction with sport and recreation facilities	67%	1-10% variance	Every 2 Years
		Improve community satisfaction with the area's character and identity	58%	1-10% increase	Every 2 Years
		Maintain community satisfaction with volunteer support and recognition	62%	1-10% variance	Every 2 Years
		Percentage of population participating in physical activity through City programs	TBC	TBC	Annual

Community Outcome	UN Sustainability Goal	Performance Measure	Current Performance (2020 unless specified)	Target	Frequency
5 Visionary leadership dedicated to acting for its community		Maintain community satisfaction with Council's leadership within the community	57%	1-10% variance	Every 2 Years
		Maintain community satisfaction with the City's vision for the future	44%	1-10% variance	Every 2 Years
		Maintain community satisfaction with how open and transparent Council processes are	50%	1-10% variance	Every 2 Years
		Maintain community satisfaction with the City providing reasons for its decisions and how residents' views have been taken into account	33%	1-10% variance	Every 2 Years
		Maintain community satisfaction with how the community is engaged about local issues	48%	1-10% variance	Every 2 Years
		Maintain community satisfaction with Elected members (the Councillors) having a good understanding of community needs	32%	1-10% variance	Every 2 Years
		Maintain community satisfaction with being informed about what's happening in the local area (including local issues, events, services and facilities)	62%	1-10% variance	Every 2 Years
		Maintain community satisfaction with the City's newsletter (The Spirit)	64%	1-10% variance	Every 2 Years
		Maintain community satisfaction with the City's social media presence (Facebook etc.)	58%	1-10% variance	Every 2 Years
		Maintain community satisfaction with the City's customer service	63%	1-10% variance	Every 2 Years
		Maintain community satisfaction with the City's website	62%	1-10% variance	Every 2 Years

Note: All community satisfaction measures are a MARKYT Performance Score. Community satisfaction indictors with TBC as a current performance measure will receive a benchmark during the next community services and wellbeing surveys as MARKYT measure

Performance Reporting

The City will review this plan every year. This will provide an indication of the City's progress towards achieving the community's vision. The City will also keep track of business performance measures internally and some of these measures are listed in this plan. City performance will be reported back to the community in the form of:

- A Bi-Annual Performance Report to Council
- The Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media channels



City of Kwinana

ADMINISTRATION

Cnr Gilmore Ave and Sulphur Rd,
Kwinana WA 6167
PO Box 21, Kwinana WA 6966

Telephone 9439 0200

customer@kwinana.wa.gov.au

www.kwinana.wa.gov.au

Attachment C

City of Kwinana

Long Term Financial Plan
2021-2041



Contents

Purpose of the Long Term Financial Plan 3
Financial Sustainability 4
Basis of Preparation 5
Plan Framework 5
Assumptions 5
Key Highlights 5
Overview 5
Council Services 6
Capital Expenditure 6
The Community's Capacity to Pay 7
Rates Strategy 8
Cashflows 8
Loan Borrowings 9
Key Financial Indicators 10
Financial Statements 12
Rate Setting Statement 12
New Operating Expenses 12
New Workforce Expenses 12
Capital Expenditure 12

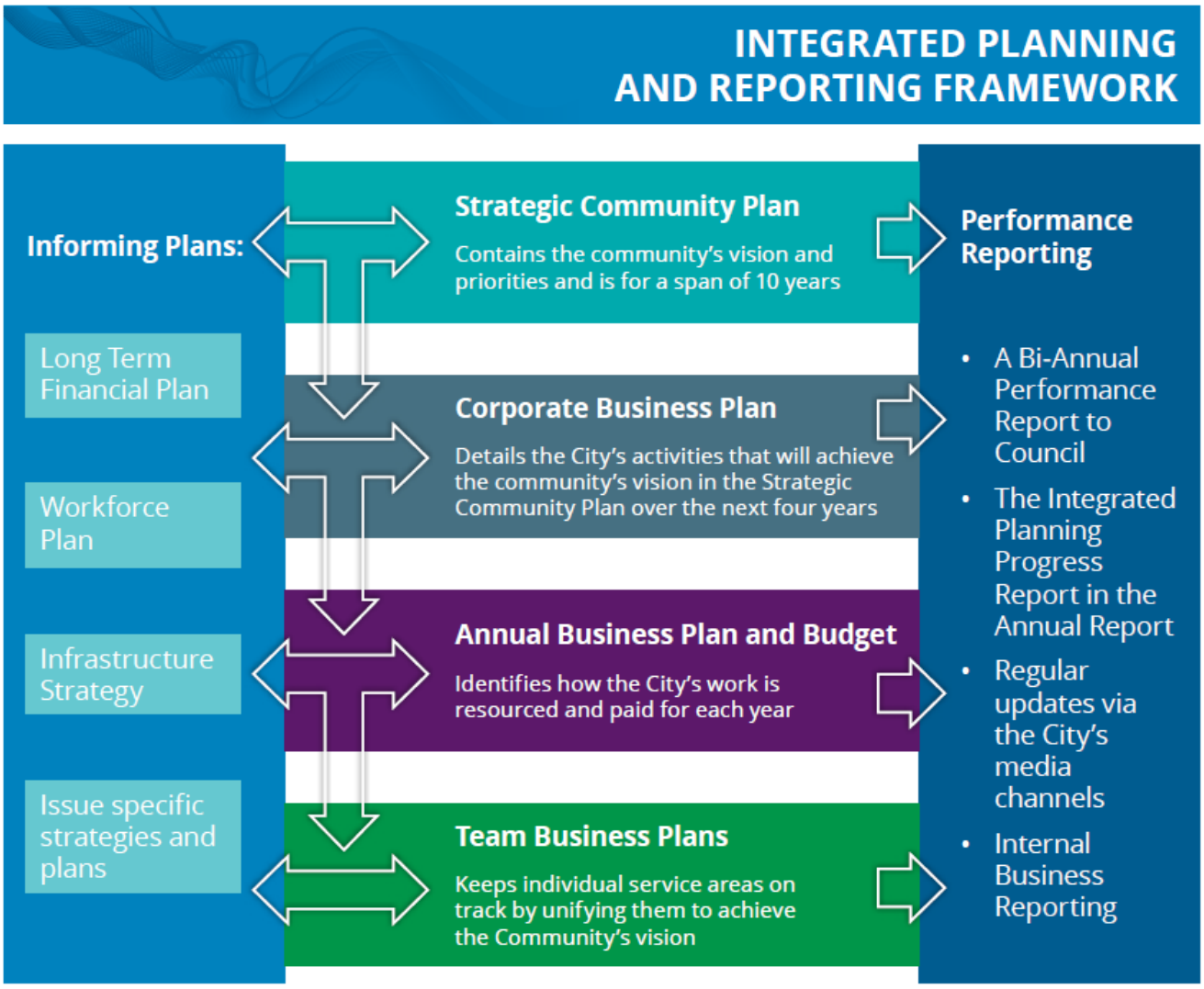
Purpose of the Long Term Financial Plan

The City of Kwinana's Long Term Financial Plan is an important financial tool for the City. The Long Term Financial Plan, in conjunction with the Strategic Community Plan, Corporate Business Plan, Asset Management Plans and Workforce Plan aim to achieve the City's goals and drive its vision of being "A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities".

The City will encounter many challenges and opportunities over the next 20 years. Significant changes in population levels and demographics bring with them changing community needs and expectations. This Long Term Financial Plan will play a critical role in providing the guidance that is required to assess the necessary funding requirements to afford capital replacement programs and new capital projects; deliver community services and programs; and the City's capacity to maintain overall financial sustainability.

Because of the nature of the estimates and assumptions made and the uncertainty of changes within the economy, the Long Term Financial Plan requires regular review and updating. This process involves input from management, Council and the community.

The below figure demonstrates the relationship the Long Term Financial Plan, as an informing strategy, has to the Strategic Community Plan and Corporate Business Plan.



Financial Sustainability

The Long Term Financial Plan helps ensure that the long term financial sustainability can be maintained while meeting the needs and expectations of our community. Therefore, the alignment between the financial information in the Long Term Financial Plan and the community priorities in the Strategic Community Plan is paramount.

This plan, whilst ensuring the financial sustainability of the City overall, also directly achieves outcomes and strategic objectives in the Strategic Community Plan.

Strategic Community Plan Vision	
A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities	
Outcome	**Strategic Objective**
3 Infrastructure and services that are affordable and contribute to health and wellbeing	3.1 Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community
5 Visionary leadership dedicated to acting for its community	5.1 Model accountable and ethical governance, strengthening trust with the community

In December 2019, the Auditor General issued an opinion on the City's 2018/2019 annual financial statements that there were significant adverse trends in the financial position of the City. Specifically, the current ratio, the asset sustainability ratio and the operating surplus ratio had been below industry standard for the prior three years.

In March 2020, the City had to contend with the impact of the COVID-19 pandemic. The adopted Long Term Financial Plan at the time, had to be reworked to reduce the burden on the community and adopt a budget for 2020/2021 with no increase to rates revenue or fees and charges. Whilst there was a slight improvement to the ratios last financial year, the challenge of preparing the current Long Term Financial Plan was to show that the City could reach the target ratios.

The City of Kwinana Council were engaged in regard to the implementation of improving of the Asset Sustainability Ratio and the Operating Surplus Ratio. The ratios are complementary, in that improving one ratio, results in the improvement of the other. Because the asset sustainability was below the standard, the decision was made to gradually work towards increasing the ratios to reach the required level over 10 to 12 years.

Basis of Preparation

The Long Term Financial Plan provides the basis for the preparation of the annual budget. It also reflects the known impacts of projects included in the Strategic Community Plan, Corporate Business Plan, Asset Management Strategy and issue specific strategies and plans such as the Community Infrastructure Plan.

Plan Framework

The Long Term Financial Plan has been prepared under the following guidelines

- Supports the Strategic Community Plan
- Maintains a balanced budget throughout (i.e. zero surplus)
- Improving the asset sustainability ratio to a minimum 80% within 10-12 years
- Continues to maintain the current level of service currently provided to the community

Assumptions

In preparing the Long Term Financial Plan, limited forecast indexes were available due to the effects of COVID. The following assumptions and variables have been applied:

- Unless otherwise indicated through new proposals, service delivery levels are maintained at current levels.
- All income and expenditures throughout the Long Term Financial Plan have been escalated based on relevant index rates
- Population growth of 2% for the first 4 years and reducing to 1% for the remainder of the plan
- Rate increase of 2% for the first year, increasing to 2.75% for the remaining life of the plan.
- Superannuation Guarantee budgeted at 12.5% for the next 4 years, increasing to 13% for the life of the plan. This takes into account the City of Kwinana's EBA to match employee contributions.
- Salaries have been budgeted at 1.5%
- Perth Consumer Price Index (CPI) and Local Government Cost Index (LGCI) have been estimated conservatively and used for the remainder of the costs.

Key Highlights

Overview

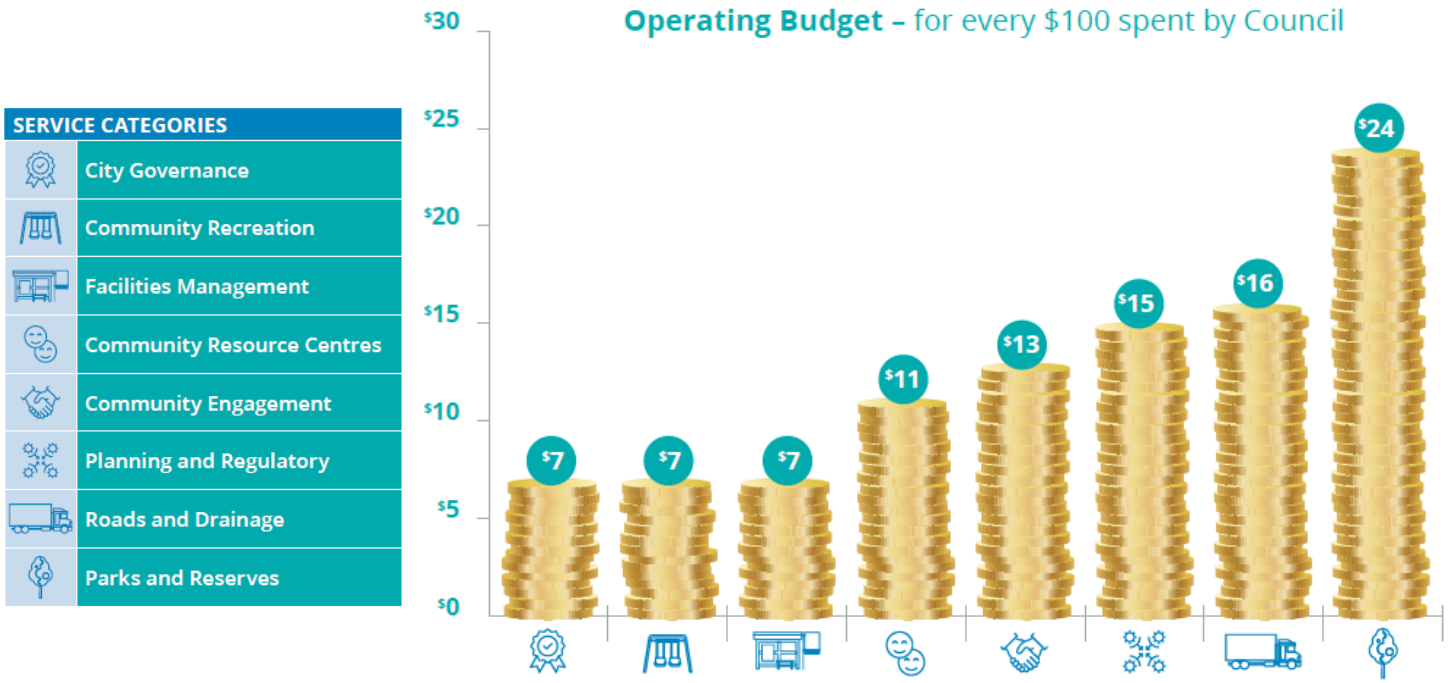
The major initiatives and projects contained within the Long Term Financial Plan include:

- Kwinana Loop Trail upgrade
- City Operations building upgrade/extension
- Tree planting across the City
- Increasing the shared pathways linking the City
- Corporate Business System implementation

- Implementation of the Community Infrastructure Plan
- Implementation of Kwinana Active strategy
- Increasing the Events budget to pre-COVID levels
- Increase in revenue forecasts for Recquatic and hireable spaces
- New bushland reserves
- New parks

Council Services

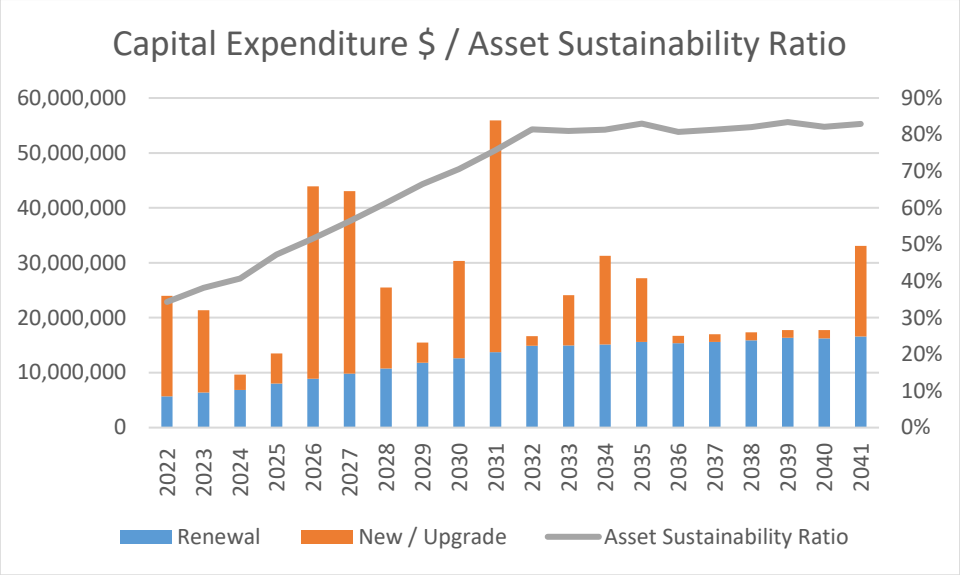
The rates received by the City go towards providing a variety of services for the Community and activating our Strategic Community Plan requires readjusting our budget to the areas of priority. The table below indicates broadly how we will spend our budget for the first year of the plan.

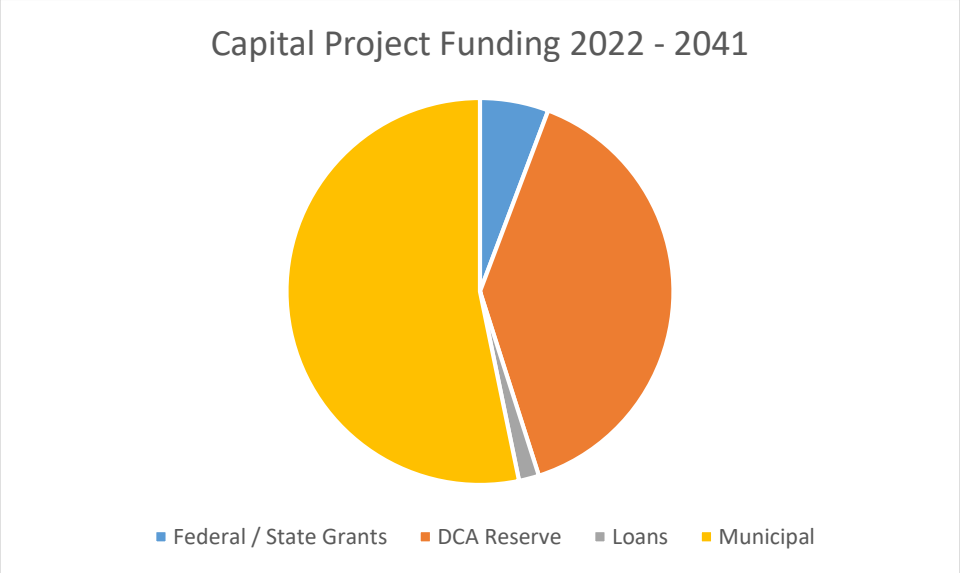


Capital Expenditure

The City's Asset Management Strategy and Plans detail information about our assets and define the services to be provided. There are a number of new projects planned over the next 20 years, as well as significant investment in the renewal of our existing assets. As per the City's aim to be financially sustainable, more than half of our capital expenditure over the next 20 years will be spent on renewal projects. With this approach, the City will achieve the goal of an 80% asset sustainability ratio by 2032.

A significant portion of new projects to be undertaken over the next 15 years will be funded by the Developer Contribution scheme. Funds are collected upon each new sub division and put aside in Reserve (DCA Reserve). Once the community need for each project is determined, the new infrastructure items can be constructed, using the funds collected.





The Community's Capacity to Pay

The City understands that imposing rate increases to a community that can't afford them is unsustainable. The City's intention is to keep rate increases as low as possible, while maintaining the same level of service to its residents.

Although the City has indicated minimal rate increases as part of this plan, there are measures in place to ensure that members of the community are not impacted as much as they could be. These are:

- Hardship Policy
- Rates Deferrals – Pensioners
- Variety of payment options
- Direct debit arrangements with no administration fee

Rates Strategy

Council's rating strategy takes into consideration the key values contained within *Rating Policy Differential Rates (s.6.33) March 2016* released by the then Department of Local Government and Communities being:

- Objectivity;
- Fairness and Equity;
- Consistency;
- Transparency and Administrative Efficiency.

As part of the budget deliberations for the 2018/2019 adopted budget, Council commenced a five-year plan to reduce the number of rating categories to ensure the City is meeting the values set out for differential rating. The first stage occurred as part of the 2018/2019 budget, and continued as planned in 2019/2020. The harmonisation process was paused for the 2020/2021 budget due to COVID and the City's commitment to freeze rate revenue collected. However, the strategy will continue with the adoption of the 2021/2022 budget and the harmonisation process will be complete by 2024/25. The table below shows the categories remaining at the end of the harmonisation strategy implementation.

Current Rating Category 2020/2021	Proposed Rating Category by 2023/24
Gross Rental Value (GRV)	
Improved Residential	Improved Residential
Improved Special Residential	Improved Residential
Vacant Residential	Vacant
Vacant Non-Residential	Vacant
Improved Commercial and Industrial	Improved Commercial and Industrial
Unimproved Value (UV)	
General Industry	General Industry
Rural	Rural
Mining and Industrial	Mining and Industrial

As part of the annual budget deliberations, the City will review each rate category and where possible, attempt for the rate in the dollars to close the gap with the least financial impact in doing so. For example, this may mean that the Improved Residential rate in the dollar decreases while the Improved Special Residential rate in the dollar increases, therefore reducing the percentage increase of the Improved Special Residential rate category over the five years to meet the Improved Residential rate category.

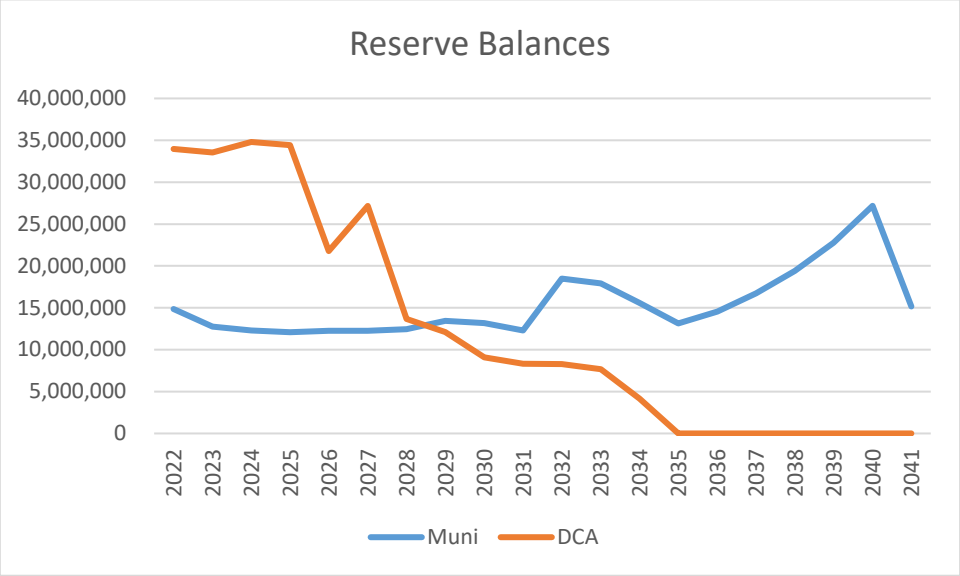
Cashflows

The Long Term Financial Plan sets out to achieve a "balanced budget". This occurs when the municipal closing surplus/(deficit) is nil. This means that the municipal funds available at the end of each financial year is zero, with the exception of cash held in reserve funds which are set aside for a particular purpose.

The Long Term Financial Plan commences with an opening reserve fund cash balance of $54.7 million, which is gradually depleted to fund capital projects over the life of the Long Term Financial Plan. The graph below shows the two types of Reserves Funds the City manages. Municipal Reserves are those that the City determine the use of, putting money away for specific purposes to be used in the future.

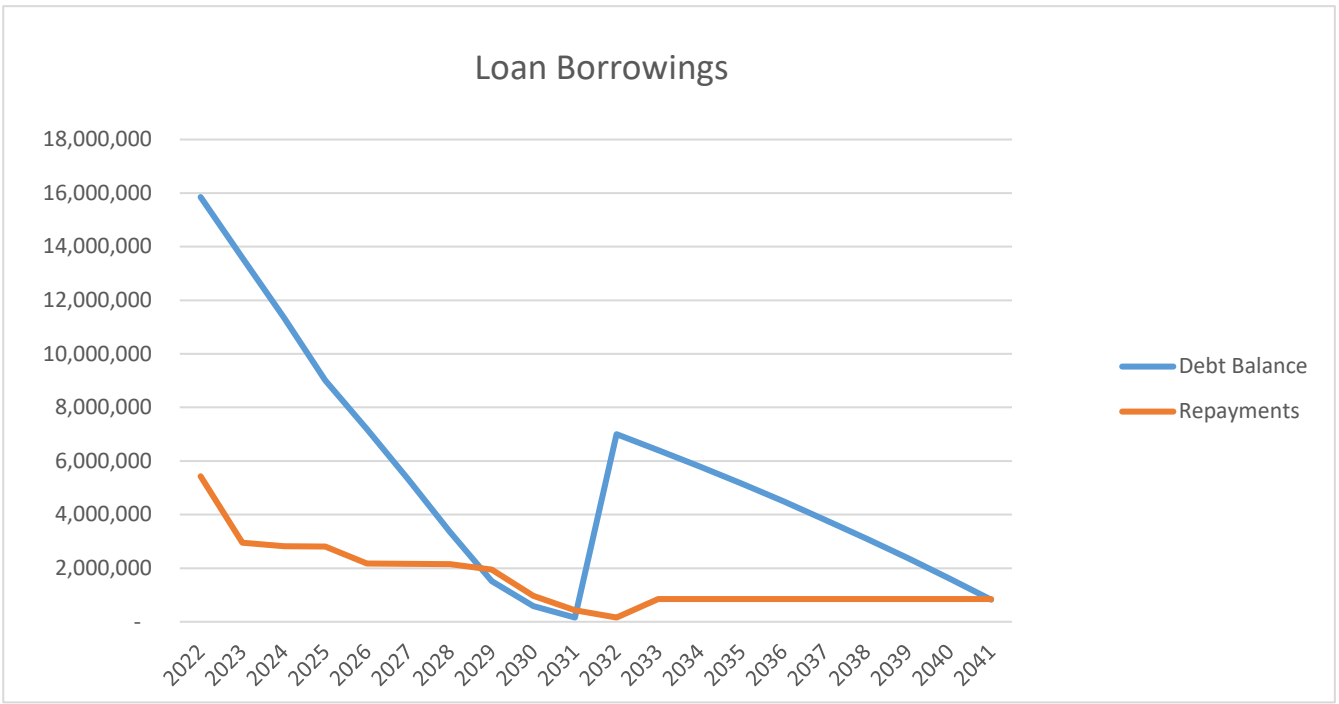
Reserves are established for the purpose of setting aside funds in current and past years to assist in funding future projects/services (reserve purpose). Transferring funds to reserves ensures the community who are benefiting now, will contribute to funding the purpose into the future. Having reserves eases the financial impact of a community when a project is required to be funded in one year due to funds being collected over a period of time.

Developer Contribution Reserves (DCA Reserves) hold monies collected from new developments and go towards funding the infrastructure required to support the community as it grows. The current Long Term Financial Plan shows the City building all required infrastructure by 2035.



Loan Borrowings

The City invests in capital expenditure that benefits inter-generations. As such, loan borrowings are sometimes the most equitable finance option to fund capital expenditure. This Long Term Financial Plan sees the City refinancing an existing interest only loan in 2022, committing to repay within 10 years. Then in 2032, using borrowings to fund the upgrade of the Recquatic, again repaying the debt over 10 years. By the end of the 20 year plan, the City does not plan on having any outstanding debt.



Key Financial Indicators

Operating Surplus Ratio

The Operating Surplus Ratio is a measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes.

If a local government consistently achieves a positive operating surplus ratio and has soundly based long term financial plans showing that it can continue to do so in future, having regard to asset management and the community's service level needs, then it is considered financially sustainable.

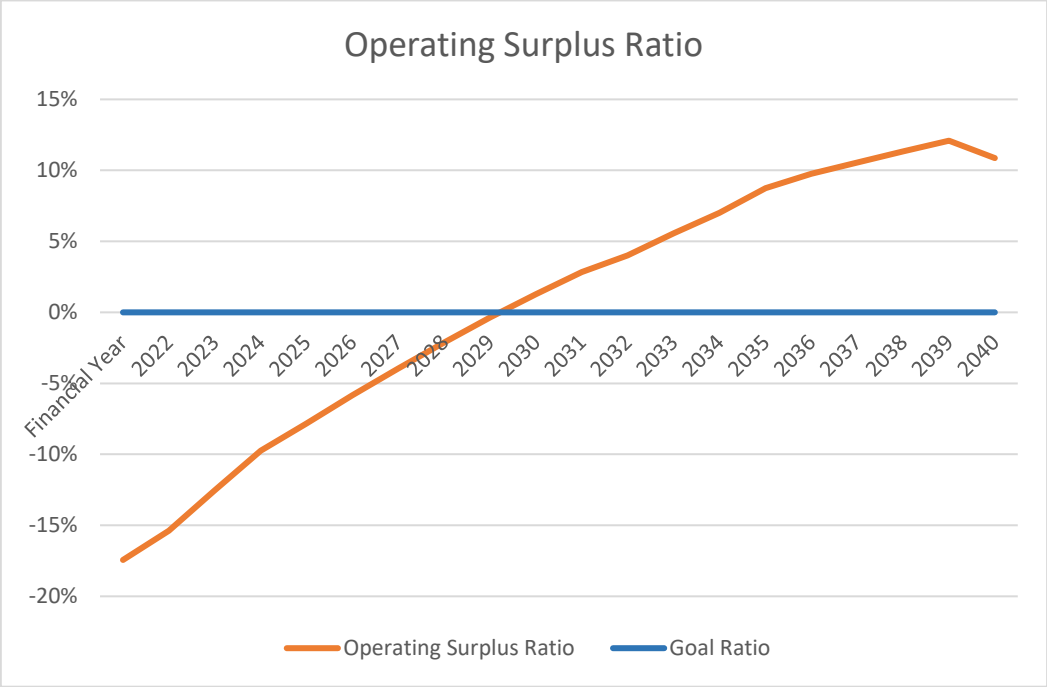
A positive ratio indicates the percentage of total own source revenue available to help fund proposed capital expenditure, transfer to cash reserves or to reduce debt. A negative ratio indicates the percentage increase in total own source revenue (principally rates) that would have been required to achieve a break-even operating result.

Target

The standards set by the Department of Local Government, Sports and Cultural Industries (DLGSC) is that the basic standard is between 1% and 15% (0.01 and 0.15) and the advanced standard is greater than 15% (>0.15).

Commentary

The City has not performed well with this ratio in the past. When undertaking this Long Term Financial Plan, the City needed to show how it could improve this ratio. By addressing the asset sustainability ratio and increasing renewal expenditure, the Operating Surplus Ratio also increases.



Asset Sustainability Ratio

The Asset Sustainability Ratio expresses capital expenditure on renewal and replacement of existing assets as a percentage of depreciation costs. It is used to identify any potential decline or improvement in asset conditions. A percentage of less than 100% on an ongoing basis indicates assets may be deteriorating at a greater rate than spending on renewal or replacement.

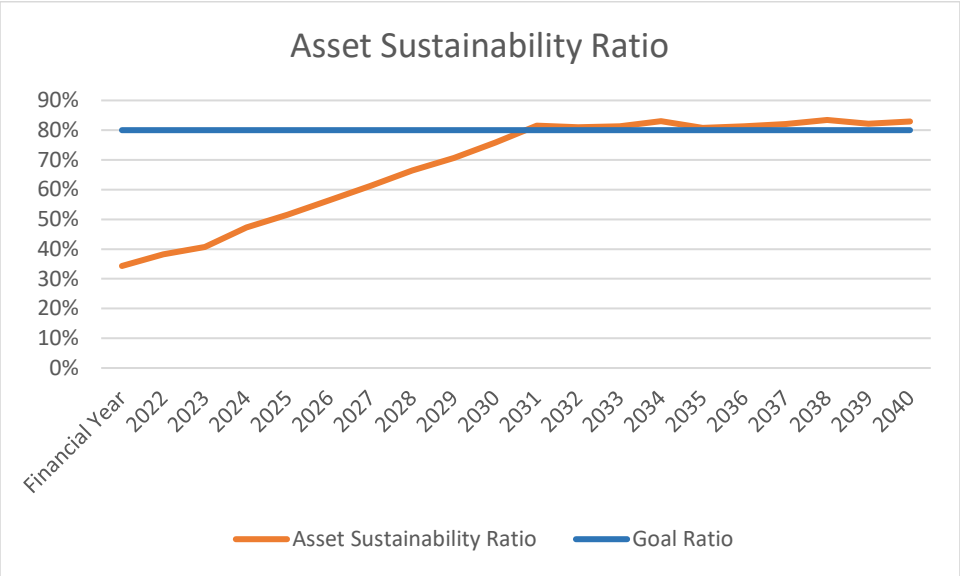
Target

The standards set by DLGSC is that the basic standard is met if the ratio can be measured and is 90% (0.90) and the improving standard is met if the ratio is between 90% and 110% (0.90 and 1.10).

However, the City has set its target to be 80% with the aim of achieving this within the next 10-12 years.

Commentary

The City has consistently returned a lower than standard asset sustainability ratio for many years, due to underspending on the renewal of its assets. One of the focuses of undertaking this review of the Long Term Financial Plan was to improve the Asset Sustainability Ratio. It is important that the City increase their renewal expenditure to ensure that its assets remain in good condition.



Debt Service Coverage Ratio

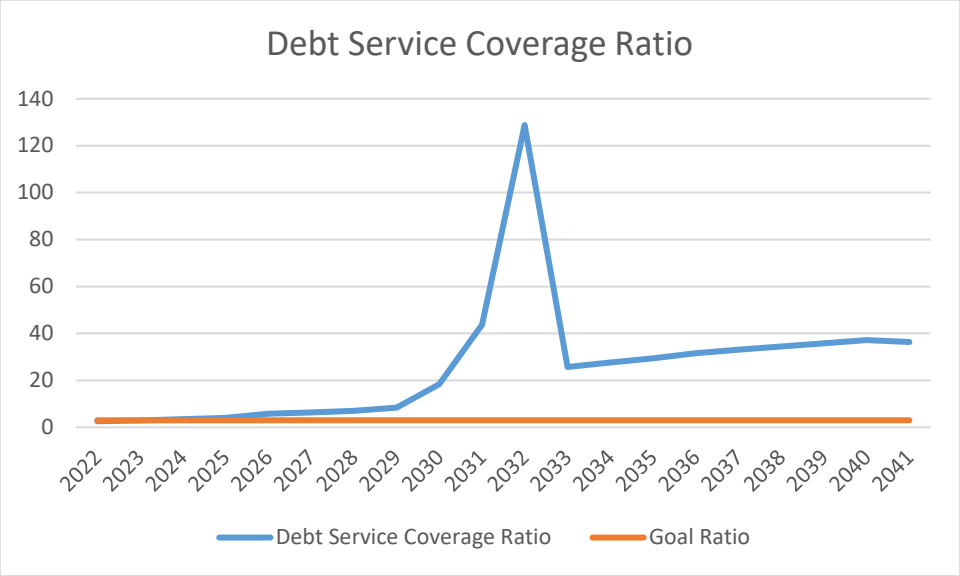
The Debt Service Coverage Ratio represents a local government's ability to produce enough cash to cover its debt payments.

Target

The standards set by DLGSC is that the basic standard is met if the ratio can be measured and is greater than 2.00 (200%) and the advanced standard is met if the ratio is greater than 5.00 (500%).

Commentary

The City is within the Department's target for the course of the Long Term Financial Plan. All borrowings are repaid by 2032, but with a new loan scheduled also for that year. The City has capacity to borrow further, but with consideration to be given to all ratios.



Financial Statements

Rate Setting Statement

New Operating Expenses

New Workforce Expenses

Capital Expenditure

Statement of Financial Activity / Rate Setting Statement
(By Nature or Type)
Note figures are 000's

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
	$	$	$	$	$	$	$	$	$	$	$	$	$	$	$	$	$	$	$	$
Opening Funding Surplus (Deficit)	**500**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Revenue from operating activities																				
Rates	42,035	43,991	46,001	48,066	49,888	51,760	53,683	55,659	57,690	59,776	61,920	64,123	66,386	68,712	70,930	73,026	74,986	76,986	79,026	81,106
Operating Grants, Subsidies & Contributions	6,895	6,976	7,073	7,185	7,313	7,457	7,603	7,752	7,905	8,060	8,218	8,380	8,545	8,713	8,885	9,060	9,238	9,420	9,606	8,822
Fees & Charges	12,975	12,389	12,574	12,800	13,030	13,290	13,556	13,827	14,103	14,384	14,672	14,965	15,263	15,568	15,879	16,196	16,520	16,850	17,186	17,537
Interest Earnings	689	690	692	693	695	698	701	704	708	712	716	720	725	729	733	738	742	747	751	756
Other Revenue	413	418	424	431	439	448	456	466	475	484	494	504	514	524	535	546	556	568	579	599
Revenue from operating activities	**63,008**	**64,465**	**66,764**	**69,175**	**71,365**	**73,652**	**75,999**	**78,408**	**80,880**	**83,417**	**86,021**	**88,692**	**91,433**	**94,247**	**96,962**	**99,565**	**102,043**	**104,570**	**107,148**	**108,820**
Expenditure from operating activities																				
Employee Costs	(26,993)	(27,155)	(27,561)	(27,975)	(28,518)	(28,951)	(29,391)	(29,838)	(30,291)	(30,751)	(31,219)	(31,693)	(32,175)	(32,664)	(33,073)	(33,575)	(34,086)	(34,604)	(35,130)	(36,134)
Materials & Contracts	(24,704)	(24,909)	(25,278)	(25,658)	(26,090)	(26,580)	(27,087)	(27,614)	(28,149)	(28,693)	(29,262)	(29,855)	(30,384)	(30,988)	(31,252)	(31,884)	(32,529)	(33,188)	(33,859)	(35,067)
Utilities	(2,804)	(2,903)	(3,004)	(3,109)	(3,218)	(3,331)	(3,447)	(3,568)	(3,693)	(3,822)	(3,956)	(4,094)	(4,238)	(4,386)	(4,539)	(4,698)	(4,863)	(5,033)	(5,209)	(5,391)
Depreciation	(16,537)	(16,702)	(16,869)	(17,038)	(17,208)	(17,381)	(17,554)	(17,730)	(17,907)	(18,086)	(18,267)	(18,450)	(18,634)	(18,821)	(19,009)	(19,199)	(19,391)	(19,585)	(19,781)	(19,978)
Interest Expenses	(829)	(695)	(581)	(468)	(358)	(278)	(195)	(110)	(36)	(10)	(2)	(260)	(238)	(215)	(192)	(167)	(142)	(116)	(88)	(60)
Insurance Expenses	(614)	(622)	(630)	(640)	(652)	(665)	(678)	(692)	(706)	(720)	(734)	(749)	(764)	(779)	(795)	(811)	(827)	(843)	(860)	(890)
Other Expenditure	(312)	(316)	(320)	(324)	(330)	(336)	(342)	(348)	(355)	(362)	(368)	(375)	(382)	(389)	(397)	(404)	(412)	(419)	(427)	(441)
Expenditure from operating activities	**(72,793)**	**(73,301)**	**(74,244)**	**(75,214)**	**(76,374)**	**(77,521)**	**(78,696)**	**(79,899)**	**(81,137)**	**(82,444)**	**(83,808)**	**(85,475)**	**(86,814)**	**(88,242)**	**(89,255)**	**(90,738)**	**(92,249)**	**(93,788)**	**(95,355)**	**(97,963)**
Operating activities excluded from budget																				
Add back Depreciation	16,537	16,702	16,869	17,038	17,208	17,381	17,554	17,730	17,907	18,086	18,267	18,450	18,634	18,821	19,009	19,199	19,391	19,585	19,781	19,978
Other non-cash movements	(2,957)	(424)	1,266	(364)	(12,676)	(4,725)	(3,356)	(1,561)	(3,017)	(794)	(24)	(604)	(3,516)	(4,212)	(0)	(0)	(0)	(0)	(0)	(0)
Amount attributable to operating activities	**3,795**	**7,442**	**10,656**	**10,635**	**(477)**	**8,786**	**11,502**	**14,678**	**14,633**	**18,266**	**20,455**	**21,062**	**19,738**	**20,614**	**26,715**	**28,026**	**29,185**	**30,367**	**31,574**	**30,836**
New Operating Proposals																				
New Employment Expenses	(286)	(485)	(492)	(694)	(807)	(1,178)	(1,298)	(1,317)	(2,660)	(3,575)	(4,345)	(4,410)	(5,510)	(5,592)	(5,676)	(5,762)	(5,848)	(5,936)	(6,025)	(6,195)
New Service/Changes to Services Proposals	(864)	(788)	(686)	(725)	(770)	(556)	(622)	(642)	(1,743)	(2,237)	(2,364)	(2,557)	(3,310)	(3,594)	(3,506)	(3,674)	(3,870)	(3,810)	(3,903)	(4,010)
New Operating Proposals	**(1,150)**	**(1,273)**	**(1,179)**	**(1,420)**	**(1,577)**	**(1,734)**	**(1,920)**	**(1,959)**	**(4,403)**	**(5,812)**	**(6,709)**	**(6,968)**	**(8,820)**	**(9,186)**	**(9,183)**	**(9,435)**	**(9,718)**	**(9,745)**	**(9,927)**	**(10,205)**
Amount available for capital and other commitments	**3,145**	**6,169**	**9,477**	**9,216**	**(2,054)**	**7,052**	**9,582**	**12,718**	**10,230**	**12,454**	**13,746**	**14,095**	**10,918**	**11,427**	**17,533**	**18,590**	**19,466**	**20,622**	**21,646**	**20,631**
Investing activities																				
Grants, Subsidies and Contributions	17,010	14,915	3,232	6,032	35,298	33,123	14,643	4,060	17,766	42,170	2,244	9,422	15,135	9,758	1,248	1,248	1,248	1,248	1,248	1,248
Proceeds from Self Supporting Loan	18	18	19	20	20	21	22	22	23	24	25	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
New / Upgrade Asset Expenditure	(18,313)	(15,008)	(2,805)	(5,447)	(35,056)	(33,232)	(14,723)	(3,725)	(17,715)	(42,221)	(1,789)	(9,148)	(16,139)	(11,575)	(1,361)	(1,372)	(1,416)	(1,428)	(1,473)	(16,525)
Renewal Asset Expenditure	(5,675)	(6,378)	(6,870)	(8,050)	(8,884)	(9,801)	(10,764)	(11,785)	(12,647)	(13,709)	(14,884)	(14,942)	(15,153)	(15,626)	(15,354)	(15,615)	(15,911)	(16,339)	(16,254)	(16,564)
Amount attributable to investing activities	**(6,961)**	**(6,453)**	**(6,424)**	**(7,445)**	**(8,621)**	**(9,889)**	**(10,822)**	**(11,428)**	**(12,573)**	**(13,736)**	**(14,404)**	**(14,668)**	**(16,157)**	**(17,443)**	**(15,467)**	**(15,740)**	**(16,079)**	**(16,519)**	**(16,479)**	**(31,841)**
Financing Activities																				
Repayment of Debentures	(4,602)	(2,262)	(2,241)	(2,341)	(1,815)	(1,885)	(1,958)	(1,839)	(929)	(426)	(157)	(591)	(613)	(636)	(659)	(684)	(709)	(735)	(762)	(791)
Proceeds from New Debentures	2,500	0	0	0	0	0	0	0	0	0	7,000	0	0	0	0	0	0	0	0	0
Transfer to Reserves	(11,289)	(15,906)	(8,039)	(10,471)	(28,306)	(34,985)	(18,767)	(10,992)	(23,933)	(51,548)	(9,530)	(15,663)	(23,364)	(17,724)	(13,502)	(14,669)	(16,046)	(17,463)	(18,641)	(2,184)
Transfer from Reserves	17,207	18,452	7,226	11,041	40,796	39,707	21,964	11,540	27,204	53,256	3,346	16,827	29,216	24,375	12,096	12,502	13,367	14,095	14,236	14,186
Amount attributable to financing activities	**3,815**	**284**	**(3,053)**	**(1,771)**	**10,675**	**2,838**	**1,240**	**(1,291)**	**2,343**	**1,282**	**658**	**573**	**5,239**	**6,015**	**(2,065)**	**(2,850)**	**(3,388)**	**(4,103)**	**(5,167)**	**11,211**
Closing Funding Surplus (Deficit)	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

New Operating Expenses

Note: Figures are 000's

Directorate	Team	New Operating Item	2022 $	2023 $	2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	2030 $	2031 $	2032 $	2033 $	2034 $	2035 $	2036 $	2037 $	2038 $	2039 $	2040 $	2041 $
Office of CEO																						
	Contracts & Tenders																					
		TechOne E-portal			56	16	16	16	17	17	17	18	18	18	19	19	19	20	20	21	21	21
	Economic Development																					
		Economic Development Strategy and Review						11				23				13				27		
		Joint Community and Economic Development Plan	20	40										49								
	Governance																					
		Bi-annual Elections	110	56	56	57	58	60	61	62	63	64	66	67	68	70	71	73	74	76	77	79
		Internal Audit	45	46	46	47	48	49	50	51	52	53	54	55	56	57	58	59	61	62	63	64
	HRM																					
		EBA Negotiations	25			26			28			29			31			33			35	
		Classification Project	15																			
		Legal Expenses	5	5	5	5	5	5	6	6	6	6	6	6	6	6	6	7	7	7	7	7
	Marketing & Communications																					
		Community Perception Survey		32		33		35		36		37		39		41		42		44		46
City Infrastructure																						
	Asset Management																					
		Consultancy	90	78	46	52	146	32	55	59	121	117	45	85	174	48	71	66	151	62	70	125
	City Operations																					
		New Estates	42	97	104	168	207	102	135	58	140	60	35	12	82	52	16	13	13	14	14	14
		Infra audit footpath defects		5	5	5	5	5	6			6	6			6	6			7	7	
		Tactile renewal Project(Across the City)	10	10	10	10	11															
		Road Patching Work(contractor cost)	10	10	12	15	17	19	22	25	28	30										
		Bushland weed and condition mapping	20	20	21																	
		New Natural Area Reserves	30	30	31	31	32	32	33	34	34	35	36	37	37	38	39	40	40	41	42	43
		Loop Trail maintenance			18	19	19	19	20	20	21	21	22	22	22	23	23	24	24	25	25	26
City Life																						
	Community Centres																					
		DCA 10 - Local Community Centre Casuarina/Anketell									129	132	135	137	140	143	146	149	152	155	158	161
		DCA 10 - Local Sporting Ground with Facility Building - Casuarina/Anketell									9	18	18	18	19	19	19	20	20	21	21	21
		DCA 10 - Local Sporting Ground with Clubroom - Casuarina/Anketell													38	77	78	80	82	83	85	87
		DCA 10,11,12,13 - District B Community Centre													191	389	397	404	413	421	429	438
		DCA 10,11,12,13 - District B Youth Centre													153	311	317	324	330	337	344	350
		DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West						162	166	169	172	176	179	183	187	190	194	198	202	206	210	214
		DCA 14 - Local Sporting Ground with Facility Building - Wellard Village Primary School								8	17	18	18	18	19	19	19	20	20	21	21	21
		DCA 8 - Local Community Centre - Mandogalup									65	132	135	137	140	143	146	149	152	155	158	161
		DCA 8 - Local Sporting Ground with Facility Building - Mandogalup						8	17	17	17	18	18	18	19	19	19	20	20	21	21	21
		DCA 8,9 - District A Youth Centre											293	299	305	311	317	324	330	337	344	350
		DCA 8,9,10,11,12,13 - Branch Library (serves Districts A & B)									661	674	687	701	715	729	744	759	774	789	805	821
		DCA 8,9,10,11,12,13 - Hard Court Clubrooms (District A & B)												49	99	101	103	105	107	109	111	114
		DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)										525	536	547	557	569	580	592	603	615	628	640
		DCA 9 - Local Sporting Ground with Facility Building (Wandi Highschool Site)									9	18	18	18	19	19	19	20	20	21	21	21
		DCA 9 - Local Sporting Ground with Facility Building (Treeby Rd)								8	17	18	18	18	19	19	19	20	20	21	21	21
		DCA 9 - Local Sports Ground Clubroom - Honeywood																				
		District C Sporting Ground Medina Oval Redevelopment (Not DCA funded)													38	77	78	80	82	83	85	87
		DCA 9 - Local Community Centre (large Scale) - Wandi (being combined with Library)																				

New Operating Expenses

Note: Figures are 000's

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
Community Engagement																				
Social Strategy & Plan Review					80				86				93				101			
Active Kwinana	68	69	69	71	72	73	75	76	78	79	81	83	84	86	88	89	91	93	95	97
Reinstatement of Event budget	250	253	257	261	265	271	276	282	287	293	299	305	311	317	323	330	337	343	350	357
Community Services																				
Program income		(1)	(3)	(4)	(6)	(7)	(7)	(8)	(8)	(8)	(8)	(8)	(8)	(9)	(9)	(9)	(9)	(9)	(9)	(10)
Increase to hire fees	(55)	(60)	(66)	(72)	(78)	(85)	(87)	(88)	(90)	(92)	(94)	(96)	(98)	(100)	(102)	(104)	(106)	(108)	(110)	(112)
Commission payable - Online booking system	32	35	37	39	41	42	43	44	45	46	47	47	48	49	50	51	52	53	55	56
Family Daycare																				
Family Day Care Australia Conference	9			9			10			11			11			12			13	
Recquatic																				
Spin bike lease	6	6	6	6	6	6	7	7	7	7	7	7	7	8	8	8	8	8	8	9
Room hire (once Stirling Skills lease has ceased)		(10)	(21)	(31)	(32)	(33)	(33)	(34)	(35)	(35)	(36)	(37)	(37)	(38)	(39)	(40)	(41)	(41)	(42)	(43)
Standard Aquatic Membership - 15%, $10,500		(11)	(22)	(33)	(45)	(57)	(58)	(59)	(61)	(62)	(63)	(64)	(66)	(67)	(68)	(70)	(71)	(72)	(74)	(75)
Junior Aquatic Membership - 5%, $6,500		(7)	(13)	(20)	(28)	(35)	(36)	(37)	(37)	(38)	(39)	(40)	(41)	(41)	(42)	(43)	(44)	(45)	(46)	(47)
Premium Aquatic Membership 20%, $14,000		(14)	(29)	(44)	(60)	(76)	(78)	(79)	(81)	(82)	(84)	(86)	(87)	(89)	(91)	(93)	(95)	(96)	(98)	(100)
Creche Memberships - 10%, $7,000		(7)	(14)	(22)	(30)	(38)	(39)	(40)	(40)	(41)	(42)	(43)	(44)	(45)	(45)	(46)	(47)	(48)	(49)	(50)
Premium Recquatic Membership - 30%, $21000		(21)	(43)	(66)	(90)	(103)	(105)	(107)	(110)	(112)	(114)	(116)	(119)	(121)	(123)	(126)	(128)	(131)	(134)	(136)
Standard Fitness Membership - 20%		(14)	(29)	(44)	(60)	(74)	(75)	(77)	(78)	(80)	(82)	(83)	(85)	(87)	(88)	(90)	(92)	(94)	(96)	(98)
Court Hire		(3)	(7)	(10)	(14)	(18)	(18)	(18)	(19)	(19)	(19)	(20)	(20)	(21)	(21)	(22)	(22)	(22)	(23)	(23)
City Development and Sustainability																				
Environmental Health Services																				
Energy Audits	10	10	10	10	11	11	11	11	11	12	12	12	12	13	13	13	13	14	14	14
Revolving Energy Fund	7	7	7	7	7	8	8	8	8	8	8	9	9	9	9	9	9	10	10	10
Feasibility Study 3rd bin		76																		
Waste Education Plan & Waste Plan Review				52					57					63					70	
Income - Container Deposit Scheme																				
Review of Public Health Plan			21					23					25					27		
Review of the Mosquito and Midge Management Plan			5					6					6					7		
Relief for staff	5	5	5	5	5	5	6	6	6	6	6	6	6	6	6	7	7	7	7	7
SMRC Exit Costs	60																			
Reserve Funded	(60)	(76)		(52)					(57)					(63)					(70)	
Essential Services																				
DFES funding for Bushfire risk management plan	(80)																			
Bushfire Risk Management Plan	80																			
Bushfire Risk Management Plan - activation					11															
LEMA's and Community Emergency Risk Management Plans				52					57					63					70	
Infringement & reporting system software subscription		11	11	11	12	12	12	12	13	13	13	13	14	14	14	15	15	15	15	16
City Business																				
Finance																				
GRV Valuation Year	85	86	87	89	90	92	94	96	98	100	102	104	106	108	110	112	114	117	119	121
Incentives/Prize Draw	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Fair Value Asset Valuations	20			21	21			23	23			24	25			26	27			29
Financial Management Review		20			21			23			24			25			27			29
Grand Total	**864**	**788**	**686**	**725**	**770**	**556**	**622**	**642**	**1,743**	**2,237**	**2,364**	**2,557**	**3,310**	**3,594**	**3,506**	**3,674**	**3,870**	**3,810**	**3,903**	**4,010**

New Workforce Plan Expenses

Note: Figures are 000's

New positions	2022 $	2023 $	2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	2030 $	2031 $	2032 $	2033 $	2034 $	2035 $	2036 $	2037 $	2038 $	2039 $	2040 $	2041 $
City Development and Sustainability																				
Building Control/Approvals																				
Building Cadet	73	74	75	76	78	79	80	81	83	84	85	86	88	89	90	92	93	94	96	98
Building Surveyor	50																			
Environmental Health Services																				
(Existing) ENV8 Sustainability Officer	38	38	39	39	40	41	41	42	43	43	44	45	45	46	47	47	48	49	50	51
City Life																				
Community Engagement																				
Active Kwinana Program Officer	87	88	89	90	92	94	95	96	98	99	101	102	104	105	107	109	110	112	113	117
Community Services																				
DCA 10 - Local Community Centre Staff									188	190	193	196	199	202	205	208	211	214	218	224
DCA 8 - Local Community Centre Staff									188	190	193	196	199	202	205	208	211	214	218	224
DCA 9 - Local Community Centre (large Scale)						179	182	185	188	190	193	196	199	202	205	208	211	214	218	224
District A - Youth Centre											717	727	738	749	761	772	784	795	807	830
District A & B Branch Library									948	962	977	991	1,006	1,021	1,037	1,052	1,068	1,084	1,100	1,131
District A & B Dry Recreation Centre										875	888	902	915	929	943	957	971	986	1,001	1,029
District B Community Centre Staff													294	299	303	308	312	317	322	331
District B Youth Centre													739	750	761	773	784	796	808	831
Local Community Centre/Clubroom District B (Wellard West)						179	182	185	188	190	193	196	199	202	205	208	211	214	218	224
City Infrastructure																				
City Operations																				
Technical Officer - Natural Areas	38	38	39	39	40	41	41	42	42	43	44	44	45	46	46	47	48	48	49	51
Supervisor Parks							102	104	105	107	108	110	112	113	115	117	119	120	122	126
Mechanical Apprentice		41	42	43	43	44	45	45	46	47	47	48	49	50	50	51	52	53	53	55
Engineering Services																				
ETO Traffic				97	99	101	102	104	105	107	108	110	112	113	115	117	119	120	122	126
ETO Design				97	99	101	102	104	105	107	108	110	112	113	115	117	119	120	122	126
ETO Project Management					99	101	102	104	105	107	108	110	112	113	115	117	119	120	122	126
City Business																				
IT																				
Spatial Data Analyst		112	113	115	117	119	121	123	124	126	128	130	132	134	136	138	140	142	144	149
TechOne & HR Software Analyst		94	95	97	99	100	102	103	105	106	108	110	111	113	115	116	118	120	122	125
Grand Total	**286**	**485**	**492**	**694**	**807**	**1,178**	**1,298**	**1,317**	**2,660**	**3,575**	**4,345**	**4,410**	**5,510**	**5,592**	**5,676**	**5,762**	**5,848**	**5,936**	**6,025**	**6,195**

Capital Expenditure

Note: Figures are 000's

Project Name	2022 $	2023 $	2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	2030 $	2031 $	2032 $	2033 $	2034 $	2035 $	2036 $	2037 $	2038 $	2039 $	2040 $	2041 $
Renewal	5,675	6,378	6,870	8,050	8,884	9,801	10,764	11,785	12,647	13,709	14,884	14,942	15,153	15,626	15,354	15,615	15,911	16,339	16,254	16,564
Buildings	**1,120**	**921**	**1,139**	**1,668**	**1,940**	**2,353**	**2,743**	**3,067**	**3,326**	**3,837**	**6,185**	**6,309**	**4,629**	**4,819**	**4,445**	**4,538**	**4,629**	**4,722**	**4,816**	**4,912**
Building Contingency	100	101	103	104	106	108	110	113	115	117	120	122	124	127	129	132	135	137	140	143
Building Renewals	420	769	985	1,564	1,834	2,245	2,633	2,955	3,211	3,544	1,883	1,920	4,505	4,693	4,315	4,406	4,494	4,584	4,676	4,770
Kwinana Recquatic Upgrade										176	4,183	4,267								
Operations Centre Extension	550																			
Administration Building	50	51	51																	
Bus Shelters	**18**	**22**	**26**	**30**	**34**	**40**	**45**	**49**	**55**	**60**	**61**	**62**	**63**	**65**	**66**	**67**	**69**	**70**	**71**	**73**
Bus Shelters Renewal	18	22	26	30	34	40	45	49	55	60	61	62	63	65	66	67	69	70	71	73
Car Parks	**50**	**57**	**65**	**76**	**84**	**93**	**103**	**113**	**115**	**117**	**120**	**122**	**124**	**127**	**129**	**132**	**135**	**137**	**140**	**143**
Car Park Renewal	50	57	65	76	84	93	103	113	115	117	120	122	124	127	129	132	135	137	140	143
Computing Infrastructure		**152**	**154**	**156**	**159**	**162**	**166**	**169**	**172**	**176**	**179**	**183**	**187**	**190**	**194**	**198**	**202**	**206**	**210**	**214**
Corporate Business System Renewal - Transfer to Reserve		152	154	156	159	162	166	169	172	176	179	183	187	190	194	198	202	206	210	214
Drainage	**18**	**23**	**26**	**30**	**34**	**39**	**44**	**49**	**54**	**59**	**60**	**61**	**62**	**63**	**65**	**66**	**67**	**69**	**70**	**71**
Drainage Renewals per Asset Management Plan	18	23	26	30	34	39	44	49	54	59	60	61	62	63	65	66	67	69	70	71
Footpaths	**110**	**136**	**153**	**177**	**202**	**236**	**263**	**291**	**321**	**352**	**359**	**366**	**373**	**381**	**388**	**396**	**404**	**412**	**420**	**429**
Footpath Renewals	110	136	153	177	202	236	263	291	321	352	359	366	373	381	388	396	404	412	420	429
Furniture & Equipment	**20**	**152**	**46**	**82**	**100**	**93**	**89**	**88**	**179**	**233**	**67**	**137**	**70**	**141**	**89**	**104**	**75**	**255**	**113**	**131**
Furniture and Fittings Renewal	20	20	21	21	21	22	22	23	23	23	24	24	25	25	26	26	27	27	28	29
Recquatic - Furniture & Equipment renewal		101								117								137		
Community Resource Centres Equipment Renewal			26	17	17	17	18	18	18	19	19	30	20	20	21	21	22	22	22	23
Library Shelving replacement									115											
Smart Shelf Replacement					14					15					17					19
Self Check outs		30		23		32		25		35		27		38		30		41		32
Community resource centres plant and equipment renewal				21	21	22	22	23	23	23	24	24	25	25	26	26	27	27	28	29
Sound Level Meter					27		28					30		32					35	
Motor Vehicles	**350**	**354**	**359**	**365**	**371**	**379**	**386**	**394**	**402**	**410**	**418**	**427**	**435**	**444**	**453**	**462**	**471**	**481**	**490**	**500**
Plant Replacement Program - Light Fleet	350	354	359	365	371	379	386	394	402	410	418	427	435	444	453	462	471	481	490	500
Parks & Reserves	**698**	**867**	**1,020**	**1,182**	**1,345**	**1,575**	**1,754**	**1,940**	**2,141**	**2,344**	**2,391**	**2,438**	**2,487**	**2,537**	**2,588**	**2,639**	**2,692**	**2,746**	**2,801**	**2,857**
Public Open Space/Parks & Reserves Renewals	698	867	1,020	1,182	1,345	1,575	1,754	1,940	2,141	2,344	2,391	2,438	2,487	2,537	2,588	2,639	2,692	2,746	2,801	2,857
Roads	**2,834**	**3,277**	**3,443**	**3,865**	**4,075**	**4,385**	**4,680**	**4,929**	**5,133**	**5,391**	**4,256**	**4,309**	**6,141**	**6,300**	**6,064**	**6,156**	**6,247**	**6,339**	**6,434**	**6,570**
MRRG Road Renewals ** Check Funding ratios** and whether escalate funding	1,294	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Road Reseal Renewals - Roads to Recovery **check if escalating funding	480	498	498	498	498	498	498	498	498	498	498	498	498	498	498	498	498	498	498	498
Muni Funded Road Renewals	1,060	1,654	1,820	2,242	2,452	2,762	3,057	3,306	3,510	3,768	2,633	2,686	4,518	4,677	4,441	4,533	4,624	4,716	4,811	4,947
Street Lighting	**19**	**24**	**28**	**33**	**37**	**43**	**48**	**53**	**59**	**64**	**71**	**77**	**84**	**90**	**97**	**105**	**112**	**120**	**128**	**136**
Street Lighting Renewal per Asset Management Plan	19	24	28	33	37	43	48	53	59	64	71	77	84	90	97	105	112	120	128	136
Plant & Equipment	**439**	**393**	**410**	**386**	**503**	**401**	**442**	**642**	**689**	**668**	**717**	**451**	**497**	**469**	**776**	**752**	**808**	**783**	**560**	**529**
Plant Replacement Program - Plant & Equipment	370	374	380	386	393	401	409	417	425	434	442	451	460	469	479	488	498	508	518	529
Recquatic Plant renewal	27	19			78			225	230	234	239				259	264	269	275		
Recquatic Equipment renewal	30		31		32		33		34		36		37		39		40		42	
City Assist - Enclosures	12																			
New / Upgrade	18,313	15,008	2,805	5,447	35,056	33,232	14,723	3,725	17,715	42,221	1,789	9,148	16,139	11,575	1,361	1,372	1,416	1,428	1,473	16,525
Buildings	**4,351**	**137**	**221**	**2,489**	**3,382**	**7,427**	**7,636**	**2,570**	**16,524**	**15,651**	**550**	**7,898**	**14,850**	**10,275**	**19**	**20**	**20**	**21**	**21**	**15,061**
DCA 10 - Local Community Centre Casuarina/Anketell					159	1,539	1,570													
DCA 10 - Local Sporting Ground with Clubroom - Casuarina/Anketell											126	1,417	1,445							
DCA 10 - Local Sporting Ground with Facility Building - Casuarina/Anketell								169	1,916	1,955										
DCA 10,11,12,13 - District B Community Centre												293	3,438	3,507						
DCA 10,11,12,13 - District B Youth Centre												360	4,021	4,101						
DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West			154	2,447	2,650															
DCA 14 - Local Sporting Ground with Facility Building - Wellard Village Primary School							44	578	590											
DCA 8 - Local Community Centre - Mandogalup								169	1,916	1,955										
DCA 8 - Local Sporting Ground with Facility Building - Mandogalup					42	556	567													
DCA 8,9 - District A Youth Centre								338	3,712	3,786										
DCA 8,9,10,11,12,13 - Branch Library (serves Districts A & B)					318	3,466	3,536													
DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)								676	7,193	7,337										

Capital Expenditure

Note: Figures are 000's

Project Name	2022 $	2023 $	2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	2030 $	2031 $	2032 $	2033 $	2034 $	2035 $	2036 $	2037 $	2038 $	2039 $	2040 $	2041 $
DCA 8,9,10,11,12,13 - Hard Court Clubrooms (District A & B)											406	5,811	5,927							
DCA 9 - Local Community Centre (large Scale) - Wandi					170	1,823	1,859													
DCA 9 - Local Sporting Ground with Facility Building (Treeby Rd)							44	578	590											
DCA 9 - Local Sporting Ground with Facility Building (Wandi Highschool)								45	590	602										
DCA 9 - Local Sports Ground Clubroom - Honeywood	3,718																			
Operations Centre Extension	550																			
Sub-Regional Sporting Ground (Thomas Oval/Kelly Park Extension/Upgrade)														2,648						
District C Sporting Ground (Medina Oval Extension/Upgrade)																				15,039
Administration Building	50	51	51																	
Rhodes Park Accessible Public Toilet		61																		
Solar & Efficiency Equipment	8	25	15	42	42	43	17	17	17	18	18	18	19	19	19	20	20	21	21	21
Additional works around the Kwinana South VBFB	25																			
Bus Shelters	**12**		**12**		**13**		**13**		**14**		**14**		**15**		**16**		**16**		**17**	
Bus Shelters New	12		12		13		13		14		14		15		16		16		17	
Computing Infrastructure	**535**									**410**										
Corporate Business System	455																			
City Website Redevelopment										410										
Infringement System	80																			
Drainage	**683**	**506**	**1,432**	**229**	**2,759**	**271**	**603**	**282**	**287**	**284**	**299**	**305**	**311**	**317**	**323**	**330**	**337**	**343**	**350**	**357**
DCA 2 - Peel Sub N2 Drain - Lot 64 Woolcoot Rd																				
DCA 3 - Peel Sub O Drain - Casuarina					877															
DCA 3 - Peel Sub P Drain - Anketell Sth & Casuarina			1,175																	
DCA 3 - Peel Sub P1 Drain - Casuarina					985															
DCA 3 - Peel Sub P1A Drain - Casuarina					386															
Drainage New	250		257	229	265	271	276	282	287	284	299	305	311	317	323	330	337	343	350	357
Peel Sub N Drain - Wellard - 170m							327													
Peel Sub N1 Drain - Wellard - 313m					245															
DCA 1 - Stormwater Management Infrastructure	433																			
Drainage New - Tanson Road upgrade		506																		
Footpaths	**1,032**	**536**	**499**	**281**	**478**	**487**	**497**	**507**	**517**	**387**	**538**	**549**	**560**	**571**	**582**	**594**	**606**	**618**	**630**	**643**
Footpaths New					478	487	497	507	517	387	538	549	560	571	582	594	606	618	630	643
Gilmore Ave Shared path Construction - Chisham Ave to Wellard Rd			499																	
Gilmore Ave Shared path Construction - Thomas Rd to Chisham Ave	740																			
Parmelia Ave Shared path Construction - Sulphur Rd to Tunnicliffe St		536																		
Parmelia Ave Shared path Construction - Tunnicliffe St to Wellard Rd				281																
Footpaths New - Infrastructure Boost	292																			
Land		**1,809**																		
DCA 2,3,4,5,6,7 - Branch Library Land		629																		
DCA 4,5 - Local Community Centre Land		393																		
DCA 4,5,6 - District Youth Centre Land		786																		
Parks & Reserves	**985**	**11,879**	**498**	**2,301**	**356**	**11,256**	**315**	**208**	**213**	**20,292**	**221**	**226**	**230**	**235**	**239**	**244**	**249**	**254**	**259**	**264**
Urban Tree Planting	255	187	190	193	196	200	204	208	213	217	221	226	230	235	239	244	249	254	259	264
Streetscape Strategy	220	172	154	94																
Parks Upgrade Strategy	160	152	154	156	159	162	110													
DCA 2,3,4,5,6,7 - District Sporting Ground				1,858																
DCA 3 - Casuarina Public Open Space										20,075										
DCA 4 - Anketell North Public Open Space						10,893														
DCA 6 - Mandogalup Public Open Space		11,014																		
Kwinana Loop Trail Upgrade	350	354																		
Roads	**10,540**	**101**	**103**	**104**	**28,028**	**13,748**	**5,614**	**113**	**115**	**5,151**	**120**	**122**	**124**	**127**	**129**	**132**	**135**	**137**	**140**	**143**
Road & Path Upgrades - Infrastructure Boost	960																			
Black Spot Wellard Road & Henley Boulevard Pre-deflection	470																			
Traffic Management Projects	100	101	103	104	106	108	110	113	115	117	120	122	124	127	129	132	135	137	140	143
DCA 1 - Bertram Road Upgrade – Challenger Road to Wellard Road (Item K)							4,765													
DCA 1 - Culvert and road crossing over the Peel Main Drain linking Lots 661 and 670 (Item M)							739													
DCA 1 - Wellard Road Upgrade – Service relocation																				
DCA 1 - Wellard Road Upgrade – Bertram Road to Cavendish (Item J)					13,908															
DCA 1 - Wellard Road Upgrade – Cavendish to Millar Road (Item J) - Remaining Costs						7,934														
DCA 2 - Millar Road					763															
DCA 2 - Sunrise Boulevard Internal Collector Road (a) - Lot 28					398															

Capital Expenditure

Note: Figures are 000's

Project Name	2022 $	2023 $	2024 $	2025 $	2026 $	2027 $	2028 $	2029 $	2030 $	2031 $	2032 $	2033 $	2034 $	2035 $	2036 $	2037 $	2038 $	2039 $	2040 $	2041 $
DCA 2 - Sunrise Boulevard Internal Collector Road (b) - Lot 59					392															
DCA 2 - Sunrise Boulevard Internal Collector Road (c) - Lot 440					208															
DCA 2,3 - Mortimer Road						5,706														
DCA 3,4 - Thomas Road	9,010																			
DCA 4,5 - Anketell Road					9,797															
DCA 5 - Honeywood Avenue Internal Collector Road					2,456															
DCA 6 - Hammond Road Extension										2,481										
DCA 6 - Internal Collector Road										2,553										
Street Lighting	**175**	**40**	**41**	**42**	**42**	**43**	**44**	**45**	**46**	**47**	**48**	**49**	**50**	**51**	**52**	**53**	**54**	**55**	**56**	**57**
Challenger Ave Street light construction - Warner to Bertram Road	135																			
Street Lighting New	40	40	41	42	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57
Grand Total	**23,988**	**21,386**	**9,675**	**13,497**	**43,940**	**43,033**	**25,487**	**15,510**	**30,363**	**55,931**	**16,673**	**24,090**	**31,292**	**27,201**	**16,715**	**16,988**	**17,327**	**17,767**	**17,727**	**33,089**

Attachment D

City of Kwinana

Infrastructure Strategy 2021-2031



1. Contents

2. Executive Summary 3
3. Introduction 3
3.1 Management 3
3.2 City of Kwinana Assets 4
3.3 Integrated Planning Framework 5
4. What Assets Do We Have and What Are They Used For 6
4.1 Roads and transport assets 6
4.2 Stormwater Drainage 7
4.3 Parks and Reserves (Public Open Space) 8
4.4 Buildings 9
5. Planning for the Future 10
5.1 Assumptions 10
5.2 Growth 10
5.3 New Technologies 10
5.3.1 Transportation 10
5.3.2 Community Recreation 11
5.4 Climate Change Effects, Impacts and risks for the City of Kwinana 11
6. Organisation wide challenges relating to Infrastructure 13
6.1 Sustainability of Levels of Service 13
6.2 Accessibility to City services for all 14
7. Ten Year Strategy 14
7.1 The Organisation's Priorities for Managing of Its Assets 14
7.2 Asset and Service Management Strategy 14
7.3 Evidence Base 15
8. Infrastructure Capital Investment 16

8.1 Stormwater Drainage - New/Upgrade 16
8.2 Roads and Transport – New/Upgrade 16
8.3 Parks and Reserves – New/Upgrade 16
8.4 Buildings – New/Upgrade 16
9. Impact of Renewal Investment on Asset Portfolio 18
9.1 Roads and Transport 18
9.2 Parks and Reserves 19
9.3 Buildings 19
10. Initiatives and Improvements 21
11. References 22

2. Executive Summary

The City of Kwinana is a unique community, set among extensive native bushland and public open space. The City is currently undergoing rapid growth in population, investment and industrial expansion, including Western Australia's premier heavy industry zone - the Kwinana Industrial Area – that generates billions of dollars each year for the state's economy.

Kwinana is amongst the most culturally and linguistically diverse municipalities in the Perth metropolitan region. The population in Kwinana is made up of residents from more than 50 different countries with one in three residents born overseas.

Kwinana is the second fastest growing local government area in Western Australia, with the population predicted to reach 85,158 by 2036.

Local government is asset intensive. The demands of providing and maintaining City assets and delivering appropriate levels of service to the community drive this strategy. Financial and social sustainability is equally important when considering the benefits of assets to the community and the affordability of desired service levels. The City's asset management plans must outline the whole of life costs for each asset and investment of assets must be considered with prudent financial management.

This strategy builds on the strategy adopted in 2019 and is moving toward a more strategic approach to asset planning and work programming.

The previous strategy identified that the ongoing practice of underfunding asset renewals combined with the high number of new and near new assets which would fall due for replacement or renewal within the same timeframe would have a compounding detrimental effect on the City's ability to provide current levels of service and be financially sustainable. The Asset Sustainability Ratio shows current performance at 22%, that is 68% below the required range of 90% to 100%. This is due to the City's proportion of expenditure on existing capital assets being insufficient when compared to the annual consumption of assets. In order to mitigate this adverse decline, the City has taken a responsible and manageable approach to increasing renewal funding to 80% over the next 11 years and reviewing the current Community Infrastructure Plan, due to the scale and scope of the current plan being beyond the capacity of the community to fund.

While this strategy covers a 10 year period the City's funding strategy encompasses 20 years. Some of the major projects within the 20 year period include:

Construction of Honeywood Sporting Clubrooms - 2022
Wellard Road Dual Carriageway – 2026-2027
Upgrade of the Kwinana Recquatic Centre - 2031-2033

The initial years of this strategy propose an emphasis on improving the organisation's asset management practices to enable a more strategic approach to be taken to forward planning for expenditure on the City's assets. This will ensure that each individual project will provide the City with the best long-term value, and will contribute towards the most efficient overall performance.

3. Introduction

The City's infrastructure assets represent a significant investment, over many generations. Millions of dollars are spent annually managing and maintaining this infrastructure, and it is imperative that we utilise the best management skills and practices to ensure related services are delivered economically and sustainably.

3.1 Management

As asset management is a core business activity this document supports the Strategic Community Plan and Long Term Financial Plan to assist the City develop resilience and future proofing while managing the levels of service expectations of the community.

The City recognises that asset management planning is an organisational responsibility and requires the commitment of senior management within the City for it to succeed.

In the past, the City, like many local authorities, has met community needs through investment in the creation of new infrastructure without suitably recognising the long-term life cycle costs associated with the ongoing operation, maintenance and renewal of the infrastructure.

Improvement in the management of infrastructure can bring major benefits, such as ensuring resources are used in the most cost effective manner, and that assets supporting services are managed in a way that guarantees maximum performance for the lowest, practical 'whole of life' cost. The City is focused on ensuring our infrastructure services meet current and future requirements.

To assist in this area and due to the ongoing rapid growth and development within the City, officers have developed guidelines to assist developers when planning public assets such as open space and playgrounds. These applications are scrutinised to ensure that the developments are in the best interest of the community and the City, while not adversely impacting the City's service or financial capacity.

3.2 City of Kwinana Assets

The City of Kwinana is responsible for the management of assets valued at more than $685 million. These assets play an integral part in delivering the services provided by the City for the community.

The range of infrastructure assets, and the services provided from these assets, are shown below:

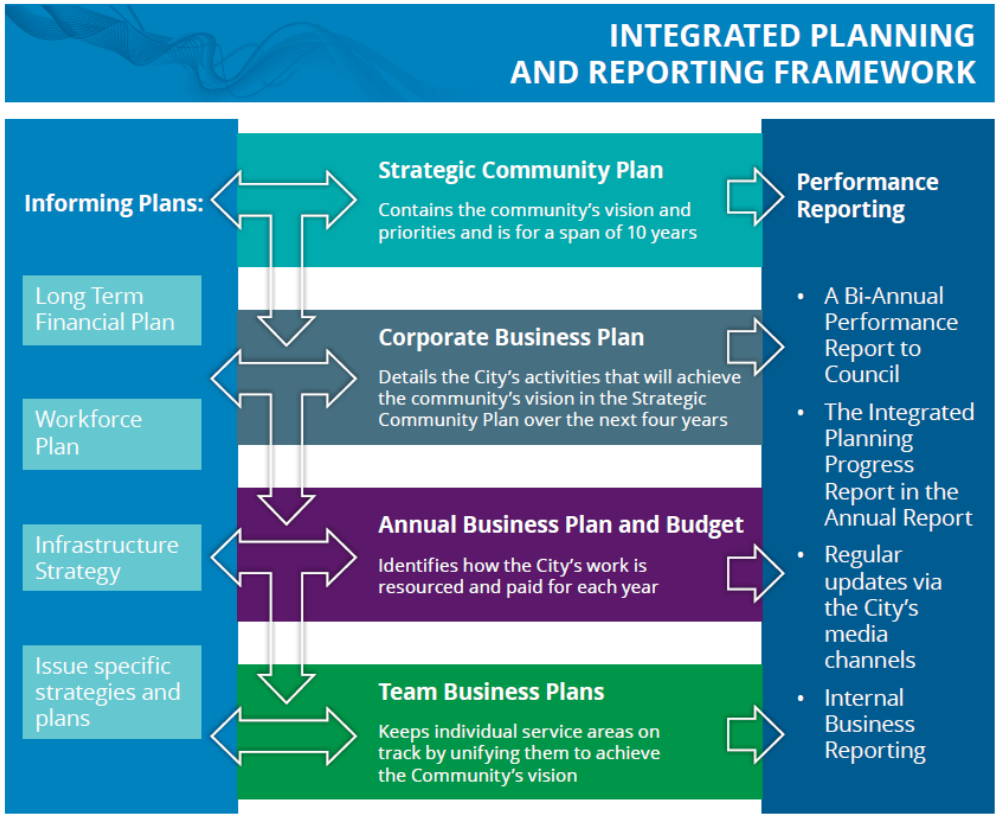
Table 2.1 City of Kwinana Assets

Asset	Replacement Value	Percentage of Total
Roads & Transport	$380,159,608	56%
Parks and Reserves	$82,743,400	12%
Drainage	$57,134,035	8%
Lighting	$5,224,850	1%
Buildings	$160,060,497	23%
Total	**$685,322,390**	

3.3 Integrated Planning Framework

The objective of the Department of Local Government, Sport and Cultural Industries' approach to Integrated Planning and Reporting was to create a process of continuous improvement.

To aid the process of continuous improvement and alignment with community aspirations, the Strategic Community Plan and Corporate Business Plan must be periodically reviewed and the City's performance regularly monitored and reported, this strategy forms part of the informing documents for this process.



4. What Assets Do We Have and What Are They Used For

4.1 Roads and transport assets

The City owns, maintains and develops the local transportation network. The City's road network provides accessibility to residents, visitors and Kwinana industrial area businesses. The activities within this group include the installation and maintenance of the physical components; roads, footpaths, traffic and pedestrian access and structures, street lighting, drainage, traffic services and safety (e.g. street furniture, signage), as well as the planning, management, and amenity and safety maintenance, to ensure the system is clean, safe and able to cope with future needs.

The contribution that the Roads and Transport assets makes towards Community Outcomes is summarised in the following table.

Strategic Community Plan Outcomes	Strategic Objectives	Assets
Infrastructure and services that are sustainable and contribute to health and wellbeing	Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling	447km of roads 300km of shared paths 56,438m2 of carparks 40,009m2 of embayment parking 6,714 street lights 171 carpark lights

4.2 Stormwater Drainage

The City has a responsibility to ensure stormwater is managed through its stormwater drainage network with the aim to minimise the effects of flooding. The City's stormwater drainage network is broken in to three main asset classes: pipes, pits and structures, with all others falling under Bio-retention devices.

The contribution that the Stormwater assets makes towards Community Outcomes is summarised in the following table:

Strategic Community Plan Outcomes	Strategic Objectives	Assets
Infrastructure and services that are sustainable and contribute to health and wellbeing	Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling	192 km of pipes 8,341 pit units 194 culvert units 137 storage chamber units 44 Gross Pollutant Trap (GPT) units 29 drainage sumps fenced

An effective stormwater drainage network ensures that water run-off is captured and diverted into storage areas, such as sumps, eliminating the pooling of water on roads, or flooding.





4.3 Parks and Reserves (Public Open Space)

The parks and reserves portfolio exists to enhance the quality of life of Kwinana residents, by providing high quality passive and recreational facilities throughout the City. The City has a wide range of parks, reserves and public open spaces located throughout the municipality, increasing with each new development area.

The contribution made by the Parks and Reserves assets towards Community Outcomes is summarised in the following table.

Strategic Community Plan Outcomes	Strategic Objectives	Assets
Infrastructure and services that are sustainable and contribute to health and wellbeing	Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal	25.54ha of sportsgrounds 43.26ha of parks and streetscapes 77.9735ha of dryland areas
A unique, vibrant and healthy City that is safe, connected and socially diverse	Create, activate and manage places and local centres that are inviting, unique and accessible	
	Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community	



4.4 Buildings

The building asset portfolio consists of a variety of building types and sizes, with various plant and equipment. Kwinana has an extensive portfolio of properties and buildings used to accommodate staff, and to provide services to residents and visitors. The City owns and manages the property and building assets on behalf of the City of Kwinana community. The objective is to ensure that the buildings are maintained for their specific purposes throughout their life cycle.

The contribution made by the Parks and Reserves assets towards Community Outcomes is summarised in the following table.

Strategic Community Plan Outcomes	Strategic Objectives	Assets
Infrastructure and services that are sustainable and contribute to health and wellbeing	Develop quality, financially-sustainable infrastructure and services designed to improve the health and wellbeing of the community	3 x Civic Facilities 19 x Community Facilities 9 x Commercial Facilities 4 x Heritage Facilities 234 x Independent Living Units 12 x Recreation Facilities
A unique, vibrant and healthy City that is safe, connected and socially diverse	Create, activate and manage places and local centres that are inviting, unique and accessible	
	Enhance opportunities for community to meet, socialise, recreate and build local connections	

5. Planning for the Future

5.1 Assumptions

In order to plan for the long term, it is necessary to make assumptions about various aspects in the future. The significant assumptions made about the future form an important part of the planning framework.

Council identifies the significant forecasting assumptions and risks underlying the financial information set out in the LTFP. Where there is a high level of uncertainty, the Council is required to state the reason for that level of uncertainty and provide an estimate of the potential effects on the financial assumptions. The level of uncertainty is determined by reference to both the likelihood of occurrence and the financial materiality.

5.2 Growth

As the City is experiencing rapid growth and development measures have been put into place to ensure the burden on the City's finances and resources will be manageable into the future, to assist with this officers have developed guidelines for the planning, design and construction of assets that will be gifted to the City. Applications for new assets are scrutinised to ensure that the proposals are in the best interest of the community and the City and meet all standards, while not adversely impacting the City's level of service or financial capacity.

5.3 New Technologies

Popular and main stream discussion around new technologies suggest that there will be a considerable social shift over the coming years as emerging and future technologies affect what work is done, how it is done, and then how this flows on to affect economic and social paradigms. The City undertakes to explore avenues that enhances service provision to the community in a responsible and justified manner.

Consideration of the following issues should be considered as part of the City's growth and development.

5.3.1 Transportation

Technologies, such as electric driverless vehicles, have potential to alter transport patterns, particularly if coupled with an 'on demand' service models, such as Uber, and an increase in social tolerance to ride-sharing and automated route optimisation.

The increasing uptake of 'smart', connected technology in vehicles will enable a far greater understanding of travel behaviours, including route choice, trip purposes, journey times and responses to congestion and weather. Such data, if made available, may facilitate much more informed decision making for maintenance and capital investments in the network.

5.3.2 Community Recreation

As population growth continues, it is possible that increasing pressure will be placed on the use of existing open spaces to accommodate this growth. Synthetic and hybrid turf technology has made significant advances in recent years in response to a shift in the ways sports are being played. This technology will enable more games to be played on the same ground without compromising the quality of the playing surface. This may, in time, enable more efficient use of existing greenspace but may exacerbate pressure being placed on green space for alternative land use.

5.4 Climate Change Effects, Impacts and risks for the City of Kwinana

The City of Kwinana is experiencing the following escalating climate change effects and their localised impacts:

Climate change effect	Localised impacts
Temperature change	Increased number and severity of hot days and heat waves
	Increased evaporation from public open space areas, sports fields and parks
	Increased number of high fire risk days and potential for severe bushfires
Reduced rainfall	Drier vegetation and landscapes
	Reductions in groundwater recharge rates
	Reduction in water availability for properties reliant on rainwater tanks as their domestic water source
Rising sea level	Increased erosion and inundation of coastal areas
Extreme weather events	Localised flooding
	Severe wind events

The above localised climate change impacts have the potential to affect the City's operations and community in a variety of ways.

Major potential risk categories to the City of Kwinana's operations associated with these localised impacts of climate change include the following:

Damage or accelerated ageing of City and community infrastructure

- An increase in the number of hot days and heat waves will potentially accelerate the rate of ageing of City owned or managed assets.
- An increase in the frequency of extreme weather events, with associated damaging wind speeds and localised flooding, may cause unanticipated damage to both City and community infrastructure.
- Reduced rainfall and water availability will lead to drier vegetation, with potential damage, increased prevalence of disease and fatalities of vegetation across public open space areas and streetscapes. Combined with increased average temperatures throughout the year and an increase in the number of hot days and heatwaves further exacerbating these effects, we will likely experience a decrease in the quality and amenity of vegetation over time.
- An increase in the number of fire risk days may lead to more frequent and/or severe bushfires. Properties, buildings and other infrastructure may be damaged by fire.

Resource usage and cost

- An increase in the number of hot days and heat waves will increase the need for mechanical cooling. This will generate an additional cost associated with energy use to cool City owned facilities and City vehicles. There is also the potential that some City residents who are financially or otherwise unable to use mechanical cooling at home may access City facilities (such as the library, aquatic centre or community centres) more often to escape the heat.

6. Organisation wide challenges relating to Infrastructure

In response to changing needs, standards and/or regulatory requirements, ongoing reviews of the performance of infrastructure, in line with changing expectations, should be undertaken. This includes ensuring data, systems and processes, and organisational knowledge is well documented so that we are able to be more agile and responsive to changing requirements.

The following initiatives are common themes in all asset plans:

- Data capture and validation;
- Asset condition and performance assessment strategy;
- Develop business rules on data management and financial controls;
- Development of Risk Schedules;
- Perform asset criticality assessment and apply to operation and maintenance schedules;
- Investigate and implement Sustainability initiatives.

6.1 Sustainability of Levels of Service

The City will continue to focus on ensuring levels of service are appropriate and meet the current and future needs of the community, within the community's capacity to pay. Service delivery will be benchmarked against other Councils to identify what, if any, actions are required to ensure that services are delivered in the most cost effective and efficient manner.

The City must balance level of service sustainability and affordability - a challenge in a world with increasing expectation and service demands and a widening gap between perceived and actual Levels of Service. In general, with any level of service change, there is an increase in associated costs to meet the new the requirements. The City will also look for more efficient ways to provide services and infrastructure to look for opportunities to increase, or at least maintain, levels of service, without increasing the financial burden.

A schedule of services to be benchmarked will be developed by assessing the priority of each service against a set criteria, as well as other factors, including opportunities for shared services with other councils, resourcing and capability considerations.

A key commitment of Council is to review the current Community Infrastructure Plan, due to the scale and scope of the current plan being beyond the capacity of the community to fund. Key considerations in the review will be the scale of new facilities (generally facilities will be reduced in size, and may be in the form of temporary use of a room in a public building), removing staff from new community facilities (the City has an unusual and high-cost approach of staffing community buildings, while operating separate customer service, facility booking and community development services), and considering a larger multi-purpose regional facility, with limited staff to manage the booking of internal hard courts.

6.2 Accessibility to City services for all

The City recognises the social model of disability. We are committed to looking at ways to remove barriers to access and inclusion that may restrict a person's abilities. The City is committed to actively promoting environments and services in which all people are valued and have the choices to live their best lives.

The development of the *Disability Access and Inclusion Plan* is guided by *The Western Australian Disability Services Act 1993 (Amended 2004)*. The Act requires all Local Governments to develop and implement a *Disability Access and Inclusion Plan* (DAIP).This helps ensure that people with disability have equal access to facilities, services, and employment opportunities.

The requirements of the DAIP are taken into consideration in all new and upgrade projects.

7. Ten Year Strategy

7.1 The Organisation's Priorities for Managing of Its Assets

This Infrastructure Strategy identifies how the City plans to transition from a traditional approach to providing infrastructure, where a small group of experts applied their knowledge within their own area of expertise to determine what needed to be done, to a collaborative and strategic approach across the whole organisation. This will ensure a well-informed understanding of stakeholder requirements obtained through appropriate engagement and will be supported by data-based analysis of asset condition and performance, and will result in the provision of appropriate and effective assets to the community in the most efficient means practicable.

An organisation-wide focus will enable a better understanding and definition of stakeholders' expectations and the provision of assets through a programme of development and alignment of key overarching strategies

7.2 Asset and Service Management Strategy

The drive to improve the City's strategic management encompasses infrastructure and activities across the whole of the organisation. Specific initiatives associated with Infrastructure include (but is not limited too):

- Continue the development and implementation of best practise Asset Management Strategy and Framework aligned with ISO 55000.
- Develop and implement of a fit for purpose Project Management Framework and associated documentation.

- Improved Health and Safety policy with respect to contractor engagement and management with respect to all works.
- Development and implementation of a Corporate Business Systems with regard to Asset Management and Project and Operational Management.
- Development of a Sporting and Recreation Plan
- Process development and documentation.

These strategies will further inform our needs in both the short and longer term, and how we set our priorities in conjunction with affordability.

The City will seek to further clarify and define the requirements for service delivery as a separate function from asset management and project delivery, and allocate accountability and responsibility for those functions to specific roles within the organisation. It is envisaged this will give a sharper focus on ensuring appropriate service delivery supported by appropriate assets.

In the short term (0-5 years) the infrastructure strategy will strive to maintain the existing assets at the current levels of service (LoS) and address the known or identified major issues (e.g. high risk or regulatory compliance). However due to the chronic underfunding of asset renewals, the LoS will drop. During this time, non-urgent capital projects that are not likely to directly impact on the LoS in the short to medium term, should be prioritised or deferred.

In the medium term, (5-10 years) LoS will continue to drop, until we start investing enough to maintain the condition of assets.

In the longer term (10-15 years) with the forecast new investments, the decline in LoS will slow, until it stabilises in year 11, and slowly increases, on average, through the provision of new assets.

7.3 Evidence Base

Improving Council's evidence base to support optimised decision-making is an ongoing activity. Asset knowledge is variable across asset groups, and currently there is a significant focus on a consistent approach to registering and maintaining asset information to ensure it is fit for purpose and trusted.

8. Infrastructure Capital Investment

8.1 Stormwater Drainage - New/Upgrade

Project	Cost $,000	Year
DCA 3 Peel Sub P Drain – Anketell South & Casuarina	$ 1,175	2024
DCA 3 Peel Sub O Drain – Casuarina	$ 877	2026
DCA 3 Peel Sub P1 Drain – Casuarina	$ 985	2026

8.2 Roads and Transport – New/Upgrade

Project	Cost $,000	Year
Black Spot Wellard Road & Henley Boulevard Pre-deflection	$ 470	2022
DCA 1 Bertram Road Upgrade – Challenger to Wellard Road	$ 4,765	2028
DCA 1 Culvert and road crossing over the Pell Main Drain linking Lots 661 and 670	$ 739	2028
DCA 1 Wellard Road Upgrade – Bertram Road to Cavendish	$13,908	2026
DCA 3,4 Thomas Road	$ 9,010	2022
DCA 1 Wellard Road Upgrade – Cavendish to Millar Road	$ 7,934	2027
DCA 2,3 Mortimer Road	$ 5,706	2027

8.3 Parks and Reserves – New/Upgrade

Project	Cost $,000	Year
DCA 2,3,4,5,6,7 - District Sporting Ground	$ 1,858	2025
DCA 4 - Anketell North Public Open Space	$10,893	2027
DCA 6 - Mandogalup Public Open Space	$11,014	2023
Kwinana Loop Trail Upgrade	$ 704	2022-2023

8.4 Buildings – New/Upgrade

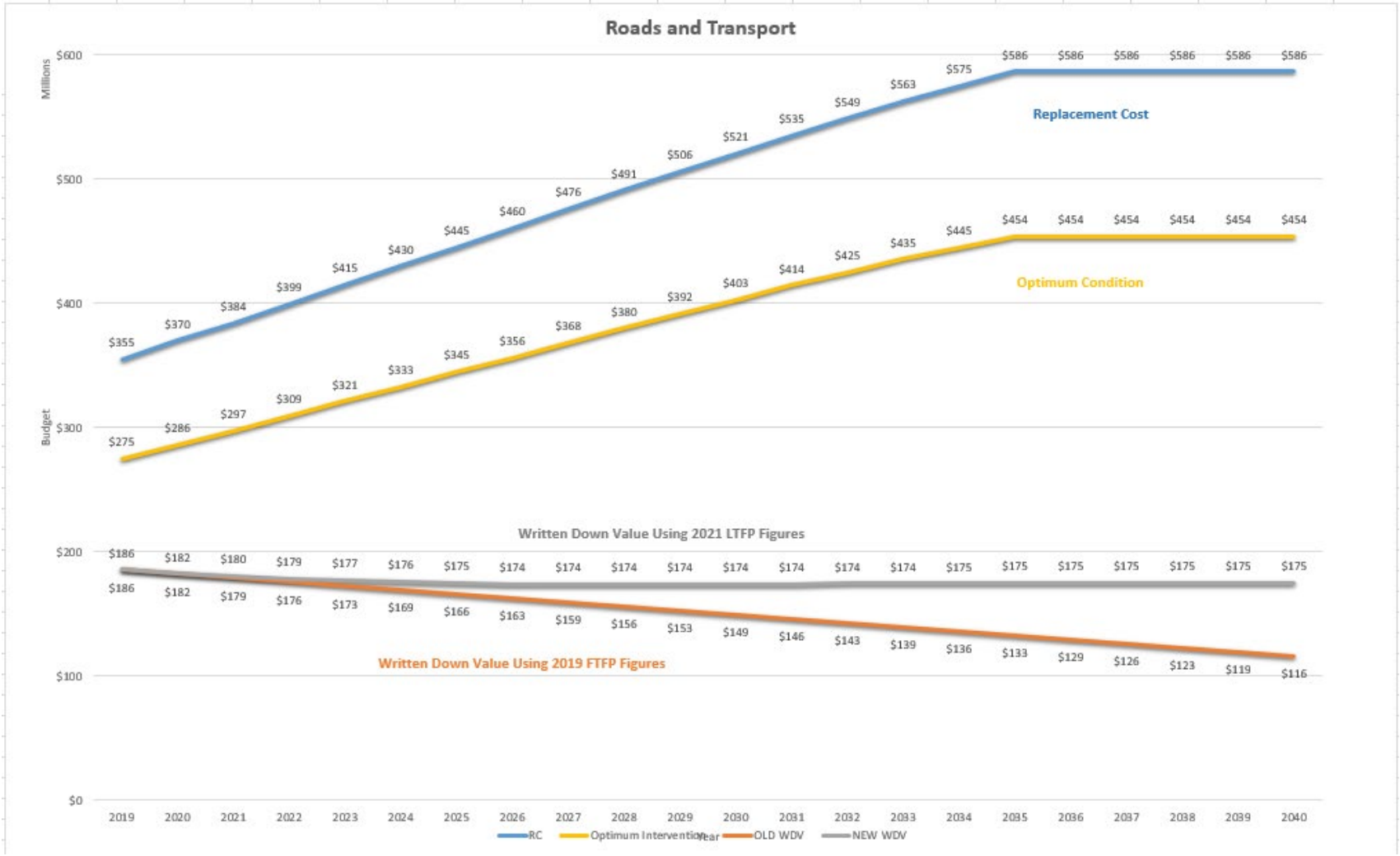
Project	Cost $,000	Year
DCA 9 - Local Sports Ground Clubroom - Honeywood	$ 3,718	2022
Operations Centre Extension	$ 550	2022
DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West	$ 5,251	2024-2026
DCA 10 - Local Community Centre Casuarina/Anketell	$ 3,268	2026-2028

DCA 8 - Local Sporting Ground with Facility Building - Mandogalup	$ 1,165	2026-2028
DCA 8,9,10,11,12,13 - Branch Library (serves Districts A & B)	$ 7,320	2026-2028
DCA 9 - Local Community Centre (large Scale) - Wandi	$ 3,852	2026-2028

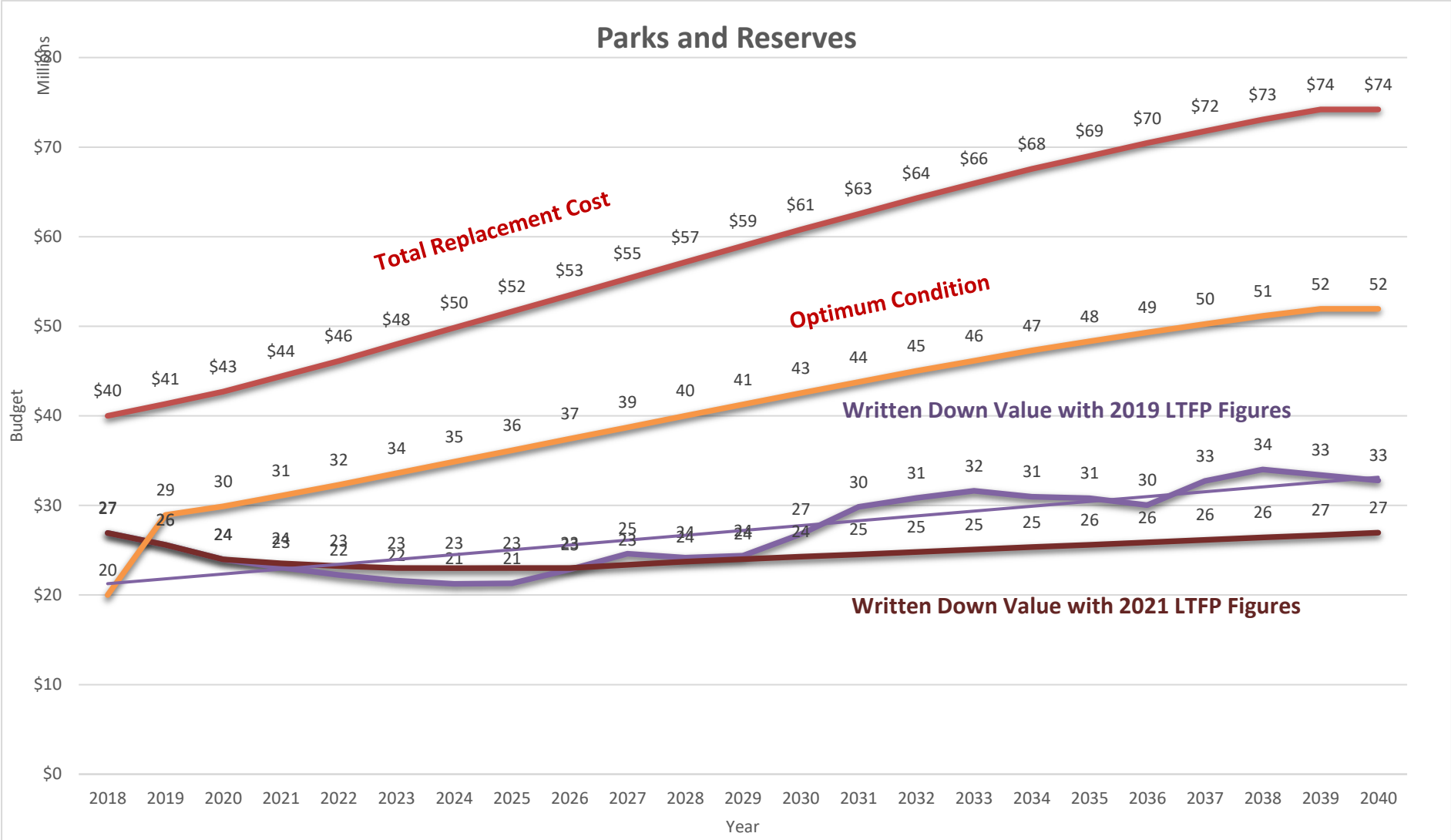
Note: DCA buildings are subject to the results of the Community Infrastructure Review

9. Impact of Renewal Investment on Asset Portfolio

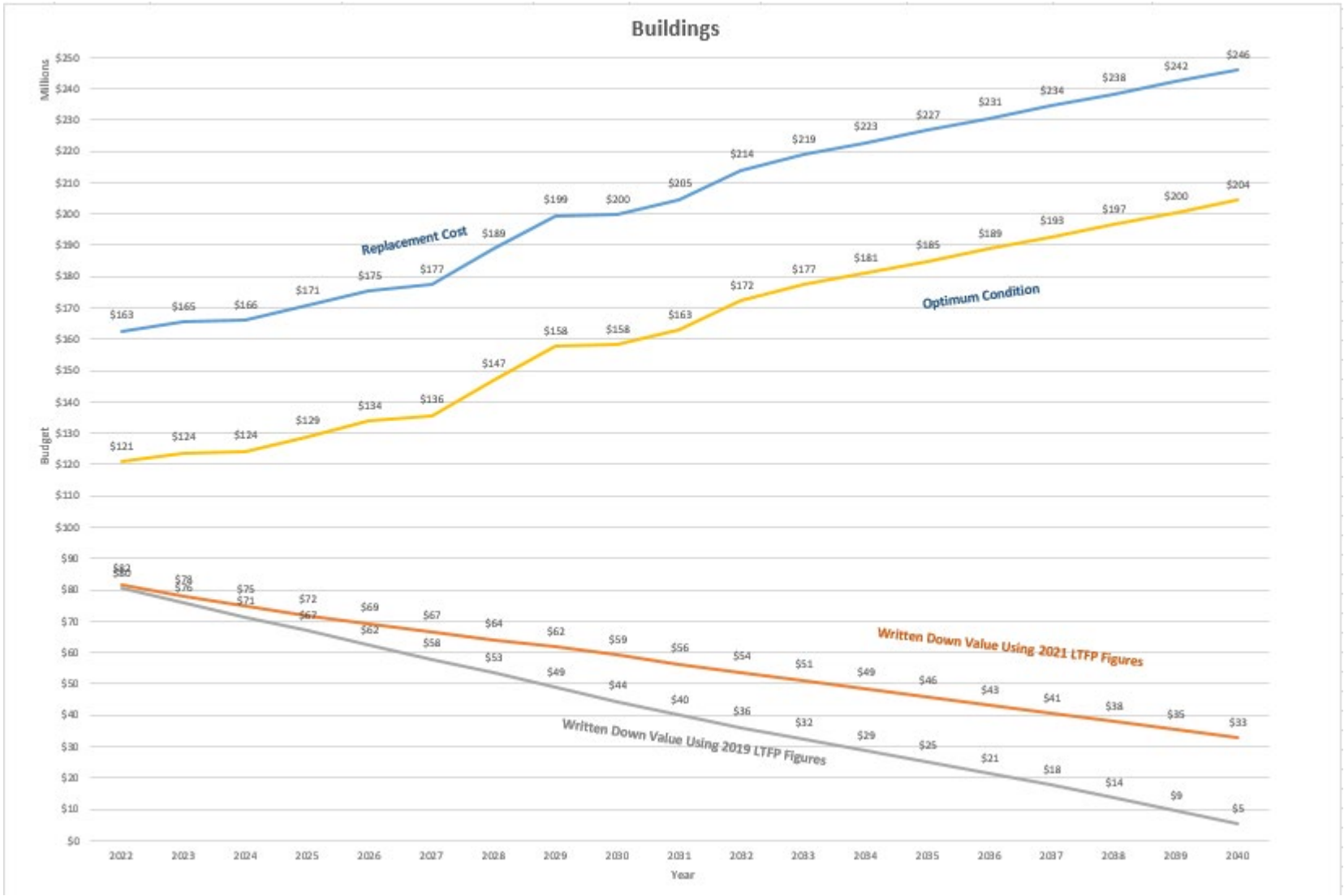
Roads and Transport



9.1 Parks and Reserves



9.2 Buildings


Buildings
Millions
Budget
Year
Replacement Cost
Optimum Condition
Written Down Value Using 2021 LTFP Figures
Written Down Value Using 2019 LTFP Figures
$163 $165 $166 $171 $175 $177 $189 $199 $200 $205 $214 $219 $223 $227 $231 $234 $238 $242 $246
$121 $124 $124 $129 $134 $136 $147 $158 $158 $163 $172 $177 $181 $185 $189 $193 $197 $200 $204
$82 $78 $75 $72 $69 $67 $64 $62 $59 $56 $54 $51 $49 $46 $43 $41 $38 $35 $33
$80 $76 $71 $67 $62 $58 $53 $49 $44 $40 $36 $32 $29 $25 $21 $18 $14 $9 $5
2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038 2039 2040

10. Initiatives and Improvements

Infrastructure Strategy proposes the following initiatives and improvements to enable the asset management objectives to be achieved.

Ref:	Theme:	Task:	Responsibility	Timeframe	Resources
1	Long Term Financial Plan	Review and update LTFP for all asset classes	Manager Finance / Manager Asset Management Services	Annually	Staff time
2	Infrastructure Strategy	Adoption of 10 Year Infrastructure Strategy	Elected Members	Jun 2021	
3	Asset Management Plans	Review asset management plans	Asset Management Team	Biennially	Staff time
4	Asset Management Plans	Adoption of asset management plans	Elected Members	Biennially	
5	Long Term Financial Plan/Infrastructure Planning	Review of Community Infrastructure Plan, key considerations - scale of new facilities, staffing, ability to fund	Cross functional team	2021	Staff time
6	Levels of Service	A schedule of services to be benchmarked will be developed by assessing the priority of each service against a set criteria, as well as other factors, including opportunities for shared services with other councils, resourcing and capability considerations.	Asset Management Team	Dec 2022	Staff time
7	Best Practice	Continue the development and implementation of best practise Asset Management Strategy and Framework aligned with ISO 55000.	Asset Management Team	Ongoing	Staff time
8	Best Practice	Develop and implement of a fit for purpose Project Management Framework and associated documentation.	Manager Asset Management Services	Jun 2021	Staff time
9	Best Practice	Improved Health and Safety policy with respect to contractor engagement and management with respect to all works.	Manager Asset Management Services	Jun 2021	Staff time

Ref:	Theme:	Task:	Responsibility	Timeframe	Resources
10	Data Management	Development and implementation Corporate Business Systems with regard to Asset Management and Project and Operational Management	Asset Management Team	Jun 2021	Staff time
11	Asset Management	Development of a Sport and Recreation Plan	Community Development Officer (Recreation and Inclusion)	Dec 2021	Staff time
12	Best Practice	Clarify and define the requirements for service delivery as a separate function from asset management and project delivery. Allocate accountability and responsibility for those functions to specific roles	Cross functional team	Jun 2022	Staff time

11. References

City of Kwinana Climate Change Plan 2021

City of Kwinana Disability Access and Inclusion Plan 2019-2021

City of Kwinana Community Infrastructure Plan 2011-2031

Attachment E

City of Kwinana

Workforce Plan
2021-2025



Contents

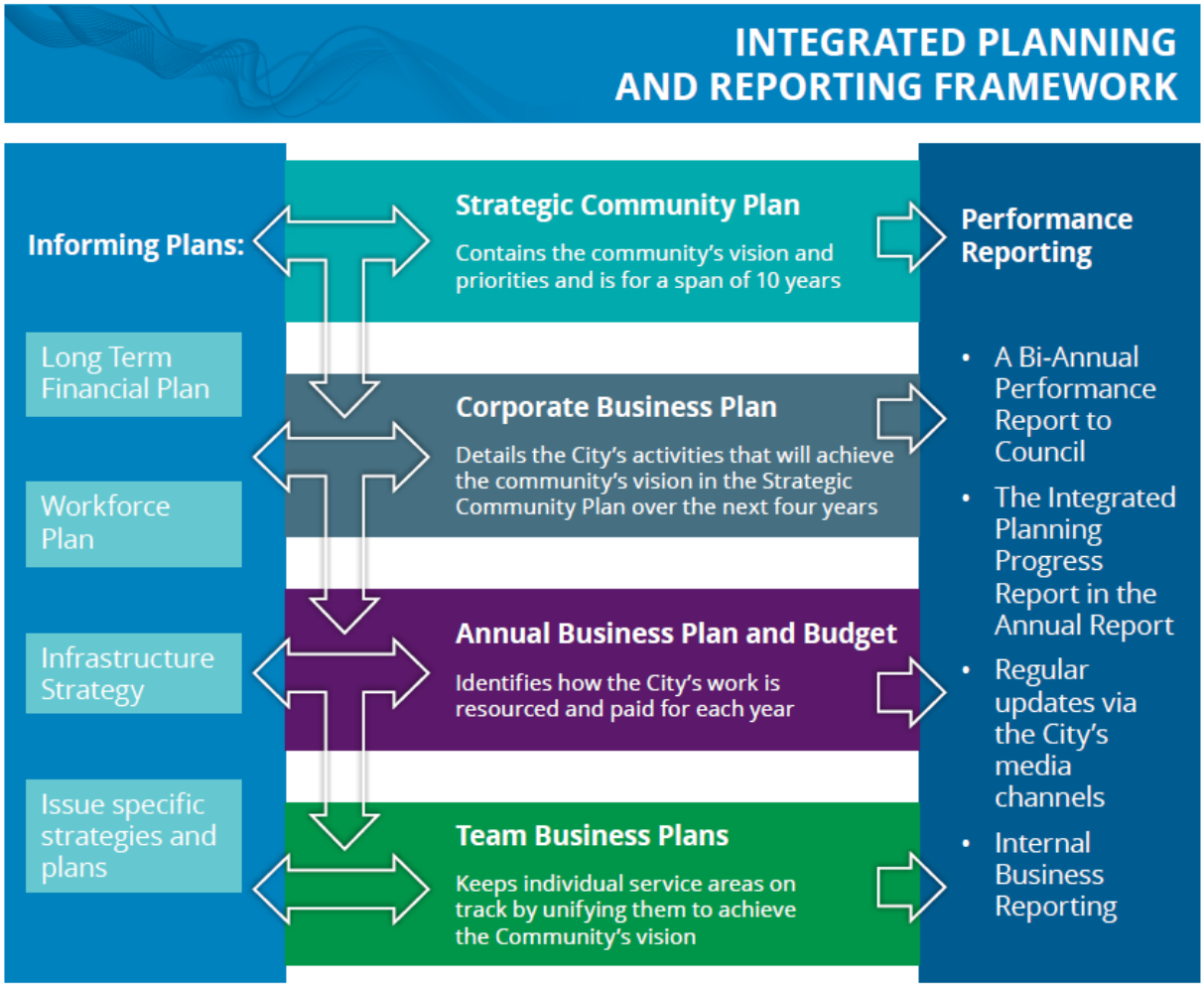
Introduction 4
Key Objectives 4
IMPACT OF COVID-19 5
Planning assumptions adopted by the City 5
Specific Impacts on Staff during 2020 6
DATA ANALYSIS: 8
Methodology 8
Analysis of Internal Environment 9
Analysis of External Environment 11
Workforce Profile 12
Workforce Cultural Diversity 13
Employment Status - City of Kwinana 13
Workforce Employee Distribution - Employment Status 13
Workforce Employee Distribution (Gender) 14
Overall Age Distribution - City of Kwinana 15
Gender distribution in Senior Management roles 16
Gaps Identified (Age and Gender) 16
Tenure 16
Employee Length of Service 18
Employees' Classifications 18
Turnover Rates 21
Integrated Planning and Workforce Implications 21
Future Challenges for the Workforce 22
Nature of Local Government Sector 22
Ageing Workforce - Generation Difference 23
Identified Skills Shortage and In-Demand Industries 25
Technological Advancements 26
Cost implications for increase in staff 26
Staff forecast 27
Strategies to meet future Workforce needs 27
Council and HR policies in place 28

An ageing Workforce and staff retention 29
Addressing the Skills Shortage 30
Options for outsourcing 30
Legislative Requirements 31
Promotion of a work culture that supports career opportunities 31
Managing and meeting community expectations 31
Strategic Challenges and Priorities 32
Strategic Challenges 32
Strategic priorities 32
Monitoring and Evaluation of Outcomes 35

Introduction

This Workforce Plan forms part of the City of Kwinana's (the City) Integrated Planning Framework, which is a legislative requirement, with this plan being one of the core components of the Framework. Under these regulations, all local governments are required to develop and adopt two key documents: a Strategic Community Plan and a Corporate Business Plan - both of which must be supported and informed by resourcing and delivery strategies/plans. These plans drive the development of each local government's Annual Budget and ultimately help local governments plan for the future of their communities.

The Workforce Plan sets out the workforce requirements and strategies for current and future operations and will allow the City to set its priorities within its resourcing capacity and deliver short, medium and long term community priorities and aspirations. It is a plan that is continually evolving to ensure the City has the right people in the right place at the right time. The plan and its place in the City's Integrated Planning Framework can be seen below:



Key Objectives

Key objectives of this Workforce Plan are to:

- Strengthen the organisation's capacity to achieve the outcomes of the Strategic Community Plan and Corporate Business Plan;
- Continue to understand the organisation's workforce profile so that existing workforce capacity can be maximised and future requirements identified including;

  - Areas of skills shortage (current and future);
  - Gaps between current and future workforce capability;
  - Areas of workforce growth, development and diminishment; and
  - Potential issues relating to age &/or demographic of the workforce.
- Review, assess and update the established strategies to address the gaps and mitigate risk;

- Assess costs that directly link to the workforce expenditure; and

- Identify a succession plan for critical positions.

Workforce planning is centred on the aspirations, objectives and strategies that the community has identified in the Strategic Community Plan as well as the statutory obligations the City is responsible to administer and deliver which have been identified in the Corporate Business Plan. The Workforce Plan is required to be flexible, forward thinking whilst acknowledging the current trends in the workforce that will affect the demands and influences of employers and employees. During this ongoing process, the projected financial constraints that the organisation may face will need to be reviewed and assessed as this will possibly affect the continued delivery of the workforce plan and ultimately the services provided to the community.

This plan will be structured in three separate sections, these being:

- Impact of COVID-19 on the City;
- Data Analysis; and
- Strategic Challenges and Priorities.

IMPACT OF COVID-19

During 2020, the World Health Organisation (WHO) declared a Public Health Emergency of International Concern due to a pandemic of coronavirus disease 2019 caused by a newly identified virus, SARS-CoV-2 (COVID-19). The effect of COVID-19 on the City and its Community had many implications and considerations, never experienced at this level of complexity before, which included financial, service delivery and staffing resourcing. The responses to the pandemic required the City to make decisions which were fluid and required a considered yet very reactive approach. The City developed a Pandemic Response Management plan to assist.

Planning assumptions adopted by the City

It is not possible to predict the nature and severity of a pandemic. It is therefore important to incorporate sufficient flexibility in planning processes. Notwithstanding this, based on health authorities' advice the following planning assumptions underpin the Pandemic Plan.

- Susceptibility to a novel pandemic virus will be universal.
- Sustained community transmission of a novel virus signals an imminent pandemic.
- The pandemic may occur in several waves, with peaks of infection occurring months apart.

- Risk groups for severe and fatal infection cannot be predicted with certainty but may include infants, the elderly, pregnant women, persons with chronic or immunosuppressive medical conditions, and Aboriginal and Torres Strait Islander peoples.
- The spread of disease can be limited by prevention and preparedness actions.
- The development and national delivery of an effective pandemic-specific vaccine may take many months.
- If effective antiviral medications are available, their use may need to be targeted, in accordance with a nationally agreed approach, to try and prevent the spread of the disease and to treat those most at risk.
- The impact of a pandemic could have significant health, economic, community and social impacts on Western Australia.

The Western Australian government introduced a four-phased roadmap to carefully ease COVID-19 restrictions. At each phase there were clearly defined measures and expectations. The City followed the directions of the State Government and whilst restrictions were eased at each phase, there is a continued requirement to practice good personal hygiene at all times, practice social distancing and for staff to stay home if they are sick and get a COVID test if experiencing high temperatures accompanied by respiratory issues.

Specific Impacts on Staff during 2020

Unfortunately, due to the Government mandates (effective from midday 23 March 2020), the City had no alternative but to close the doors to a number of their facilities and to cease a number of services. These services included the City's Recquatic centre, Library and Resource Centres and Youth centre. The Government mandates required the City to only permit essential workers to attend the workplace, resulting in an assessment of its delivery of services and, where possible, the remainder of the workforce to work from home. Regrettably, not all staff could be accommodated in the working from home arrangement. The impact on staffing levels included:-

- 80 staff were stood down whilst the mandate was in place; (Noting, no staff member lost their job and were able to return to the workplace when the restrictions eased and the facilities re-opened.)
- 15 of those staff were redeployed to other departments of the organisation;
- Staff were granted leave to their existing entitlements; and
- All recruitment and service delivery reviews were placed on hold.

Whilst the Federal Government introduced a financial assistance scheme, being JobKeeper, for those Australians who had been stood-down or had their hours of work reduced, this did not apply to the Local Government sector and therefore the City's staff. However, staff were able to apply for JobSeeker, an extension of the unemployment benefit.

In addition, the City trialled a change to the 24/7 staffed City Assists service and scheduled staff roster. The changed implemented during the restrictions phased, was based on the data collated which indicated that access by the Community to the 24/7 service was minimal during the night shift. The service moved to being manned 14/7 with the remaining hours monitored by a security company with applicable staff rostered to be on-call, in the event of a high priority situation.

The COVID-19 restrictions resulted in the Western Australia border closure and therefore the inability for the Community to travel Interstate. (Noting, there were exceptions with the State Governments granting approval for specific reasons for travel). The border closures gave rise to Intrastate travel (for holiday destinations) and an increase in the number of people seeking to build new homes and/or renovating existing premises. The flow-on from these actions resulted in the City's planning and building services increased workloads.

As the state of Western Australia moved through the various stages of the "roadmap" restrictions, it became necessary for the City's non-essential employees, where possible, to work from home. Whilst the City has a specific policy relating to the criteria and requirements for this to occur in a safe and productive manner, for many staff this was a period of adjustment. Each staff member required appropriate computer equipment, adequate access to the internet and department managers were tasked with ensuring that staff were "staying connected" to the workplace. Meetings and contact with other City staff was facilitated through Microsoft teams.

During the 2020 COVID-19 restrictions, the State Government directed Local Governments to place a "freeze" on rates. This action resulted in financial implications for the City and there was a need to implement a COVID-19 adjusted budget. The City's predicted rate revenue was reduced which lead to an extremely considered approach to both recruitment for any identified new positions or a replacement of an existing position and many of the recommendations from service delivery reviews were placed on hold. As these financial implications for the City will influence the City's ongoing financial position, all new and replacement roles will be carefully analysed and prioritised with the goal of best achieving the Community's objectives.

DATA ANALYSIS:

Methodology

The City adopted a stepped approach in developing the City's 2021-2025 Workforce Plan. The following steps were used in the development and review of its workforce analysis and plan:



Step 1: Analysis of Internal Environment:

Conducted individual consultation sessions with the City's Senior Management, specifically managers of each department. Further consultation with the Strategic area and Executive to further enhance and reinforce the conceptualisation, designing, development, reviewing, assessing and monitoring of strategies and actions.

Step 2: Analysis of External Environment:

External environment scan including collection of data from Australian Bureau of Statistics (ABS) (where possible), Population forecast through Id.Profile, Department of Employment, Department of Home Affairs and Department of Local Government, Sport and Cultural Industries (Integrated Planning).

Step 3: Analysis of Internal Workforce:

Data profiling and analysis of current workforce profile through means of the City's Authority and CIVICA systems, past employee and community surveys, compilation of data into graphs, charts, tables.

Step 4: Analysis of External Workforce:

Assessment of the major, yet genuine issues confronting the whole of Australia's workforce.

<u>Step 5:</u> Analysis of the Workforce implication on the Strategic Community Plan:-

Consideration of the findings of the Community engagement and consultation. This engagement was facilitated through various mediums including postcards and a Community Perception Survey. The analysis of the data from the survey has provided the framework for the Community Strategic Plan and provided strategic direction for the Workforce Plan. The managers of each department identified their labour requirements and challenges to meet the outcomes of the Strategic Community Plan.

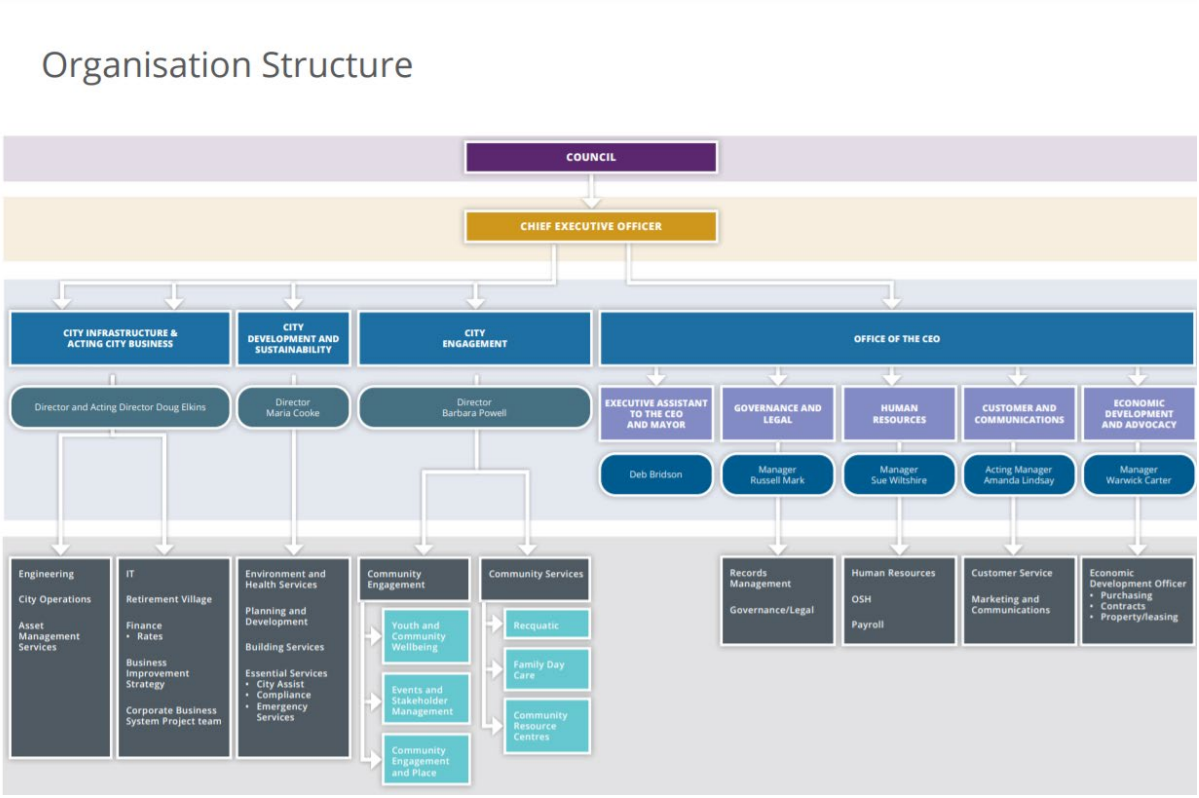
<u>Step 6:</u> Review of current City Strategies that support or impact upon Workforce Planning:-

A review of the City's Council and Human Resource policies already developed and being used that would support and enhance the strategies of the workforce plan.

Analysis of Internal Environment

As one of the 134 local governments in Western Australia, the City plays a crucial role in the development and maintenance of its local community infrastructure and services. Although it largely operates as an autonomous entity, Council is accountable to its local community and works in collaboration with other levels of government particularly in relation to the planning and development demands.

The services and support rendered by the City to its community is done through an interim modified structure of four directorates all of which fall under the Chief Executive Officer's control. The interim modified structure and activities undertaken by the four directorates are as shown:



Since the last workforce plan review and after several service delivery reviews, the City has progressed the organisational structure, with the current number of directorates being four. At the time of the preparation of this document, one of the directors is on an extended leave period and the Office of the CEO has increased and two directorates are being managed by one director. This is a temporary measure until the return of the director from leave. The composition of the Directorates is to ensure that a greater focus on the key priority areas identified through community consultation is achieved and optimises operational effectiveness and organisational synergies.

In addition to the amendment to the overarching organisational structure, there has been several significant service delivery reviews that have been undertaken and mostly implemented. The service delivery reviews were outsourced to consultancies who had technical expertise in the specific departments with the view to providing the City with options for the optimum model of service for each area. The scopes of works for the consultants included the assessment of the strategic and business development of the area; a model that will deliver efficient and effective services optimising a reduction in cost therefore potential savings; a contemporary staff structure whilst initiating a customer centric culture and meeting the expectations of the identified community aspirations. These service delivery reviews were undertaken for the Operations Depot, Building Maintenance department and the entire City Life Directorate (Community Engagement, Recquatic, Library, Community Centres, Youth and Family Day Care). One of the notable changes to the service delivery model is within the Community Engagement Team, whereby, the implementation of a place-based management model was introduced.

The following is a summary of each Directorate's services (Interim structure):

City Life Directorate: The City Life directorate has the responsibility for delivering important services to residents including Community Centre management, library and information services; recreation, leisure, fitness and aquatic programs; family day care services; youth development programs including an outreach youth service and management of the Zone Youth Space; cultural programs; community events and volunteer resource centre.

City Infrastructure Directorate: Services delivered through this directorate provide specialisation and prominence around the areas of asset planning, asset maintenance and renewal functions ensuring there is a seamless transition between the planning phase, maintenance scheduling and renewal scheduling. The realignment of departments to this directorate is also to provide an increase focus on implementing major constructions projects using the project management methodology. It is also envisaged that development and specialisation around design functions will result in a holistic approach to design of facilities and infrastructure thereby achieving a greater integration with the key community identified priority areas.

City Business Directorate: This Directorate focuses on the corporate functions and communication needs and strategies for both external and internal stakeholders. It includes integrated strategic planning; independent living units for seniors; Finance and Rates; Information Technology (IT); and the Corporate Business System project. The synergies applied to this Directorate is to streamline internal regulatory functions with a focus on the City's internal corporate compliance and management.

City Development and Sustainability Directorate: This Directorate is responsible for the regulatory functions undertaken by the City with respect to creating spaces and transforming them. The Planning and Development services have a focus on the services associated with land use, development of structure plans and schemes. Working with this information, the Building Services area are responsible for the building approvals. These synergies continue across the Directorate with the Environmental and Health department implementing sustainability strategies, being responsible for the regulatory functions of the Public Health space, including food safety, water sampling and environmental pollution. A major emphasis is on the waste management for the City. The area also incorporates the "City Assist" team which is an all-encompassing, front-line set of services, whereby keeping a watchful eye on the community and responding to "public face" services, such as those provided by rangers, security and health officers. In addition, the Fire and Emergency services section forms part of the Directorate.

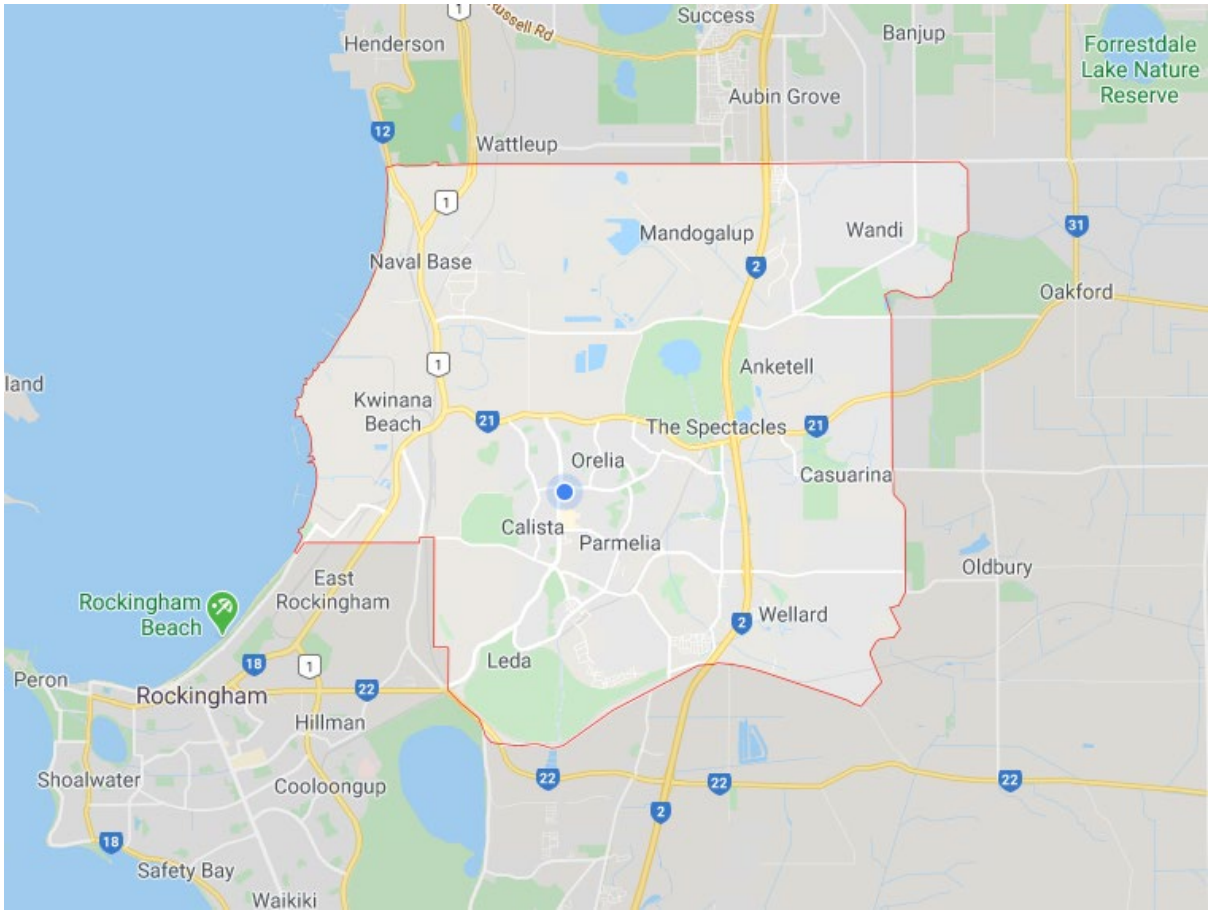
Office of the CEO: This is a multi-skilled regulatory Directorate that is responsible for the enforcement of Acts, Regulations and Local Laws. It includes legal and governance advice and administration; organisational risk; leasing and property management; and contracts and tender management. It also includes Council administration; marketing and communications; civic functions and citizenship; economic development and advocacy; Human Resources; (including payroll, training and occupational safety and health); Records Management and Customer Service.

Analysis of External Environment

The City is situated in the south west of the Perth Metropolitan Region, approximately 30km from the Perth CBD. It is a unique community, set among extensive native bushland and public open space. The City is currently undergoing rapid growth with population, investment, further development of industry, and significant economic development opportunities. Western Australia's premier industrial area, the Kwinana Industrial Area, whilst still generating substantial income for the State's economy, has recently experienced a decrease in revenue due to the downturn in the mining sector. The City's local government area is bounded by the Indian Ocean to the west, the City of Cockburn to the north, the Shire of Serpentine-Jarrahdale to the east and the City of Rockingham to the south. The City's local government area boasts many natural features such as coastline, native bushland and wetlands as well as its namesake heavy industry base.

The City's population is diverse, and of the 51,746 estimated to be living in the City in 2021:

- 34.4% were born overseas (UK 8.7%, New Zealand 5.2%, Philippines 4.5%, India 3.2% and South Africa 1.4%);
- 19% do not speak English as a first language at home;
- 48.1% of the population have lived in Kwinana for less than 5 years (this is consistent with the City's rapid growth);
- 32 years is the median age;
- 11.3% unemployment;
- 45.1% of residents over 15 have completed year 12 (or equivalent);
- Our population is forecast to grow to 62,900 in 2026, 75,300 in 2031 and 85,200 by 2036; and
- The fastest growing suburbs will be Wandi, Mandogalup, Casuarina and Wellard.



As part of the development of the City's Strategic Community plan, there is a requirement to consider the growing community in areas such as:-

- Matching infrastructure provision with growth;
- Generating more local jobs;
- Improving public transport; and
- Increasing community facilities and opportunities.

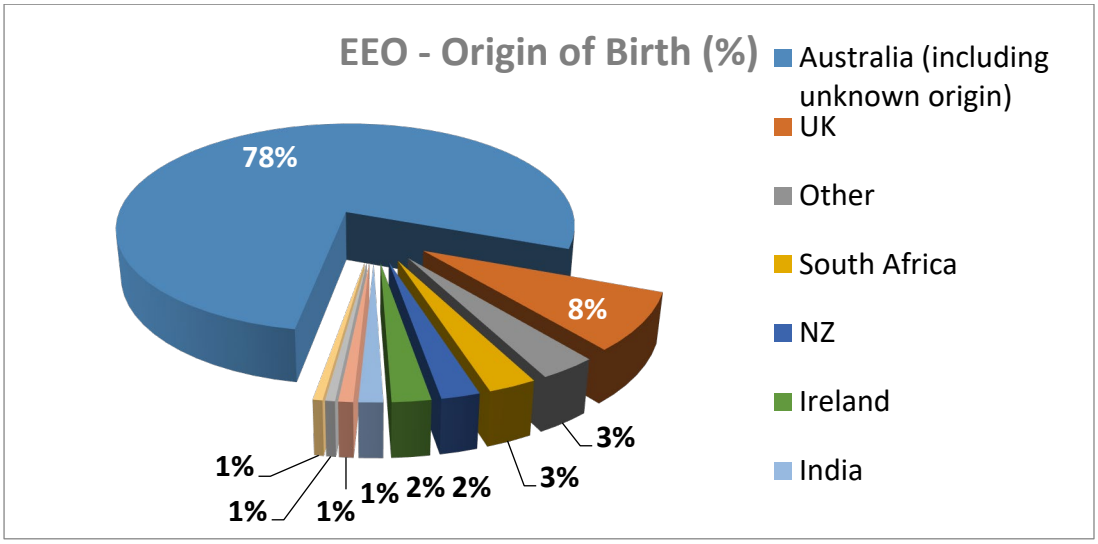
These considerations require the managers to identify future resourcing requirements and challenges to deliver on the Strategic Community Plan outcomes and form part of the analysis of the future workforce needs.

Workforce Profile

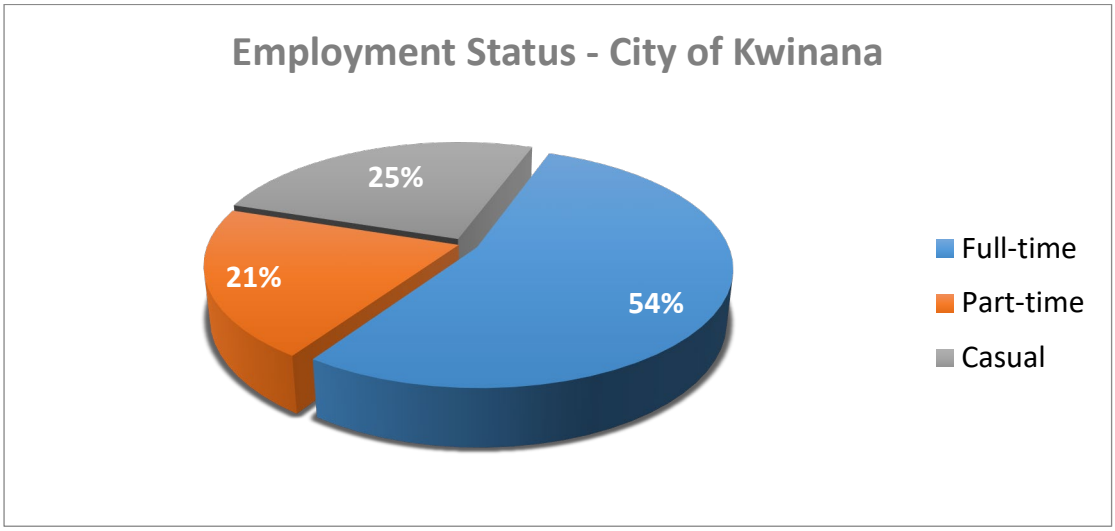
The data that has been collated for the workforce plan is current as at 31 January 2021. At this time, the City had a head count of 361 staff. Of those 361 staff (and therefore substantive roles), an additional 81 secondary roles were undertaken by employees with two or more positions. (Noting, 80 of the secondary positions were of a casual basis and one part-time status. All of these secondary positions are within the Community Engagement Directorate, with 82.72% being based at the Recquatic centre).

Workforce Cultural Diversity

The City's workforce is predominantly Australian born (77.84%) - it should be noted that employees who have not identified their origin of birth have been recorded in this category. Of the 22.16% of employees born overseas, they include those from the United Kingdom, South Africa, New Zealand, Ireland and India. This aligns with the diversity of the Kwinana community.

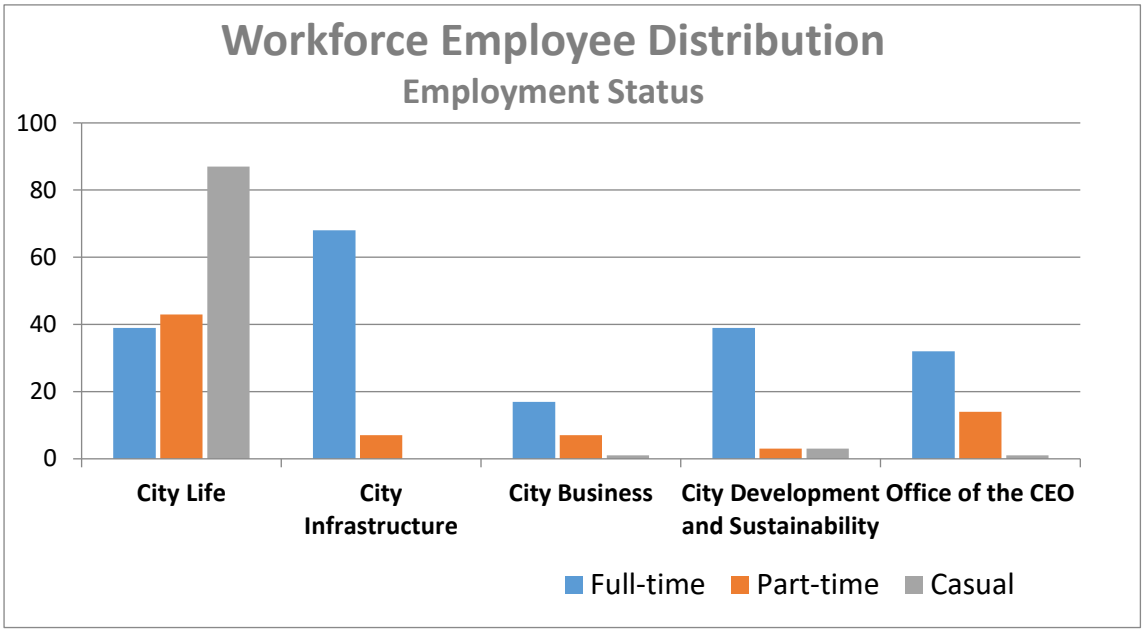


Employment Status - City of Kwinana



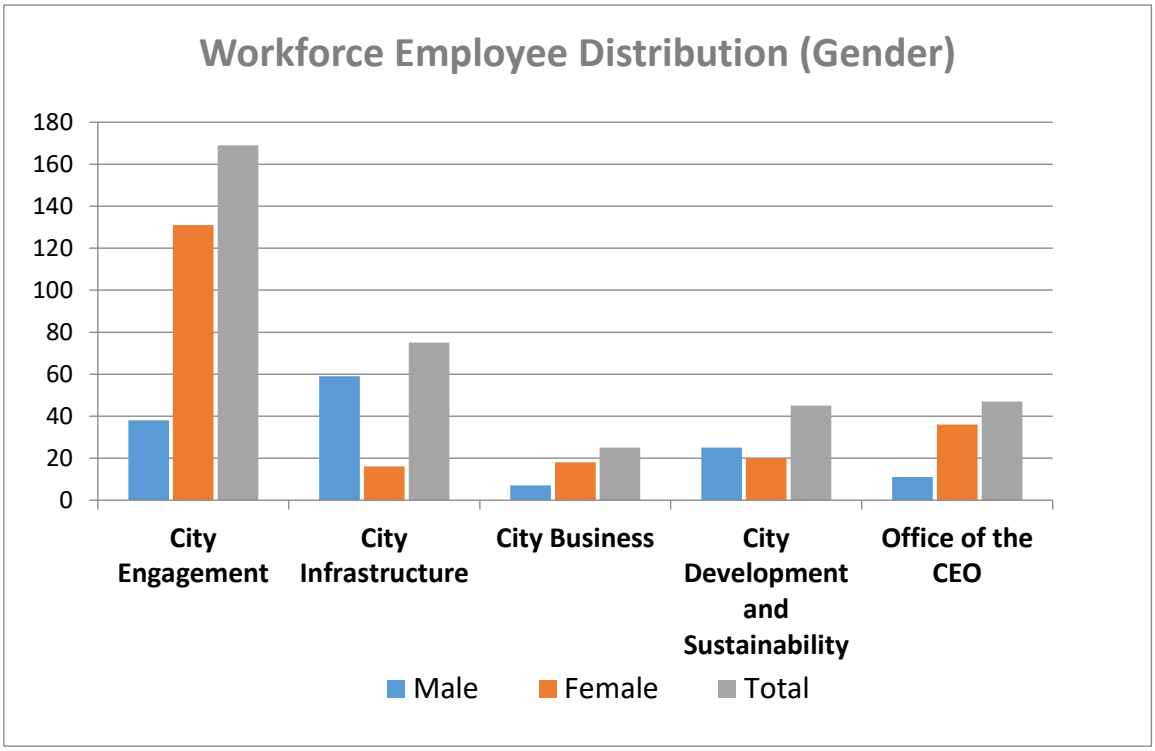
Workforce Employee Distribution - Employment Status

Of the 361 employees being employed by the City, employees are distributed between five directorates with City Infrastructure having the highest amount of Full Time employees 68; City Life having the highest amount of Part Time 43 and Casual 87 employees. These splits can be attributed to the nature of services offered by the departments and are unlikely to change dramatically. (Note: there has been a reduction in the number of casual employees as there has been a transition to part-time status.)



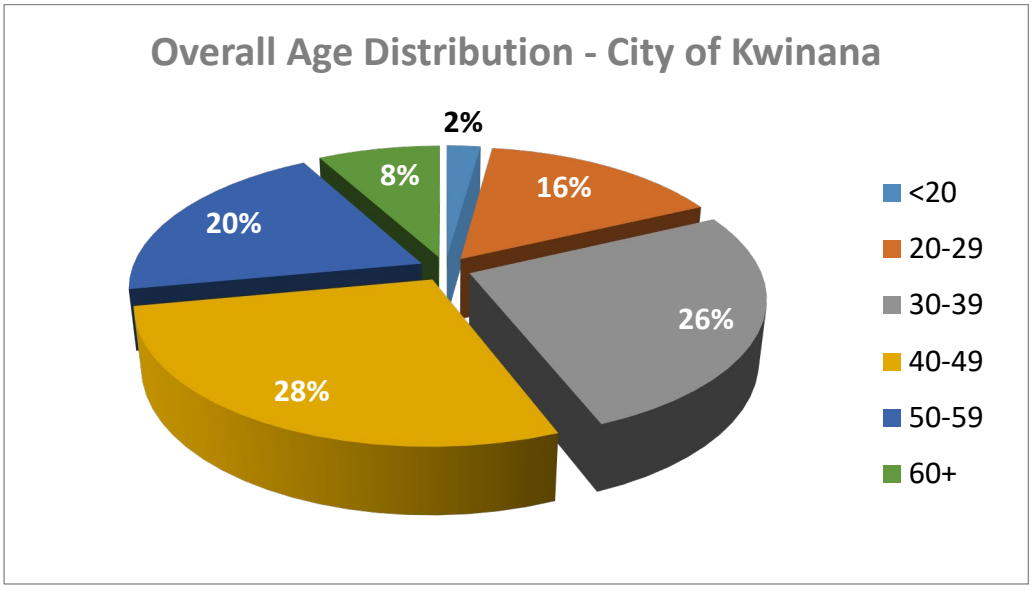
Workforce Employee Distribution (Gender)

City Life has the highest amount of female staff (131) whilst City Infrastructure has the highest amount of male employees (59). This can be attributed to the nature of service and gender inclined work carried out by these two directorates; City Life - Family Day Care, Community; City Infrastructure - Operations Depot, Engineering.

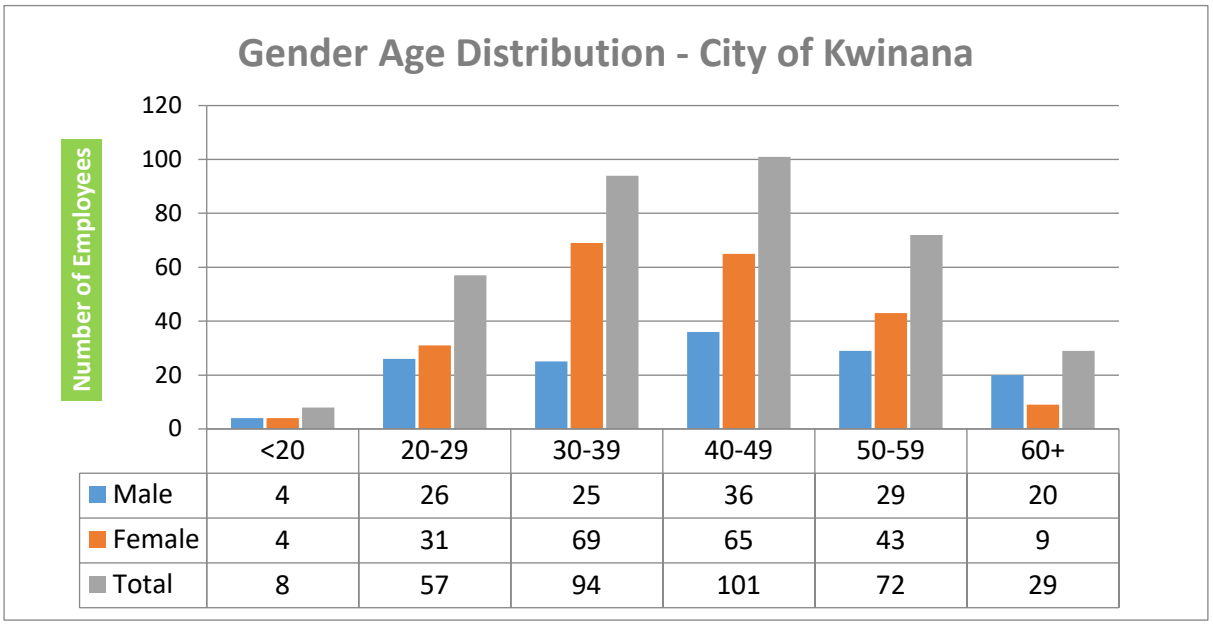


Overall Age Distribution - City of Kwinana

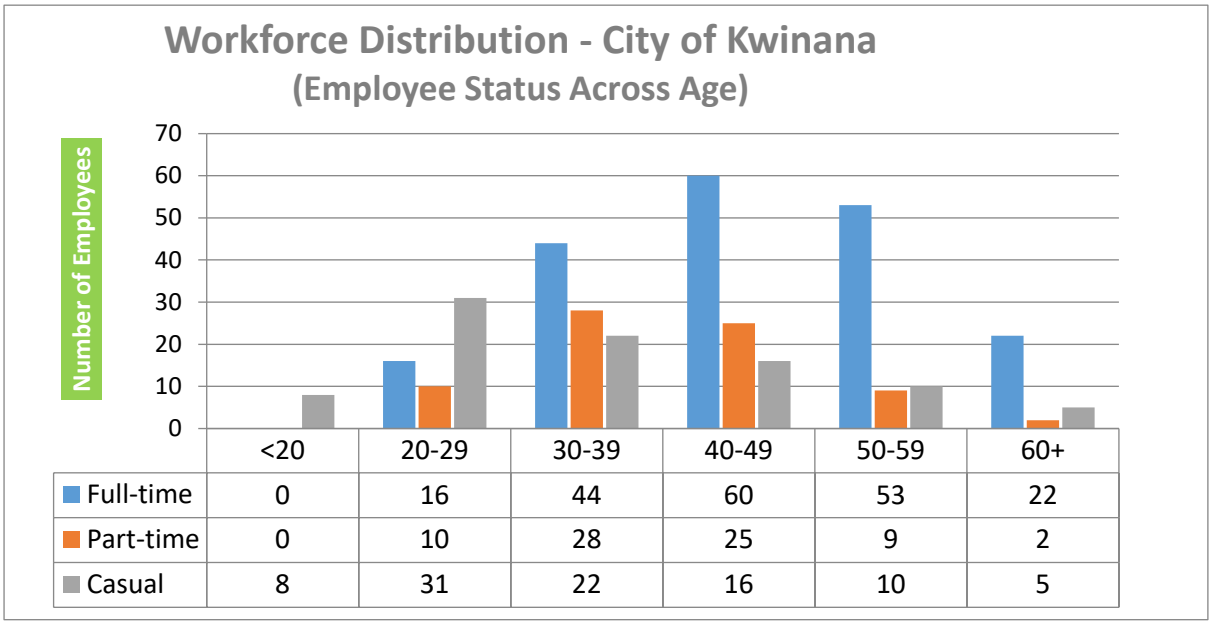
Gender distribution is 61.22% female and 38.78% male. It is also noted that both the female and male employment peaks between 40-49 years of age. There is a trend towards middle aged staff. This is to be noted as it demonstrates the need in the coming years for further implementation of strategies to deal with an ageing workforce. Full Time employment is highest within the 50-59 and 40-49 age groups and declines after 60 years. The moderately large amount of staff in full time employment during the age of 50-59 can be attributed to the rising costs of living and the rising retirement age. This age trend for the casual employment group indicates that there is a slow decline after the age bracket of 20 -29. Part time employment on the other hand is highest at 30-39 and 40-49 years which decreases during 50-59 years before minimal staff in the <60 category.



Gender Age Distribution - City of Kwinana



	<20	20-29	30-39	40-49	50-59	60+
Male	4	26	25	36	29	20
Female	4	31	69	65	43	9
Total	8	57	94	101	72	29



	<20	20-29	30-39	40-49	50-59	60+
Full-time	0	16	44	60	53	22
Part-time	0	10	28	25	9	2
Casual	8	31	22	16	10	5

Gender distribution in Senior Management roles

The City has achieved a good balance in gender equality in senior management roles.

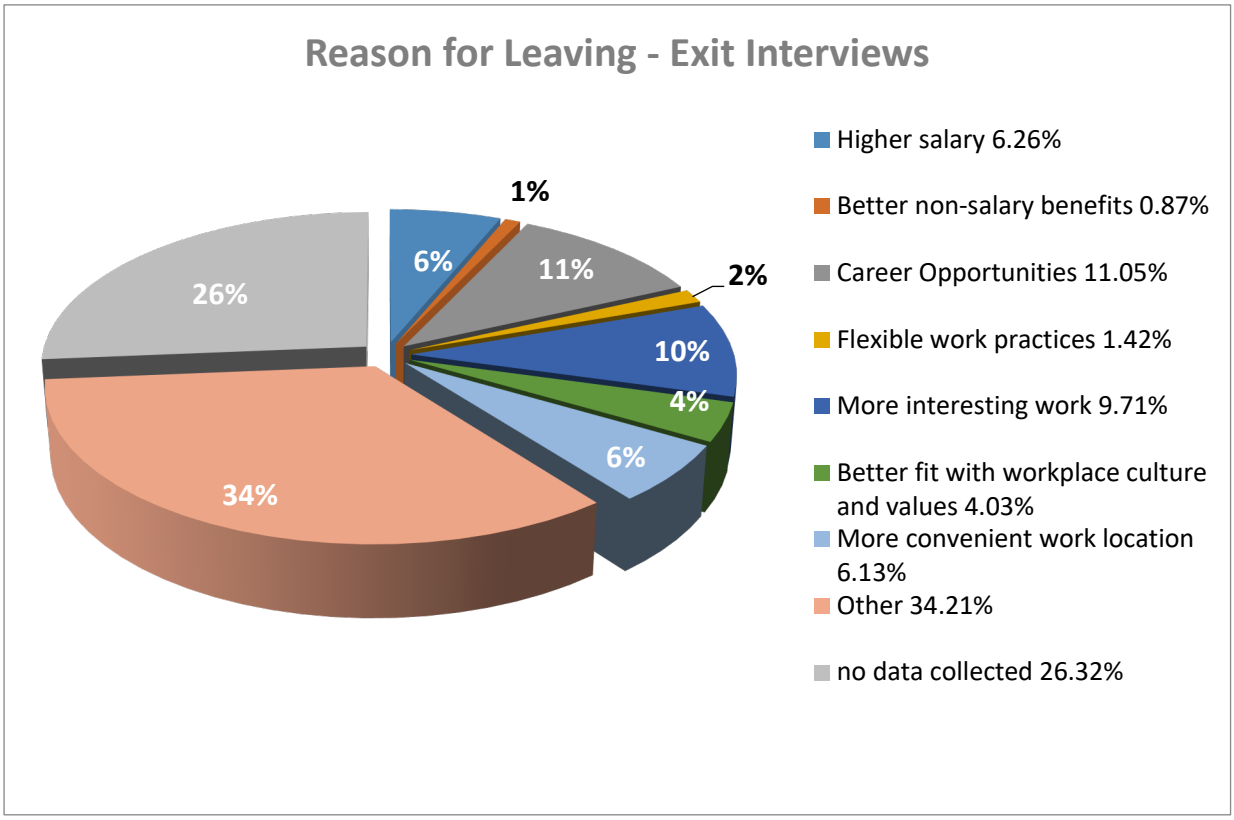
- CEO - 1 Male
- Directors - 1 male, 3 females (1 female on extended leave)
- Executive Leadership Team (Comprising CEO, Directors and Executive Assistant (Female) - 2 male, 4 females)
- Strategic Management Team - 11 male, 7 female along with the members of the Executive Leadership team. A total of 24 senior employees form the Strategic Management Team.
- The City of Kwinana Council currently has 4 female and 4 male elected members.

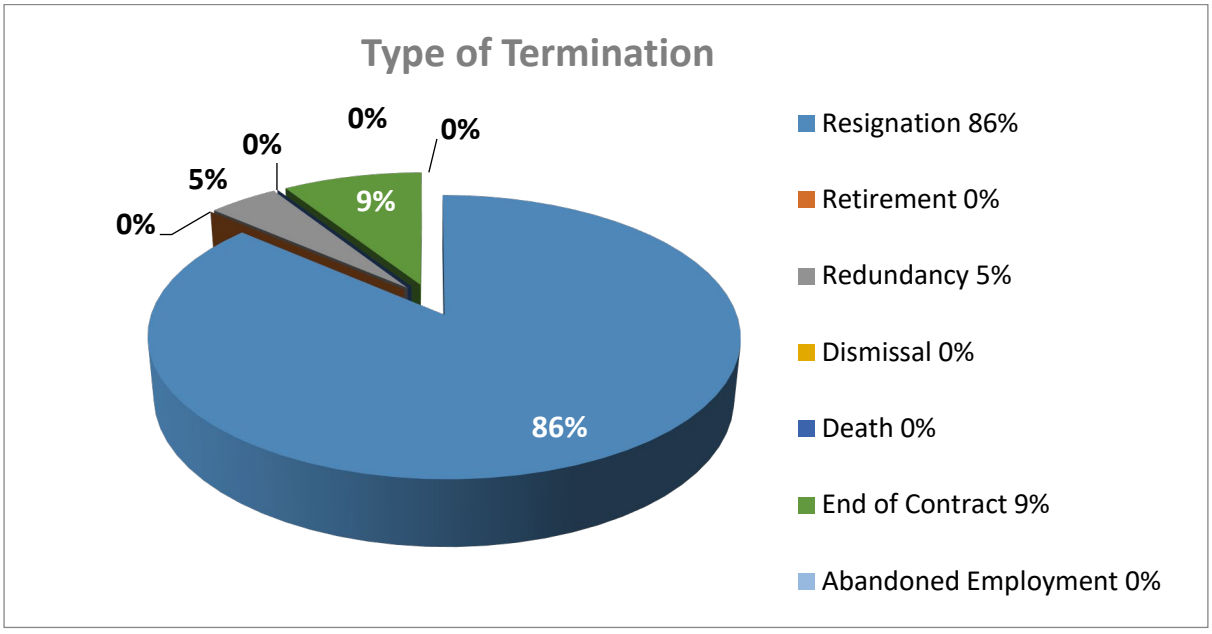
Gaps Identified (Age and Gender)

The most significant impacts of an aging workforce will be borne predominately by those areas with higher gender concentrations. It is found that whilst the male gender fill 85.96% (M:49, F:8) of positions in the Operations Depot, the female gender occupy positions in several other areas in the City including; Family Day Care (M:0, F: 11 - Percentage of Females: 100%) and Finance (including Rates) (M:0, F:13, Percentage of Females: 100%). The provision of access to flexible work arrangements particularly in female populated departments will become increasingly important in securing long term retention from this gender (female) group.

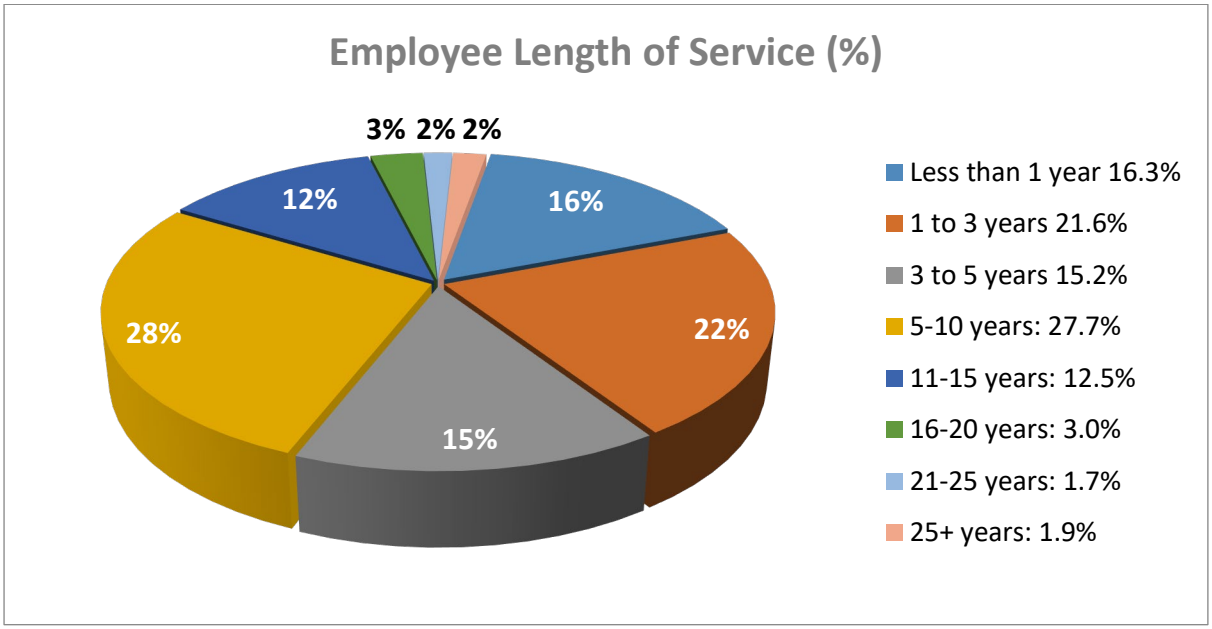
Tenure

The majority of employees at the City have been employed for a period of less than 5 years (53.19%). Using the data gained from the 2020 exit interviews, it is clear that employee tenure is impacted upon by many external factors such as better career opportunities, a more convenient work location, higher salary and more interesting work. From the data collected, employees often gave more than one reason for their leaving the City. The City endeavours to interview all employees who submit a resignation. (Noting: during the 2020 calendar year 86.36% (38) employees of Employee Terminations were through submission of a formal resignation, 9.09% (4) with their contract ending and 4.55% (2) employee's position was made redundant).


Reason for Leaving - Exit Interviews
1%
6%
11%
2%
26%
10%
4%
6%
34%
Higher salary 6.26%
Better non-salary benefits 0.87%
Career Opportunities 11.05%
Flexible work practices 1.42%
More interesting work 9.71%
Better fit with workplace culture and values 4.03%
More convenient work location 6.13%
Other 34.21%
no data collected 26.32%


Type of Termination
0%
0%
0%
5%
0%
9%
86%
Resignation 86%
Retirement 0%
Redundancy 5%
Dismissal 0%
Death 0%
End of Contract 9%
Abandoned Employment 0%

Employee Length of Service



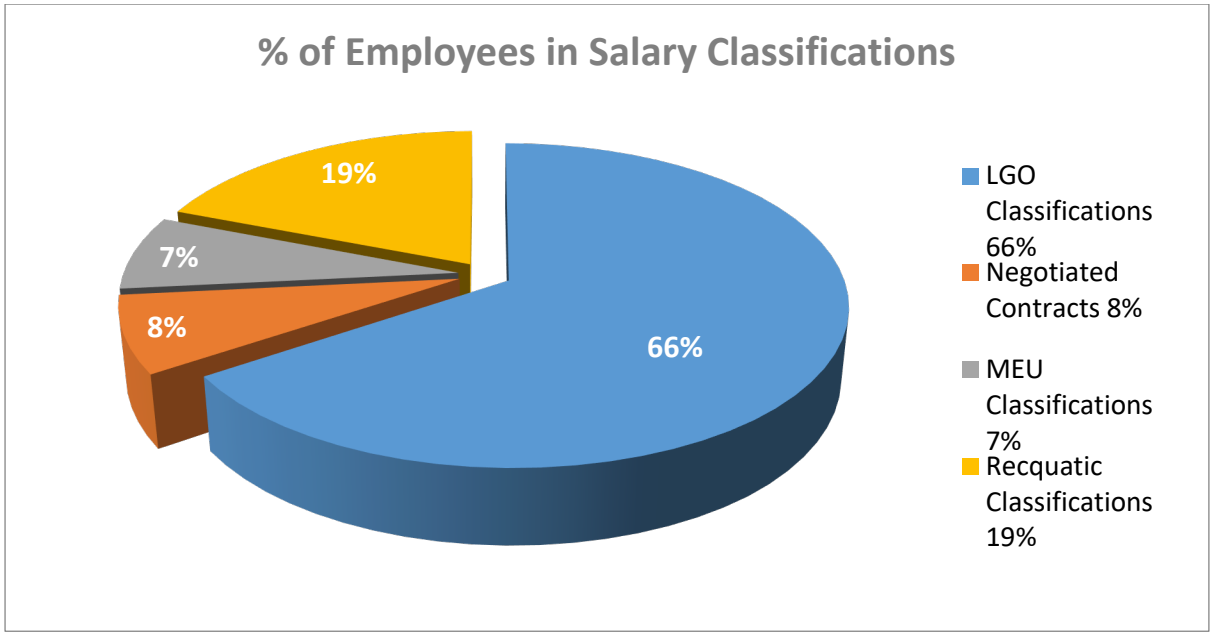
Employees' Classifications

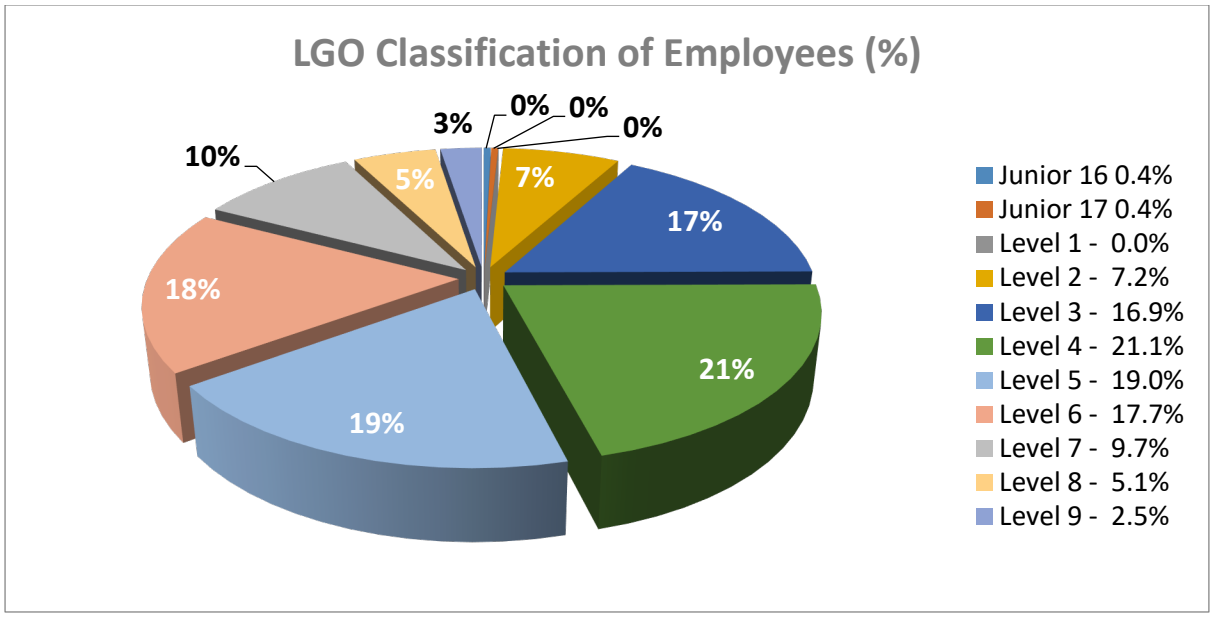
The City's employees are either engaged via the City of Kwinana's current Enterprise Agreement or the employee has entered into a negotiated employment contract with the City. Included in the City's Enterprise Agreement are three (3) different classification scales and rating level based on the areas where the employees are engaged. These being:- Local Government Officers (LGO), Operation Depot workers (MEU) and Recquatic employees. Employees engaged via a negotiated contract arrangement are predominately senior officers. Total number of staff on negotiated contract is 7.76% (28 employees) of the workforce.

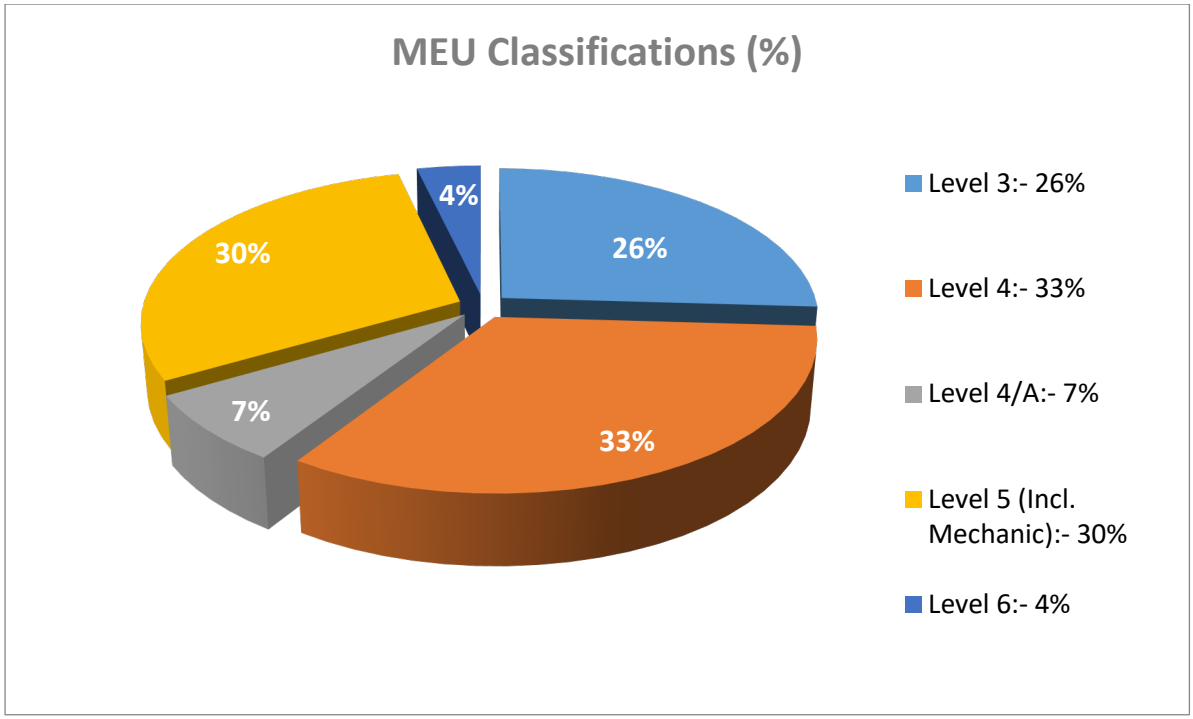
65.65%% (237) of employees who receive salary and position levels are classified as Local Government Officers (LGO) under the City's current Enterprise Agreement. Of these, 16.88% (40 Employees) are in the level 3 category, 21.1% (50 Employees) within the level 4 category, 18.99% (45 Employees) within level 5 and 17.72% (42 Employees) in level 6.

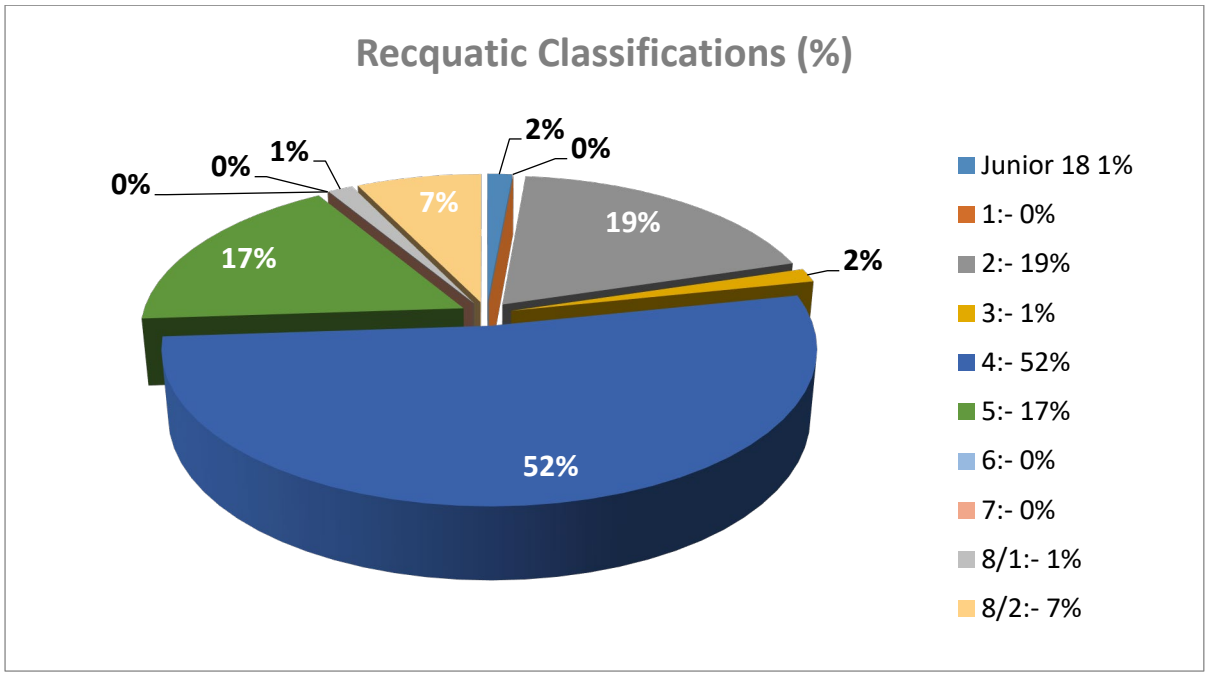
7.48% (27) of employees fall within the MEU classification. Of these, 25.93% (7) are in the level 3 category, 33.33% (9) within the level 4 category, 7.4% (2) within the level 4A category and 29.63 (8) at level 5.

19.11% (69) employees comprise the workforce engaged to work at the Recquatic Centre. Of these staff 18.84% (13) staff fall within level 2, 1.45% (1) fall within level 3, 52.17% (36) fall within level 4, 17.39% (12) fall within level 5 and 8.69% (6) at level 8.


% of Employees in Salary Classifications
19%
7%
8%
66%
LGO Classifications 66%
Negotiated Contracts 8%
MEU Classifications 7%
Recquatic Classifications 19%


LGO Classification of Employees (%)
3%
0%
0%
0%
10%
5%
7%
17%
18%
21%
19%
Junior 16 0.4%
Junior 17 0.4%
Level 1 - 0.0%
Level 2 - 7.2%
Level 3 - 16.9%
Level 4 - 21.1%
Level 5 - 19.0%
Level 6 - 17.7%
Level 7 - 9.7%
Level 8 - 5.1%
Level 9 - 2.5%

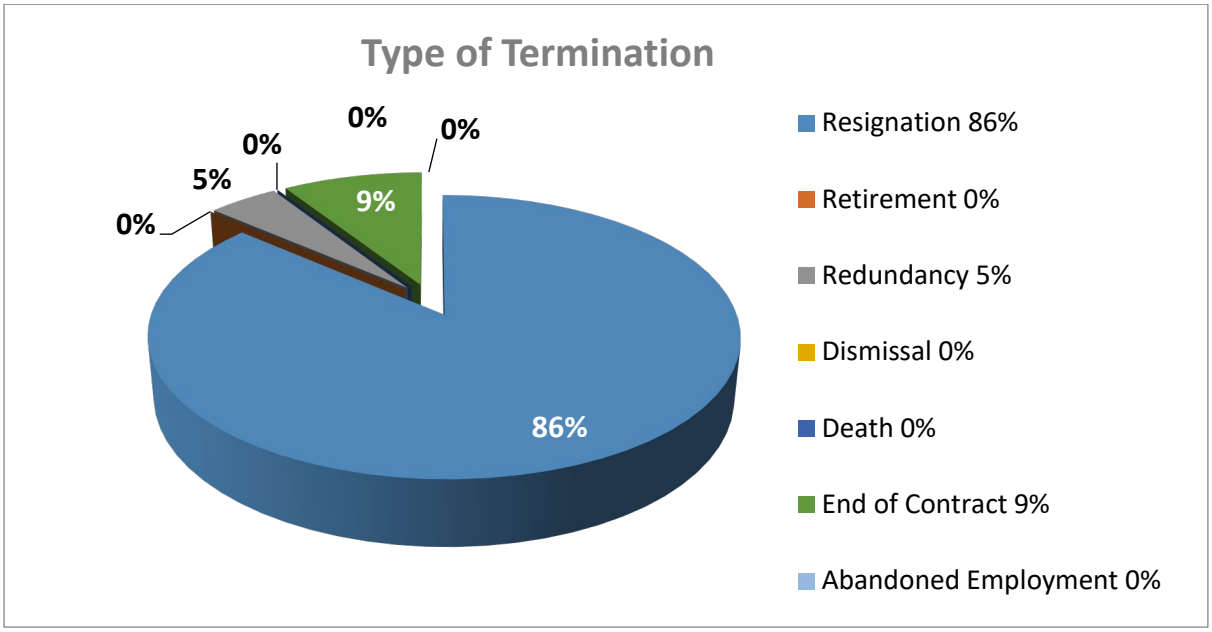

MEU Classifications (%)
4%
26%
30%
7%
33%
Level 3:- 26%
Level 4:- 33%
Level 4/A:- 7%
Level 5 (Incl. Mechanic):- 30%
Level 6:- 4%


Recquatic Classifications (%)
2%
0%
1%
0%
0%
7%
19%
17%
2%
52%
Junior 18 1%
1:- 0%
2:- 19%
3:- 1%
4:- 52%
5:- 17%
6:- 0%
7:- 0%
8/1:- 1%
8/2:- 7%

Turnover Rates

This information is based on termination of employees who were either engaged on a full-time, part-time or contractual basis.

	2015	2016	2017	2018	2019	2020
Turnover Rate (nearest %)	14%	14%	16%	15%	16%	16%



Integrated Planning and Workforce Implications

All local governments are required by Section 5.56 of the *Local Government Act 1995* (the Act) to create a Plan for the future of their district. This requires every local government to have developed and adopted two key documents - a Strategic Community Plan and a Corporate Business Plan. Documented in the Strategic Community Plan are the priorities and aspirations that were developed in consultation with the community. Whilst the City's Corporate Business Plan provides clarity on the initiatives and services that the City is planning or implementing over the next five years, with emphasis on the delivery of the strategic priorities outlined in our Strategic Community Plan. These two key strategic documents are then underpinned by a number of informing documents including, but not limited to, the Long Term Financial Plan, Asset Management Plans, Workforce Plan and issues or area-specific plans.

A recent phased approach to the major review of the Strategic Community Plan (SCP) and Long Term Financial Plan (LTFP) was undertaken by the City. This involved engaging the Community to ascertain their vision for the future of Kwinana and the specific outcomes they would like to see. The top priorities that were identified in the first phase of engagement are conservation and environment, access to goods and services, the character and identity of Kwinana, enhancing playgrounds, parks and reserves and concerns about safety and security. With these community priorities identified, this gives a clear direction for the workforce plan priorities and subsequent staff resourcing of the appropriate departments that will be address the identified community needs.

In addition to identifying community priorities, the Council has determined their own priorities and are committed to the meeting the following outcomes, these being; to ensure the financial sustainability of the City, to increase assets renewal and to maintain levels of service to the community.

Future Challenges for the Workforce

In developing strategies to address the needs of the Community, it was important to recognise that the City will face a number of issues that could potentially and significantly challenge its ability to meet strategic objectives. For this cause, a Workforce Planning Activity was conducted in February 2021.

As part of the development of the LTFP (and associated budget for the coming financial year 2021/2022), the Finance department required participation from all Department managers and applicable Directors. It is important to note, the City's requirements to develop a financially sustainable budget and LTFP, given the financial impacts of COVID-19 on the Community and the City's statutory responses to the directions by the State Government with regards to a "rate freeze". These elements are require to be considered when assessing the financial ability to meet the City's workforce demands. The information obtained in this activity has been prioritised and inform the Workforce Plan.

During this activity with the Department managers, it was identified that many teams have recently undertaken a service delivery review. The City engaged external providers to conduct a service delivery and level review in certain areas of the organisation and in some of these areas the recommendations from the review have been implemented or are currently being progressed. (Note: not all reviews have been completed and the recommendations may have future implications for the workforce plan, not limited to resourcing levels but also considering the efficiencies and effectiveness of the current services provided in the areas under review).

Staff are continually fulfilling their job roles against the future changing demands of the workforce (which will include use of new technology as part of the projects to effectively and efficiently meet community expectations) therefore, a moderate amount of training and development (already offered) should remain. This has been identified in the preparation of the LTFP and annual budget with an allocation for training to meet this requirement.

In addition, the City has recognised there is a training need to optimise a consistent approach to the work practices across the organisation. The City will implement a City Leadership program with the outcome of the program to focus on ensuring a cohesive organisational culture and to empower all staff to be leaders working towards achieving common outputs which in turn meets the identified Community priorities.

Nature of Local Government Sector

Local government provides diverse roles and services all under one roof and hence, employs a wide scope of people from different professional backgrounds, experience and skills. This diversity, though culturally beneficial, requires measurable time by senior management to close gaps within the organisation.

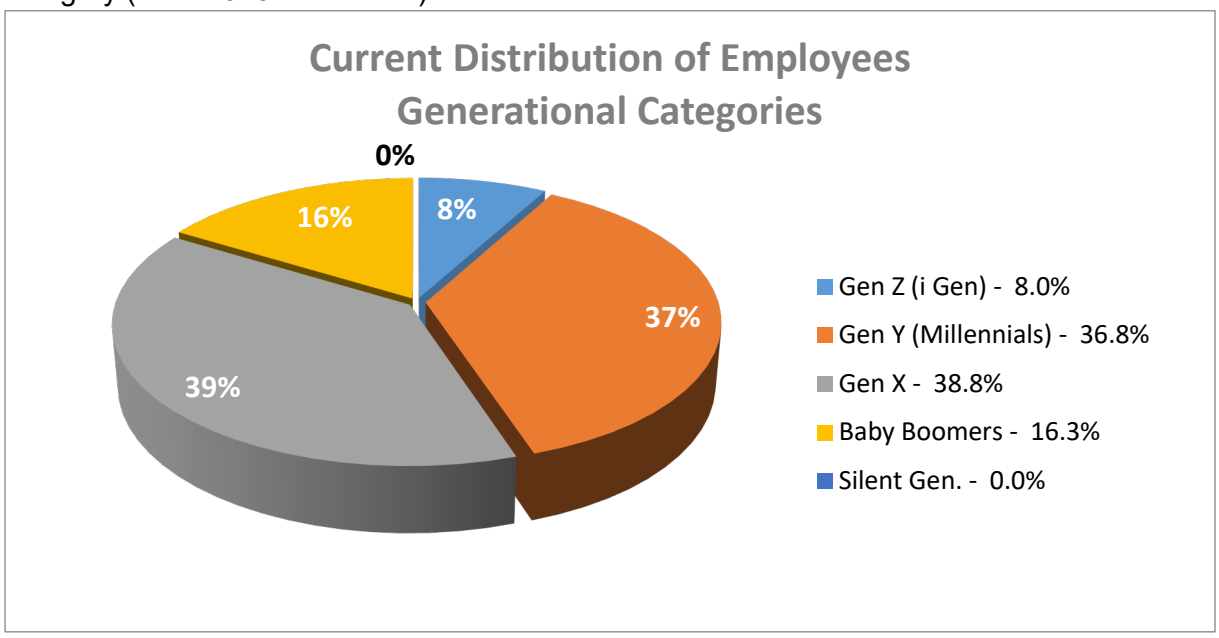
The nature of local government employment is also subject to political shifts. Changes in federal, state and local government may often impact the direction of the organisation. The lack of political stability and increase in uncertainty may deter individuals from applying for jobs in the local government sector. During what appeared to be the imminent Local Government Reform, the City lost a wealth of experience and knowledge through departures of several senior staff. After a complete analysis of the City's organisational structure and the future direction of the City, these gaps have gradually been filled with other senior employees who bring with them a diverse set of skills and experience. The City is actively implementing strategies developed to assist in the retention of employees, particularly at senior management level.

Whilst traditionally local government has not been a strong competitor with the private industry, for reasons such as higher salary offering and career progression, the recent downturn in the mining sector did have an impact on the number of potential candidates for some of the vacant roles. For example, some of the operational roles have seen applicants with engineering degrees applying for traditional 'blue collar' labour intensive roles. However, the mining sector is beginning to "recover" with some of the labour intensive roles now becoming attractive to City employees. The City is currently working towards new, tailored classification system which is aimed at aligning the assessment of all roles within the organisation.

Ageing Workforce - Generation Difference

Although aging projections do not specifically nor directly infer that older employees will retire at any sooner time, there are known potential risks associated with projected departure of older employees on the organisation's service delivery.

The following chart illustrates the current distribution of employees against generational categories. It is found that 36.84% of City's employees belong to the Gen Y(1981 - 1997), 38.78% to the Gen X(1965 - 1980), followed by the Baby Boomers (1946 -1964) at 16.35%, 8.03% to the Gen Z (1998 - 2010) and with no employees who fall in the Silent Generation category (Born 1945 and earlier) .



GEN Z

There are 29 employees that fall within the Gen Z (i Gen) age bracket, of which 28 are under Casual employment and one part-time employee. Of the 29 employees 19 are female and 10 are male.

GEN Y

There are 133 employees employed by the City of Kwinana who belong to the Gen Y category. This comprises a total of 33 casuals, 61 full time and 39 part time. Of the 133 employees, 46 are males whilst 87 are females.

Of these, it is noted that organisationally, 51.13% of Gen Y employees work within City Life directorate, 15.04% within the City Infrastructure directorate, 15.78% in the Office of the CEO, 10.53% within the City Development and Sustainability directorate with the remaining percent (7.52%) in the City Business directorate.

GEN X

There are 140 employees who belong to the Gen X category. This comprises a total of 91 full time, 27 part time and 22 casuals. Of the 140 employees, 51 are males whilst 89 are females.

BABY BOOMERS

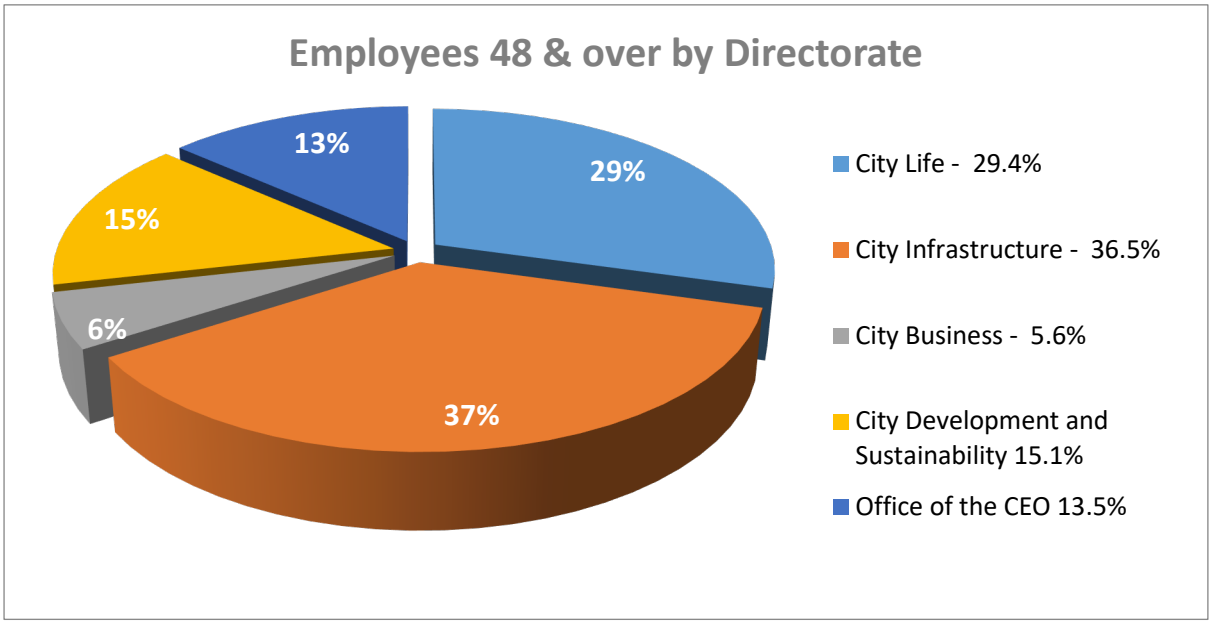
There are 59 employees in the Baby Boomer generation period. This comprises a total of 43 full time, 7 part time and 9 casuals. Of the 59 employees, 33 are males whilst 26 are females.

In summary, it has been reported that the Australian labour market has begun to see an exodus of skilled employees. Of special note is the exit of employees belonging to the baby boomers generation. Therefore, strategies to address the continued exit of qualified employees aged 48 and above must be taken to ensure that the workforce not only adds to it an increase in younger employees, but that it maintains a balance of suitable younger, mid and mature aged personnel.

Employees 48 and over by Directorate

Currently 34.9% of the City's workforce is 48 years of age or over. Of this, 52.38% are females.

It is envisaged that if the current status quo of employees continue, the impacts of workforce aging will be most significant within the directorates of City Infrastructure and City Life.



Identified Skills Shortage and In-Demand Industries

Australian jobs are changing as new technologies are introduced, businesses find new ways of working, and as we respond to challenges like COVID-19. This will lead to new jobs being created, and new skills that may be needed for existing jobs. The Australian Government release a Skilled Occupancy List (SOL) which is updated regularly by the department of Home Affairs (DHA). The following Industry specific areas have been listed as being in demand:

- Health Care and Social Assistance (Registered nurses, elderly and aged assistants, personal care staff and nursing help professionals that are most in demand);
- Software programmers (There is a vital need for software developers particularly trained in the user interface, web and back-end design, front end and full-stack developers);
- Constructions workers (Includes electricians, carpenters, joiners and plumbers and a demand for non-skilled labour);
- Education and Training (Specifically, secondary school teachers for regional areas);
- Management Professionals (In the areas of advertising and accounting);
- Mechanics (Specifically specialist areas such as automotive electrician, automatic transmission mechanics and automotive air-conditioning mechanics);

- Skilled trades (Trades such as metal machinists, sheet metal workers, and welder, fitter and metal fabricators);
- Farmers (Specifically temporary farmworkers for tasks such as crop picking);
- Mining Workers (Specifically geologists, mining engineers, drill and blast operators, boilermakers and dump truck operators), and;
- Engineers (In demand are mechanical, industrial, electronics, transport and electrical engineers).

It is the areas of predicted growth that may impact on the City's ability to recruit suitable employees in some of the above listed sectors.

Technological Advancements

The local government sector is continuing to experience a shift in its use of better technology. In recent times, an increase and introduction of alternate methods to service delivery including greater use of information communications and technology such as email, internet and new software systems. Implementation of such technology has created a more efficient work environment. Research continues to suggest that the use of technology in the workplace will increase and better enhance innovative work practice as it plays an integrating part in the evolving workforce. The City has approved the purchase of a new Corporate Business system which will be transitioned over the next 18 months. This system will be capable of improving efficiencies and further enhancement to the processes presently undertaken in the City's current system. To date, the City has implemented interactive screens assisting with the delivery of presentations and facilitation of meetings and training and programs designed, using an interactive tool for developing the steps and actions required in a workflow (Promapp), a program for documenting when a delegation or authorisation is exercised (Attain), a new booking system utilised predominately when an external stakeholder requests to use a City facility (LYNKS) and the provision of a new program for the Library, to name but a few,

Additionally, the City has progressed their e-Recruitment system (Big Red Sky (BRS)) to a fully electronic on-boarding process. (Noting, the City of Kwinana was the first WA Local Government that utilises BRS to undertake the electronic on-boarding). This is consistent with the progression of City documentation, particularly forms, to be completed electronically.

The restrictions introduced by the State Government during specific phases of the COVID-19 recovery "roadmap" resulted in a change in the way the City was required to operate, specifically, working from home for "non-essential" workers. The portability of technology and access to platforms such as "Microsoft teams" and applications such as "Business Connect" permitted the organisation to "stay connected" and continue to provide services to the Community.

Cost implications for increase in staff

The City has a Long Term Financial Plan (LTFP) (20 years) as well as an annual budget cycle. Budgeting is performed throughout the organisation through to department level. The LTFP process included an analysis of expected staff increases as well as consideration to the predicted base salary increases and the national superannuation rises.

People management and development strategies as well as activities that support the policies, position statements and procedures guidelines are funded annually in the budget process. Funding is mostly centralised with the Human Resources department, especially funding for training, study, conferences and health promotion activities. Salaries and associated costs are domiciled to the applicable department or business unit. It should be noted, that the replacement of staff who exit the organisation requires a due diligence process whereby an analysis of the vacant role is undertaken so as to ascertain the continued requirement and currency of this role.

Staff forecast

Each year a forecast of future staffing needs is considered. This identifies employee positions that are required for the next 20 years with information from this costed within the Long Term Financial Plan. Proposed positions for the year ahead are included in the annual budget for this year. At the time of inclusion in the LTFP and budget, a justification for the new position is discussed, assessed and approved prior to the inclusion. The recently prepared 20 Year Long Term Financial Plan provides the following information relating to proposed new positions over the next 5 Years. It should be noted that several positions in the table are due to an increase to hours of existing positions.

Year	Head Count Information
2022	3 x F/T and 1 x P/T
2023	3 x F/T
2024	0
2025	2 x F/T
2026	1 x F/T

During the process of meeting all Department Managers meeting with Finance, there were an additional 9 position requests to be considered over the next 5 years. These requests included new and increase to hours for existing roles. After consideration, it has been determined that, at this point, these requests are unable to be met.

Strategies to meet future Workforce needs

Analysis of the current workforce and the implications of the City's Strategic Community Plan has identified several areas that will have future workforce implications. These implications have been reinforced during information sessions with departmental managers and the Executive "Leadership" team.

The major challenges identified being:

- An ageing workforce
- Staff Retention
- Skills shortage
- Responding and adherence to legislative compliance
- Promotion of a work culture that supports career opportunities and provides interesting/diversity work
- Managing (and where practicable) meeting community expectations with regards to delivery of services and infrastructure.

All of this to be achieved while maintaining financial sustainability and operating in a legislative and environmentally sustainable framework.

The most significant workforce issues relate to “dealing with an ageing workforce” (and replacement of these staff with suitably qualified employees) and “providing career opportunities” in order to retain staff. Therefore the key strategies to achieve the desired outcomes include:

- Attraction, selection and recruitment of suitably qualified staff;
- Retention of existing staff through career/succession planning, training and development opportunities and if necessary assessment and review of current positions to ensure validity and currency of roles (and therefore possible redesign);
- Establishment and further enhancement of a culture that supports continual improvement (through consultation and feedback from staff); and
- Continual review of the City’s remuneration, recognition and reward systems.

Council and HR policies in place

The City has a framework of values, formal policies, position statements, guidelines and procedures which cover the full range of human resource issues and support the City’s strategies. The documents are widely available through the Staff Intranet, the City’s document management system and via hard copy on request with Council policies available on the City’s website. The formal Council approved policies include:

- Code of Conduct
- Equal Employment Opportunities
- Health and Safety
- Legal Representation
- Record Keeping for Employees
- Local Employment Solutions

In addition to the above listed Council policies, the City has numerous Human Resources (HR - Internal policies), including:

- Acting and Secondments
- Care of Visitors
- Celebration and Recognition
- CEO and Community Projects
- Children in the Workplace
- City Vehicles
- Deferred Salary Scheme
- Disciplinary Action
- Drug and Alcohol
- Employee Defence Forces Reserves Support
- Employee Performance Management
- Employee Recruitment and Selection
- Employee Uniforms
- Employer Salary Packaging
- First Aid Officer Appointment
- Flexible Working Arrangements and Working from Home

- Grievance Management
- Higher Duties Allowance
- ICT Acceptable Use
- Learning and Development
- Leave Management
- Mobile Phones, Data and Usage
- New Staff Induction
- Occupational Safety and Health (OSH)
- On-call and Re-call Arrangements
- Pre-employment medicals
- Police Clearance
- Recreation Facilities use for Employees
- Redeployment - Retaining and Redundancy
- Relief Employees
- Secondary Employment
- Service Pay
- Social Media Guidelines
- Study Assistance
- Violence Prevention
- Workplace Behaviour - Harassment, Discrimination and Bullying.

These Internal HR Internal policies support and enhance the strategies of the Workforce plan and are also assist plans such as the EEO plan and Corporate Training Plan. Policies at the City are formally reviewed on a regular basis.

An ageing Workforce and staff retention

Analysis of data revealed that 34.9% (126 employees) of the City's total workforce is of the age of 48 or above and the future workforce implications will need to be addressed. However, the data that is most notable and of the highest priority is the extensive experience that could be lost within a seemingly short period. There is no longer a fixed retirement age in Australia with the majority of people choosing to retire when they become eligible for the Age Pension or can gain access to their superannuation.

Whilst there is a need to appropriately address the critical loss of skills through the ageing workforce, other relevant information should be considered at the same time that has implications for all age groups. Other influencing factors for ageing employees is a requirement for the organisation to provide flexible working arrangements for those employees who might be caring for elderly parent(s). This information, coupled with the ageing workforce projections will be addressed though the City's informing strategies being:

- Ageing Workforce Strategy;
- Attraction, Selections and Recruitment;
- Retention; and
- Succession planning that encompass key actions and projects such as:
    - Phased retirement program/policy;

- Monitor market trends in remuneration and conditions offering packages that are competitive;
- Measure employee satisfaction and incorporate results;
- Continue to improve on exit processes and ensure emerging trends are addressed;
- Continue to identify and improve the implementation of individual staff training programs identified through the Annual Training Needs Analysis; and
- Develop and implement career succession plans.

In May 2018, the City's Ageing Workforce Strategy was adopted by Executive and then communicated to senior management. Included in the strategy is an action to assist employees to plan for their retirement. Professionals working with people to prepare a plan, strongly suggest that this preparation commence as early as 40 years of age. The City will be offering "preparing for retirement awareness information sessions" to interested employees in 2021 as a "pilot" session.

Addressing the Skills Shortage

As previously mentioned in this report, the areas of growth employment have been predicted for the next 5 years by the Australian Government's Skilled Occupancy List (SOL) as being in the following sectors:

- Health Care and Social Assistance;
- Professional, Science and Technical Services (major areas of contribution is expected to be engineering, computer system design, advertising, accounting and related services);
- Construction;
- Education and Training (specifically in the areas of adult and community education); and
- Skilled trades (including specialist mechanics and mining related trades).

The impact of growth in the above areas may require the City to consider attractive remuneration package(s) and/or additional non-salary benefits to be offered to entice suitable applicants. With regards to professional services such as engineering, computer system design and building surveyors, consideration to engaging either undergraduate or cadets in entry level positions to upskill and develop into the roles that potentially could be difficult to recruit in the open market.

The previously mentioned informing strategies being Attraction, Selections and Recruitment; Retention; and Succession Planning may go some way to assist any skills shortage.

Options for outsourcing

Both the potential difficulty to recruit for suitable applicants in certain sectors and the budgetary restraints of local governments, maybe resolved through outsourcing options. Should these situations arise in the future consideration could be given to assessing the City's current service delivery model (in these areas) to align more specifically to the community's needs rather than offering a traditional and long standing service delivery model. Also redesigning certain roles and exploring the market for contractual suppliers may address any gaps in the current market.

Legislative Requirements

The nature of Local Government is subject to political shifts and very often this will impact on the direction of the organisation. Additionally, the “Senior Management team” highlighted that there is an increasing amount of compliance legislation being handed down, in particular from the State Government. The introduction of changes to legislation and policies has in the past resulted in changes in procedures that impact on specific departments/roles. (e.g. requirements to have a number of plans such as the Public Health plan, Disability Access and Inclusion plan, Reconciliation Action Plan, to name but a few). Whilst on the whole sufficient lead in/preparation time has been allowed, the implications for the Workforce cannot be preplanned. However past experience has shown that the City would assess and review job design and the service delivery model to meet the requirements. The Workforce Plan will continue to evolve as it will be reviewed on an annual basis and the additional allowance will be considered at this time.

Promotion of a work culture that supports career opportunities

Based on the data relating to the reasons that employees have left the City, improvement is required in the area of staff development and career succession planning (11% of employees who undertook an exit interview listed this as an area on improvement). This is despite there being many examples in the City of staff that have progressed through the organisation. The continuing preparation and implementation of individual career development plans for staff and clear succession plans for individuals within each department is required. This activity will allow for staff to be provided with greater opportunities in training and development and now provide a long term career path. Through the shift in work culture it provides a greater diversity in work tasks and with a wide scope of duties it provides more interesting roles for staff.

Managing and meeting community expectations

The City is continually monitoring its workforce to adapt (where possible) to meeting the expectations of the community in the delivery of services and infrastructure whilst adhering to budgetary constraints.

The Strategic Community Plan provides direction for decision-making and use of resources for the City; provides long-term focus; and a basis for accountability. As the City continues to progress and evolve the Strategic Community and Corporate plans, it is highly probable that changes and amendments will be required and the implications of these will impact on the workforce. Again, as the annual review of the Workforce Plan is conducted adjustments will be required and included.
(Note: Also refer to Section 3 of this Workforce Plan).

Strategic Challenges and Priorities

Strategic Challenges

The City's focus is on transforming the organisation into one that puts the customer at the centre of everything that is done - a truly customer-centric organisation. The vision is an organisation that is modern, progressive, is responsive to change and ultimately contributes to a fairer society for our community.

Council six years ago went through quite a divisive amalgamation debate which was soundly rejected by the community. Key challenges in this environment include continuing to drive and influence regional and local development, looking at opportunities to enhance council collaboration and shared services and retaining our best employees.

Given the common issue of an ageing workforce across many local government areas, a key focus for Council over the next four years will be identifying and implementing succession planning strategies and facilitating the transfer of corporate knowledge. Coupled with this, the City will continue to foster an organisational culture in which its people are comfortable constantly reviewing the way they work, and are productive and effective in the face of frequent change.

Employment relationships have also evolved considerably compared to past Workforce Plans. For the first time, organisations like Council are maintaining services with at times generations of employees working side by side, in an environment where organisational loyalty and career longevity are no longer a priority for all employees. Multiple employers and careers during the course of an employee's working life are more common. Further, organisations like Council recognise that behaviours to support healthy, mature, trusting working relationships are just as important to our success as employees' technical and functional capabilities. The City recognises that its people are its greatest asset.

Strategic priorities

In the context of the challenges faced by Council, we have identified five strategic priorities pertaining to its people, with these forming the basis of the Workforce Plan. These priorities were developed to align and address behaviours and capabilities to achieve the community goals of the Strategic Community Plan and the vision for the City. The priorities align to the strategies and actions identified later in this Workforce Management Strategy.

Our five strategic priorities:

1. Aligned and active leadership
2. Right people right behaviour
3. All working together as one team
4. Empowered and effective teams
5. Systems and processes

Each of these priorities drive actions to be implemented across the organisation over the next four years. The model below reflects the links between priorities for our people, the Workforce Plan, the Corporate Business Plan and Strategic Community Plan.



Strategic Priority	Action	Year
Aligned and active leadership	• Implement the tailored Leadership Program to staff across all levels of the organisation.	2021-2023
	• Through the Leadership Program ensure that the skill development for all leaders focuses on building capacity within teams and enhancing change and conflict management abilities.	2022-2025
	• Through both the Leadership program and the SDR process, identify coaching and mentoring opportunities to assist with career development and succession planning and are aligned to the organisational values.	2022-2025
All working together as one team	• Inform the various levels of management of workforce information through meetings and information made available via different mediums. Work with Communications team to prepare appropriate messaging.	2021-2025
Systems and Processes	• Continue to focus on the City's customer centric culture through the on-line training program.	2021-2025
	• Include an action relating to the provision of customer service in all staff SDRs.	2021-2025
	• Implement the new classification system which provides for one pay scale for all staff.	2021-2025
	• Negotiate an Enterprise Agreement that has equitable and consistent entitlements for all staff.	2022
	• Ensure the City sources relevant and "value for money" training that aligns with the City's and staff requirements.	2021-2025
	• Implement the City's Staff Retention Strategy actions.	2021-2025
	• Implement the City's Ageing Strategy actions.	2021-2025
	• Encourage staff to assess systems and processes for continuous improvements. Celebrate the improvements through the City's Staff Value, specifically, "Why not yes?"	2021-2025
	• Continual review of the City's remuneration, recognition and reward systems.	2022-2023
	• Implement Staff Wellbeing framework.	2022-2023
	• Implement TechOne and new HR system.	
	• Ensure compliance with Work Health and Safety legislation, and continuously improve the City's safety performance through the delivery of the strategies contained within the Safety and Health framework and plan.	2021-2025

Right people, Right behaviour	• Ensure the City's HR recruitment processes remain current and valid - exploring alternative advertising platforms as appropriate. • Ensure that all aspects of recruitment and the induction of new employees align with the organisational culture. • Implement the City's new staff Code of Conduct, ensuring all staff are informed of this policy. • Undertake a cultural identification and development program for all staff incorporating culture mapping, survey and action plan. • Develop a peer-driven, informal reward and recognition program that is instant, personalised and effective and can be used to acknowledge customer service excellence between employees.	2021-2025 2022-2025 2021 2022-2023 2022-2023
Empowered and effective teams	• Continue to promote the Staff Values through the Celebration and Recognition policy.	2021-2025

Monitoring and Evaluation of Outcomes

The Workforce Plan is reviewed on an annual basis. The Manager Human Resources has primary responsibility for the execution, review and monitoring of the Workforce Plan. This will include the evaluation of the Strategies outlined in the table (below), with these being fed into the City's Corporate Business Plan. However, senior management, supervisors and all employees have a contributing role in maintaining a professional, well-trained and healthy workforce that it responsive to the Community's needs and aspirations.

In addition to this, the Human Resources Team Business plan includes various Performance Indicators and actions which are monitored and tracked. Reporting on the actions generated from the Integrated Planning and Reporting Framework are entered into the City's corporate planning software to be reported on in a variety different ways. Strategically important actions will be reported to back to Council on a quarterly basis. Actions within the Team Business Plans are reported internally on a monthly basis.

18.5 Adoption of the 2021/2022 Annual Budget

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

To consider and adopt the proposed budget for Municipal, Trust and Reserve Funds for the 2021/2022 financial year, together with supporting schedules, including imposition of rates and minimum payments, adoption of fees and charges, setting of Elected Members fees for the year, and other consequential matters arising from the budget papers.

The 2021/2022 draft budget (Budget) has been prepared after taking into consideration the City's Strategic Community Plan (SCP), Long Term Financial Plan (LTFP), detailed business cases, organisational service reviews and budget workshops. The presented budget for 2021/2022 is a balanced budget.

This Budget document has been prepared in accordance with the *Local Government Act 1995*, *Local Government (Financial Management) Regulations 1996* and *Australian Accounting Standards*.

OFFICER RECOMMENDATION:

That Council:

1. Adopt the 2021/2022 Budget, including the Statement of Comprehensive Income by Nature and Type, Statement of Comprehensive Income by Program, Statement of Cash Flows, Rate Setting Statement, supporting notes to and forming part of the Statutory Budget, Capital Expenditure Budget by project and Transfers to/from Reserve Funds for the year ending 30 June 2022, as detailed in Attachment A.

2. Adopt differential rates, based on zoning of the land and the purpose for which the land is held or used, with the imposition of the following rates in the dollar and minimum payments for the 2021/2022 financial year:

Rating Category	Minimum Payment ($)	Rate in the Dollar ($)
GRV Rating Categories		
Improved Residential	$1,083	0.09858
Improved Special Residential	$1,083	0.09265
Improved Commercial & Industrial	$1,410	0.09834
Vacant Non-Residential	$1,083	0.14788
Vacant Residential	$1,083	0.17693
UV Rating Categories		
General Industry	$1,410	0.01839
Rural	$1,083	0.00530
Mining & Industrial	$1,410	0.00885

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

3. Pursuant to the provisions of the *Waste Avoidance and Resource Recovery Act 2007* Part 6, Division 3, section 67:

   a) Levy a charge of $301 in respect of the removal of the contents of two refuse bins from rateable property, one being weekly collection of 240L bin for general waste, and the other fortnightly collection of 240L or 360L bin for recyclable material, ending 30 June 2022; and

   b) Levy a charge of $301 in respect of the removal of the contents of one 240L refuse bin each week for general waste and one 240L or 360L refuse bin fortnightly for recyclable material from non-rateable property during the year ending 30 June 2022.

4. Instalments
   Endorse the due dates for payment of instalment options as:

   a) one (1) instalment option – Friday 20 August 2021;

   b) two (2) instalment option – first instalment Friday 20 August 2021 and second instalment Wednesday 19 January 2022;

   c) four (4) instalment option - first instalment Friday 20 August 2021, second instalment Friday 22 October 2022, third instalment Wednesday 19 January 2022, and fourth instalment Monday 21 March 2022;

   d) nineteen (19) fortnightly instalments (for direct debits only) commencing on Friday 20 August 2021; and

   e) thirty-eight (38) weekly instalments (for direct debits only) commencing on Friday 20 August 2021.

5. Administration Charge

   a) That pursuant to section 6.45(3) of the *Local Government Act 1995* and regulation 67 of the *Local Government (Financial Management) Regulations 1996* Council impose an administration charge of:
      i) $10.50 fixed for the two (2) instalment plan;
      ii) $21.00 fixed for the four (4) instalment plan;

      on all accounts where the owner elects to pay rates and charges by those instalment options, other than rates and charges attributable to a property owned by an entitled pensioner/senior under the *Rates and Charges (Rebates and Deferments) Act 1992*.

   b) Impose a fixed administration charge of $55.00 where an alternative payment arrangement becomes necessary, other than in the case that the alternative payment arrangement is determined in accordance with the Council's Hardship Policy.

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

6. Instalment Interest
Pursuant to section 6.45(4) (e) of the *Local Government Act 1995,* impose interest of three percent (3%), as provided in regulation 68 of the *Local Government (Financial Management) Regulations 1996,* on all accounts where the owner elects to pay rates and charges by instalments, other than rates and charges attributable to a property owned by an entitled pensioner/senior under the *Rates and Charges (Rebates and Deferments) Act 1992*.

7. Penalty Interest
Pursuant to section 6.51(1) of the *Local Government Act 1995,* impose an interest rate of seven percent (7%), as provided in regulation 70 of the *Local Government (Financial Management) Regulations 1996,* and costs of proceedings to recover such charges, on all rates and charges that remain unpaid after becoming due and payable; either unpaid due to no election being made to pay the rates by instalments; or, where an election has been made to pay rates and charges by instalments, and an instalment remains unpaid after it is due and payable [other than rates and charges attributable to a property owned by an entitled pensioner/seniors under the *Rates and Charges (Rebates and Deferments) Act 1992]*.

8. Sundry Debtor Interest
Pursuant to section 6.13 of the *Local Government Act 1995,* impose an interest rate of seven percent (7%), as provided in regulation 19A of the *Local Government (Financial Management) Regulations 1996,* on all money owed to the local government (other than rates and service charges) that is outstanding for more than 35 days after the date of issue of invoice.

9. Swimming Pool Inspection Fees
Impose a fee of $46 per annum, to cover the actual costs of mandatory swimming pool inspections, which occur every four years.

10. Elected Members' Fees and Allowances
Note the review of Councillor fees and allowances, by the Western Australian Salaries and Allowances Tribunal, and adopt the following:

a) Set the annual attendance fee at $31,678 for 2021/2022, to be paid monthly in arrears to Councillors, or at such intervals as determined by individual Councillors, pursuant to section 5.99 of the *Local Government Act 1995* and regulation 30 of the *Local Government (Administration) Regulations 1996;*

b) Set the annual attendance fee at $47,516 for 2021/2022, to be paid monthly in arrears to the Mayor, pursuant to section 5.99 of the *Local Government Act 1995* and regulation 30 of the *Local Government (Administration) Regulations 1996*;

c) Set the annual Mayoral Allowance at $89,753 for 2021/2022, to be paid monthly in arrears, pursuant to section 5.98(5) of the *Local Government Act 1995* and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australia Salaries and Allowances Act 1975* section 7A and 7B;

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

d) Set the annual Deputy Mayoral Allowance at $22,438 for 2021/2022, to be paid monthly in arrears, pursuant to section 5.98A of the *Local Government Act 1995* and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australia Salaries and Allowances Act 1975* section 7A and 7B; and

e) Set an annual Information and Communications Technology Allowance of $3,500 for 2021/2022, to be paid monthly in arrears, pursuant to section 5.99A of the *Local Government Act 1995* and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australia Salaries and Allowances Act 1975* section 7A and 7B.

11. Fees and Charges
Pursuant to section 6.16 of the *Local Government Act 1995,* adopts the fees and charges set out in Attachment B.

12. Material Variance for 2021/2022 Financial Year
Adopts the following:

a) In accordance with regulation 34(5) of the *Local Government (Financial Management) Regulations 1996* adopts the level to be used in the monthly statements of financial activity in 2021/2022 for reporting material variances to be the greater of:
i) 5%; or
ii) $50,000;

applicable to each revenue and expenditure item within the Nature and Type classification and capital income and expenditure.

b) Approve the Budget Variation Report to Council process map that explains when a budget variation will be required to be approved by Council as detailed in Attachment C.

13. Reserves
The interest of the Refuse Reserve and the Employee Leave Reserve, earned during the 2021/2022 financial year, be transferred to the Asset Management Reserve.

14. New Borrowings
Approve the proposal to refinance Western Australia Treasury Corporation Loan 101 for the City Centre Redevelopment for $2,500,000 as a Principal and Interest funding arrangement over 10 years as of the 27 September 2021.

15. Budget Variation – Carried Forward Projects Transfer to Reserves
Adopt a variation to the 2020/2021 budget to reflect the below carried forward projects and required transfer of funds to the Restricted Grants and Contributions Reserve, totalling $588,793:

Project/Program	Operating/ Capital	Amount ($)
First quarter 2021/2022 early payment of DFES grant	Operating	47,043

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

City Leadership Program (Muni)	Operating	6,000
Kwinana South VBFB Station Upgrade – DFES	Capital	349,800
Recquatic Stadium Flooring – Insurance Recoup	Capital	10,000
Variable Message Sign – Fire & Emergency Management (Muni)	Capital	35,000
Sloan House LRCI	Capital	22,000
Zone Basketball Court Paint – LRCI	Capital	15,000
Urban Canopy Grant	Capital	18,480
Animal Care Facility Refurbishment (Muni)	Capital	85,470
Total Restricted Grants and Contributions Transfer to Reserve		(588,793)

NOTE: AN ABSOLUTE MAJORITY OF COUNCIL IS REQUIRED

DISCUSSION:

The draft Long Term Financial Plan (LTFP) was adopted in March 2021 alongside the draft Strategic Community Plan (SCP) after collaboration with the Elected Members and engagement of the community over a series of months. The plans indicated a need to prioritise asset renewal, keep rate rises minimal and identified a number of projects and services for the City to consider.

One of the key objectives of the LTFP was to address the City's asset sustainability ratio. After receiving comments from the Auditor General on the last two Annual Financial Statements, it was recognised by the Audit and Risk Committee and Council that it was imperative that the City develop a plan to address the cause of the poor ratio. The City has a vast asset base, with a predicted $498 million of physical assets by the end of June 2022. It is important that these assets are maintained in good working condition to avoid the risk of asset failure and the subsequent inability of the City to be able to afford to repair failed assets. Furthermore, it is necessary to invest in asset renewals in order to maintain a level of service to the community, including a level of public safety. The 2021/2022 aims to lift the asset sustainability ratio to almost 40%, with the assistance of external grant funding.

There were three projects developed as an outcome of the SCP engagement with the community. The upgrade of the Kwinana Loop Trail, reinstatement of the Community Events budget and the introduction of a Healthy Kwinana initiative. To enable the City to successfully implement these plans, the City has increased rates 2%, and also endeavoured to find savings across the organisation to reduce the impact on the community.

The City is estimated to generate $42.7 million in rate income in the 2021/2022 financial year. The rate income generated by the City for this budget comprises 67% of total revenue sources. In addition to rates revenue, funding is sourced from grants and contributions for operating purposes (11%), fees and charges (20%), interest earnings (1%) and other revenue, such as reimbursements (1%).

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

2020/2021 Forecast Carried Forward Surplus and Carried forward Projects
During April 2021, City officers undertook a budget review process to assist in accurately forecasting the end of financial year surplus. This was adopted by Council at the 26 May 2021 Ordinary Council Meeting.

The City's expected carry forward surplus amount is $500,000, in line with the developed LTFP.

As part of the review to forecast the 2020/2021 estimated carried forward surplus, the following projects have been identified as being unable to be completed prior to the 30 June 2020, and it is proposed that a budget variation is approved by Council to transfer the unspent funds into the Restricted Grants and Contributions Reserve, to enable the expenditure to be finalised as part of the 2020/2021 Budget:

Project / Program	Operating / Capital	Amount ($)
First quarter 2021/2022 early payment of DFES grant	Operating	47,043
City Leadership Program (Muni)	Operating	6,000
Mandogalup VBFB Station Upgrade – DFES	Capital	349,800
Recquatic Stadium Flooring – Insurance Recoup	Capital	10,000
Variable Message Sign – Fire & Emergency Management (Muni)	Capital	35,000
Sloan House LRCI	Capital	22,000
Zone Basketball Court Paint – LRCI	Capital	15,000
Urban Canopy Grant	Capital	18,480
Animal Care Facility Refurbishment (Muni)	Capital	85,470
Total Restricted Grants and Contributions Transfer to Reserve		(588,793)
Total Restricted Grants and Contributions Transfer to Reserve		(538,961)

Major Projects, Services and Programs
The major projects, services and programs that have been included in the 2021/2022 Budget include:

Projects/Initiatives	Description	Budget Allocation ($)
Road Renewal and Upgrades	Including Pace Road, Orton Road, Ocean Street, Leath Road and Wellard Road duplication project	4.4m
Volunteer Bush Fire Brigade building upgrade	Kwinana South Fire Stations to be upgraded. The project is almost fully funded by grants received by DFES.	725k
Honeywood Oval Pavilion	Continuation of the project to construct a pavilion at the Honeywood Primary School Oval. Funded by the Developer Contribution Scheme	3.7m
Corporate Business System	Continuation of the project to implement a new Corporate Business System to enable efficiencies, better analytics and improved user interface for external customers	1.42m

Street Tree Program	Tree planting program to continue around Kwinana	405k
Parks for People Program	Continuation of upgrades to the City's parks	160k
Kwinana Loop Trail	Upgrade of the Loop Trail	350k
Healthy Kwinana	Introduction of initiative to promote a healthy and active community	144k
Community Events	Reinstatement of community event program	767k
Place Management	Implementation of place management initiatives	1.07m
Community Centres & Library	Providing programs, events, crèche and facility hire.	4.05m
Safety and Security	Including expansion of CCTV coverage, community education initiatives, illegal dumping control, compliance operations and City Assist service	2.1m
Youth Centre	Management and facilitation of The Zone and associated activities including the Community Liaison service.	2.29m
Local Business Grants and Programs	Initiatives to support and help local business grow including the Local Commercial and Activity Centre Grant and COVID recovery activities.	637k

Proposed Rates
Council resolved, at the Ordinary Council Meeting held on 26 May 2021, to increase rates 2%, as proposed in the draft LTFP, with the exception of those rate categories affected by the rates rationalisation strategy. The rate rationalisation strategy is now continuing after being on hold for the 2020/2021 financial year.

Penalty interest rates have also been reduced to 7% from 8%, as directed by changes to the *Local Government Act 1995,* and the City is choosing to continue charging the reduced rate of 3% on instalment plan options. Administration charges will be payable on instalment options one and two, however, those choosing to pay by direct debit will not be charged.

The City offers a choice of options to pay rates, including a direct debit system that can be utilised to pay rates, waste disposal fees and the State Government's Emergency Services Levy, in weekly (38 payments) or fortnightly (19 payments) repayment options.

The City continues to ensure the Hardship Policy is accessible to all ratepayers that are in financial stress or in a position of vulnerability.

The minimum payment has increased 2%. In accordance with section 6.35(3) of the *Local Government Act 1995,* the local government is to ensure that not more than 50% of the total of separately rated properties in the district or 50% of the number of properties in each category are on the minimum rate. The 2021/2022 Vacant Residential differential rate category has more than 50% of vacant properties on the minimum payment, requiring Ministerial approval, which has been provided.

In accordance with section 6.33(3) of the *Local Government Act 1995* the local government is not to, without the approval of the Minister, impose a differential general rate which is more than twice the lowest differential general rate imposed by it. The 2021/2022 UV General Industry differential rate category is more than twice the lowest UV differential rate, being Rural, also requiring Ministerial approval, which has been provided.

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

The following rating categories, rates in the dollar and minimum payments for 2021/2022 are recommended for adoption:

Rating Category	Minimum Payment ($)	Rate in the Dollar ($)
GRV Rating Categories		
Improved Residential	1,083	0.09858
Improved Special Residential	1,083	0.09265
Improved Commercial and Industrial	1,410	0.09834
Vacant Residential	1,083	0.17693
Vacant Non Residential	1,083	0.14788
UV Rating Categories		
General Industry	1,410	0.01839
Mining and Industrial	1,410	0.00885
Rural	1,083	0.00530

Capital Expenditure
Total capital expenditure for 2021/2022 will be $26.3 million, with $5 million being funded from non-operating grants and contributions. The balance of the funding for the capital works program is from sale of assets, reserve funds, developer contributions and municipal funds. Renewal expenditure has been increased, with the expected asset sustainability ratio to be 39%.

Refuse Collection
The rubbish collection charge has increased this year, a minimal 1.3% to $301 per household for a standard service, being the removal of the contents of two refuse bins, one being weekly collection of 240L bin for general waste, and the other fortnightly collection of 240L or 360L bin for recyclable material. The rubbish charge of $301 per annum is levied to all ratepayers who receive a waste service and covers the cost of providing domestic refuse, refuse verge collection and recycling program services within the City.

Swimming Pool Inspection Fee
The mandatory swimming pool inspection fee will remain at $46 in the 2021/2022 financial year. The City has reviewed the cost of the swimming pool inspection fee and on average it costs the City $184 per inspection. A swimming pool is inspected once every four years.

Budget Variation Report to Council Process Map
City Officers have prepared a process map that details when budget variations are required to be presented to Council (detailed in Attachment C). This will assist City Officers when determining when Council are required to approve any budget variations that arise during the 2021/2022 financial year. It is proposed that there are two circumstances where a Council resolution is not required:

1. a) The item is classed as operating and is being proposed to be transferred to another operating account; and
   b) The item is not within the same program and nature and type account; and
   c) Is less than 5% or $50,000 (whichever is the greater) of the program and nature and type account.
2. a) The item is classed as operating and is being proposed to be transferred to another operating account; and
   b) The item is within the same program and nature and type account.

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

This is in accordance with the Officer Recommendation included in this report, where City Officers are recommending a reporting material variance of 5% or $50,000, whichever is the greater, that will be used in the monthly financial statements of financial activity. Any budget variations where a Council resolution is not required will still be included in the budget variations note that is included in the monthly financial statements of financial activity for transparency and balancing purposes.

New Borrowings
On the 27 September 2021, one of the City's loans with the Western Australia Treasury Corporation (WATC), Loan 101 for the City Centre Redevelopment is due to mature and is consequently payable. The City has been making interest only payments over the last five years, but is proposing to refinance the loan with the WATC and begin making principal plus interest repayments. The proposed loan term is ten years, and the repayments have been factored into the draft LTFP.

Cash backed reserves
As per the previous years, it is proposed that the interest of the Refuse Reserve and the Employee Leave Reserve earned during the 2021/2022 financial year will be transferred to the Asset Management Reserve.

LEGAL/POLICY IMPLICATIONS:

This Budget has been prepared in accordance with the *Local Government Act 1995*, the *Local Government (Financial Management) Regulations 1996* and *Australian Accounting Standards*.

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

FINANCIAL/BUDGET IMPLICATIONS:

All financial implications have been included in the budget report as detailed in Attachment A.

ASSET MANAGEMENT IMPLICATIONS:

The allocation of funds towards the upgrading, renewal and maintenance of existing City assets in the budget is in line with the LTFP.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

Public Health Implications:

Broad public health implications are identified as a result of this Budget. No specific environmental implications exist as a result of this recommendation that have not otherwise been identified.

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

STRATEGIC/SOCIAL IMPLICATIONS:

This proposal will support the achievement of the following outcome and objective detailed in the Strategic Community Plan and Corporate Business Plan.

Plan	Outcome	Objective
Corporate Business Plan	Business Performance	5.4 Ensure the financial sustainability of the City of Kwinana into the future

COMMUNITY ENGAGEMENT:

Community Engagement for the intention to levy differential rates was carried out in accordance with the *Local Government Act 1995* requirements which included public notice in The West Australian on 1 May 2021 and, additionally, local public notice in the Sound Telegraph on the 5 May 2021. The notice was also available for perusal at the City Administration Building.

The following additional engagement also took place:

- Information was made available on the City's Website outlining the intention to raise differential rates and minimum payments and details on how to make a submission.
- Landowners within the General Industry (UV) rate category were also written to regarding the proposed differential rate for their properties.

Community engagement on the proposed Fees and Charges was undertaken as part of the consultation for the major review of the Strategic Community Plan. No comments were received through this process. The LTFP was also subject to consultation through this process, without specific comment, outside of the three key projects identified through the Strategic Community Plan process.

There were no further community engagement implications as a result of this report.

COUNCIL DECISION

452

MOVED CR M KEARNEY **SECONDED CR P FEASEY**

That Council:

1. **Adopt the 2021/2022 Budget, including the Statement of Comprehensive Income by Nature and Type, Statement of Comprehensive Income by Program, Statement of Cash Flows, Rate Setting Statement, supporting notes to and forming part of the Statutory Budget, Capital Expenditure Budget by project and Transfers to/from Reserve Funds for the year ending 30 June 2022, as detailed in Attachment A.**

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

2. Adopt differential rates, based on zoning of the land and the purpose for which the land is held or used, with the imposition of the following rates in the dollar and minimum payments for the 2021/2022 financial year:

Rating Category	Minimum Payment ($)	Rate in the Dollar ($)
GRV Rating Categories		
Improved Residential	$1,083	0.09858
Improved Special Residential	$1,083	0.09265
Improved Commercial & Industrial	$1,410	0.09834
Vacant Non-Residential	$1,083	0.14788
Vacant Residential	$1,083	0.17693
UV Rating Categories		
General Industry	$1,410	0.01839
Rural	$1,083	0.00530
Mining & Industrial	$1,410	0.00885

3. Pursuant to the provisions of the *Waste Avoidance and Resource Recovery Act 2007* Part 6, Division 3, section 67:

a) Levy a charge of $301 in respect of the removal of the contents of two refuse bins from rateable property, one being weekly collection of 240L bin for general waste, and the other fortnightly collection of 240L or 360L bin for recyclable material, ending 30 June 2022; and

b) Levy a charge of $301 in respect of the removal of the contents of one 240L refuse bin each week for general waste and one 240L or 360L refuse bin fortnightly for recyclable material from non-rateable property during the year ending 30 June 2022.

4. <u>Instalments</u>
Endorse the due dates for payment of instalment options as:

a) one (1) instalment option – Friday 20 August 2021;

b) two (2) instalment option – first instalment Friday 20 August 2021 and second instalment Wednesday 19 January 2022;

c) four (4) instalment option - first instalment Friday 20 August 2021, second instalment Friday 22 October 2022, third instalment Wednesday 19 January 2022, and fourth instalment Monday 21 March 2022;

d) nineteen (19) fortnightly instalments (for direct debits only) commencing on Friday 20 August 2021; and

e) thirty-eight (38) weekly instalments (for direct debits only) commencing on Friday 20 August 2021.

5. Administration Charge

a) That pursuant to section 6.45(3) of the *Local Government Act 1995* and regulation 67 of the *Local Government (Financial Management) Regulations 1996* Council impose an administration charge of:
iii) $10.50 fixed for the two (2) instalment plan;
iv) $21.00 fixed for the four (4) instalment plan;

on all accounts where the owner elects to pay rates and charges by those instalment options, other than rates and charges attributable to a property owned by an entitled pensioner/senior under the *Rates and Charges (Rebates and Deferments) Act 1992*.

b) Impose a fixed administration charge of $55.00 where an alternative payment arrangement becomes necessary, other than in the case that the alternative payment arrangement is determined in accordance with the Council's Hardship Policy.

6. Instalment Interest
Pursuant to section 6.45(4) (e) of the *Local Government Act 1995,* impose interest of three percent (3%), as provided in regulation 68 of the *Local Government (Financial Management) Regulations 1996,* on all accounts where the owner elects to pay rates and charges by instalments, other than rates and charges attributable to a property owned by an entitled pensioner/senior under the *Rates and Charges (Rebates and Deferments) Act 1992*.

7. Penalty Interest
Pursuant to section 6.51(1) of the *Local Government Act 1995,* impose an interest rate of seven percent (7%), as provided in regulation 70 of the *Local Government (Financial Management) Regulations 1996,* and costs of proceedings to recover such charges, on all rates and charges that remain unpaid after becoming due and payable; either unpaid due to no election being made to pay the rates by instalments; or, where an election has been made to pay rates and charges by instalments, and an instalment remains unpaid after it is due and payable [other than rates and charges attributable to a property owned by an entitled pensioner/seniors under the *Rates and Charges (Rebates and Deferments) Act 1992]*.

8. Sundry Debtor Interest
Pursuant to section 6.13 of the *Local Government Act 1995,* impose an interest rate of seven percent (7%), as provided in regulation 19A of the *Local Government (Financial Management) Regulations 1996,* on all money owed to the local government (other than rates and service charges) that is outstanding for more than 35 days after the date of issue of invoice.

9. Swimming Pool Inspection Fees
Impose a fee of $46 per annum, to cover the actual costs of mandatory swimming pool inspections, which occur every four years.

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

10. Elected Members' Fees and Allowances
Note the review of Councillor fees and allowances, by the Western Australian Salaries and Allowances Tribunal, and adopt the following:

a) Set the annual attendance fee at $31,678 for 2021/2022, to be paid monthly in arrears to Councillors, or at such intervals as determined by individual Councillors, pursuant to section 5.99 of the *Local Government Act 1995* and regulation 30 of the *Local Government (Administration) Regulations 1996;*

b) Set the annual attendance fee at $47,516 for 2021/2022, to be paid monthly in arrears to the Mayor, pursuant to section 5.99 of the *Local Government Act 1995* and regulation 30 of the *Local Government (Administration) Regulations 1996*;

c) Set the annual Mayoral Allowance at $89,753 for 2021/2022, to be paid monthly in arrears, pursuant to section 5.98(5) of the *Local Government Act 1995* and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australia Salaries and Allowances Act 1975* section 7A and 7B;

d) Set the annual Deputy Mayoral Allowance at $22,438 for 2021/2022, to be paid monthly in arrears, pursuant to section 5.98A of the *Local Government Act 1995* and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australia Salaries and Allowances Act 1975* section 7A and 7B; and

e) Set an annual Information and Communications Technology Allowance of $3,500 for 2021/2022, to be paid monthly in arrears, pursuant to section 5.99A of the *Local Government Act 1995* and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australia Salaries and Allowances Act 1975* section 7A and 7B.

11. Fees and Charges
Pursuant to section 6.16 of the *Local Government Act 1995,* adopts the fees and charges set out in Attachment B.

12. Material Variance for 2021/2022 Financial Year
Adopts the following:

a) In accordance with regulation 34(5) of the *Local Government (Financial Management) Regulations 1996* adopts the level to be used in the monthly statements of financial activity in 2021/2022 for reporting material variances to be the greater of:
iii) 5%; or
iv) $50,000;

applicable to each revenue and expenditure item within the Nature and Type classification and capital income and expenditure.

b) Approve the Budget Variation Report to Council process map that explains when a budget variation will be required to be approved by Council as detailed in Attachment C.

18.5 ADOPTION OF THE 2021/2022 ANNUAL BUDGET

13. Reserves
The interest of the Refuse Reserve and the Employee Leave Reserve, earned during the 2021/2022 financial year, be transferred to the Asset Management Reserve.

14. New Borrowings
Approve the proposal to refinance Western Australia Treasury Corporation Loan 101 for the City Centre Redevelopment for $2,500,000 as a Principal and Interest funding arrangement over 10 years as of the 27 September 2021.

15. Budget Variation – Carried Forward Projects Transfer to Reserves
Adopt a variation to the 2020/2021 budget to reflect the below carried forward projects and required transfer of funds to the Restricted Grants and Contributions Reserve, totalling $588,793:

Project/Program	Operating/ Capital	Amount ($)
First quarter 2021/2022 early payment of DFES grant	Operating	47,043
City Leadership Program (Muni)	Operating	6,000
Kwinana South VBFB Station Upgrade – DFES	Capital	349,800
Recquatic Stadium Flooring – Insurance Recoup	Capital	10,000
Variable Message Sign – Fire & Emergency Management (Muni)	Capital	35,000
Sloan House LRCI	Capital	22,000
Zone Basketball Court Paint – LRCI	Capital	15,000
Urban Canopy Grant	Capital	18,480
Animal Care Facility Refurbishment (Muni)	Capital	85,470
Total Restricted Grants and Contributions Transfer to Reserve		(588,793)

CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL
7/0

ATTACHMENT A

City of Kwinana

Adopted Budget
2021/2022



CITY OF KWINANA

BUDGET

FOR THE YEAR ENDED 30 JUNE 2022

LOCAL GOVERNMENT ACT 1995

TABLE OF CONTENTS

Statement of Comprehensive Income by Nature or Type	2
Basis of Preparation	3
Statement of Comprehensive Income by Program	4
Statement of Cash Flows	6
Rate Setting Statement	7
Index of Notes to the Budget	8

CITY'S VISION

A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities.

CITY OF KWINANA
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2021/22 Budget	2020/21 Actual	2020/21 Budget
		$	$	$
Revenue				
Rates	1(a)	42,663,528	40,893,364	39,933,543
Operating grants, subsidies and contributions	10(a)	7,101,622	6,419,970	6,617,653
Fees and charges	9	13,077,409	12,815,731	11,913,171
Interest earnings	12(a)	694,600	777,787	1,220,577
Other revenue	12(b)	448,580	1,172,962	709,222
		63,985,739	62,079,814	60,394,166
Expenses				
Employee costs		(27,892,254)	(26,354,211)	(28,033,854)
Materials and contracts		(26,127,651)	(25,338,982)	(27,604,630)
Utility charges		(2,712,312)	(2,539,706)	(2,557,908)
Depreciation on non-current assets	5	(16,305,054)	(16,043,982)	(14,691,676)
Interest expenses	12(d)	(834,101)	(967,753)	(987,579)
Insurance expenses		(613,769)	(584,360)	(583,736)
Other expenditure		(363,550)	(410,641)	(446,888)
		(74,848,691)	(72,239,635)	(74,906,271)
Subtotal		(10,862,952)	(10,159,821)	(14,512,105)
Non-operating grants, subsidies and contributions	10(b)	17,515,755	3,050,950	13,434,461
Profit on asset disposals	4(b)	1,767	80,684	124,510
Loss on asset disposals	4(b)	(37,879)	(19,814)	(83,085)
Loss on revaluation of non current assets		0	(79,255)	0
		17,479,643	3,032,565	13,475,886
Net result		**6,616,691**	**(7,127,256)**	**(1,036,219)**
Other comprehensive income				
Changes on revaluation of non-current assets		0	0	0
Total other comprehensive income		**0**	**0**	**0**
Total comprehensive income		**6,616,691**	**(7,127,256)**	**(1,036,219)**

This statement is to be read in conjunction with the accompanying notes.

CITY OF KWINANA
FOR THE YEAR ENDED 30 JUNE 2022

BASIS OF PREPARATION

The budget has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying regulations.

The *Local Government Act 1995* and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost rather than at fair value. The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this budget have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the budget has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

THE LOCAL GOVERNMENT REPORTING ENTITY

All funds through which the City of Kwinana controls resources to carry on its functions have been included in the financial statements forming part of this budget.

In the process of reporting on the local government as a single unit, all transactions and balances between those Funds (for example, loans and transfers between Funds) have been eliminated.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 14 to the budget.

2020/21 ACTUAL BALANCES

Balances shown in this budget as 2020/21 Actual are estimates as forecast at the time of budget preparation and are subject to final adjustments.

CHANGE IN ACCOUNTING POLICIES

On the 1 July 2021 no new accounting policies are to be adopted and no new policies are expected to impact the annual budget.

KEY TERMS AND DEFINITIONS - NATURE OR TYPE

REVENUES

RATES

All rates levied under the *Local Government Act 1995*. Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Exclude administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

SERVICE CHARGES

Service charges imposed under Division 6 of Part 6 of the *Local Government Act 1995.* Regulation 54 of the *Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services.

Excludes rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

PROFIT ON ASSET DISPOSAL

Profit on the disposal of assets including gains on the disposal of long term investments. Losses are disclosed under the expenditure classifications.

REVENUES (CONTINUED)

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refer to all amounts received as grants, subsidies and contributions that are not non-operating grants.

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

FEES AND CHARGES

Revenue (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

INTEREST EARNINGS

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE / INCOME

Other revenue, which can not be classified under the above headings, includes dividends, discounts, and rebates. Reimbursements and recoveries should be separated by note to ensure the correct calculation of ratios.

EXPENSES

EMPLOYEE COSTS

All costs associated with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)

Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL

Loss on the disposal of fixed assets includes loss on disposal of long term investments.

DEPRECIATION ON NON-CURRENT ASSETS

Depreciation and amortisation expense raised on all classes of assets.

INTEREST EXPENSES

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE

Statutory fees, taxes, provision for bad debts, member's fees or State taxes. Donations and subsidies made to community groups.

CITY OF KWINANA
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2021/22 Budget	2020/21 Actual	2020/21 Budget
Revenue	1,9,10(a),12(a),12(b)	$	$	$
Governance		16,368	251,258	69,728
General purpose funding		45,534,854	42,912,129	42,182,728
Law, order, public safety		506,788	513,568	388,050
Health		166,890	147,170	117,705
Education and welfare		6,352,795	6,313,921	7,115,493
Community amenities		6,451,590	6,687,896	5,884,872
Recreation and culture		3,021,907	2,626,831	2,547,762
Transport		332,200	329,525	330,000
Economic services		1,419,018	1,837,084	1,308,015
Other property and services		183,329	460,432	449,813
		63,985,739	62,079,814	60,394,166
Expenses excluding finance costs	4(a),5,12(c)(e)(f)(g)			
Governance		(3,442,645)	(3,571,304)	(4,117,231)
General purpose funding		(919,472)	(906,514)	(981,665)
Law, order, public safety		(3,223,566)	(3,075,870)	(3,257,074)
Health		(1,012,189)	(915,789)	(931,464)
Education and welfare		(10,277,664)	(10,077,198)	(11,124,719)
Community amenities		(10,369,007)	(9,599,948)	(10,967,514)
Recreation and culture		(22,248,784)	(22,024,230)	(21,263,137)
Transport		(17,147,003)	(15,810,047)	(15,406,121)
Economic services		(2,144,453)	(1,602,649)	(1,875,875)
Other property and services		(3,229,807)	(3,688,333)	(3,993,892)
		(74,014,590)	(71,271,882)	(73,918,692)
Finance costs	7,6(a),12(d)			
Governance		(33,045)	(41,775)	(52,164)
Education and welfare		(64,329)	(73,800)	(74,362)
Recreation and culture		(659,216)	(720,985)	(729,860)
Transport		(77,511)	(131,193)	(131,193)
		(834,101)	(967,753)	(987,579)
Subtotal		(10,862,952)	(10,159,821)	(14,512,105)
Non-operating grants, subsidies and contributions	10(b)	17,515,755	3,050,950	13,434,461
Profit on disposal of assets	4(b)	1,767	80,684	124,510
(Loss) on disposal of assets	4(b)	(37,879)	(19,814)	(83,085)
Loss on revaluation of non current assets		0	(79,255)	0
		17,479,643	3,032,565	13,475,886
Net result		**6,616,691**	**(7,127,256)**	**(1,036,219)**
Other comprehensive income				
Changes on revaluation of non-current assets		0	0	0
Total other comprehensive income		**0**	**0**	**0**
Total comprehensive income		**6,616,691**	**(7,127,256)**	**(1,036,219)**

This statement is to be read in conjunction with the accompanying notes.

KEY TERMS AND DEFINITIONS - REPORTING PROGRAMS

In order to discharge its responsibilities to the community, Council has developed a set of operational and financial objectives. These objectives have been established both on an overall basis, reflected by the City's Community Vision, and for each of its broad activities/programs.

OBJECTIVE	ACTIVITIES
GOVERNANCE To provide a decision making process for the efficient allocation of scarce resources.	Members of Council & Governance (includes Audit & other costs associated with reporting to council). Administration, Financial and Information Technology Services are included.
GENERAL PURPOSE FUNDING To collect revenue to allow for the provision of services.	Rates Income and Expenditure, Grants Commission and Pensioner Deferred Rates interest and interest on investments.
LAW, ORDER, PUBLIC SAFETY To provide services to help ensure a safer and environmentally conscious community.	Supervision of various local laws, fire prevention and animal control.
HEALTH To provide an operational framework for environmental and community health.	Prevention and treatment of human illnesses, including inspection of premises/food control, immunisation and child health services.
EDUCATION AND WELFARE To provide services to disadvantaged persons, the elderly, children and youth.	Provision, management and support of services for families, children and the aged and disabled within the community; including pre-school playgroups, day and after school care, assistance to schools, and senior citizens support groups.
COMMUNITY AMENITIES To provide services required by the community.	City planning and development, rubbish collection services, storm water drainage, the provision of public conveniences, bus shelters, roadside furniture and litter control.
RECREATION AND CULTURE To establish and effectively manage infrastructure and resources which will help the social wellbeing of the community.	Provision of facilities and support for organisations concerned with leisure time activities and sport, support for the performing and creative arts and the preservation of the national estate. This includes maintenance of halls, aquatic centre, recreation and community centres, parks, gardens, sports grounds and the operation of Libraries.
TRANSPORT To provide safe, effective and efficient transport services to the community.	Construction, maintenance and cleaning of streets, roads, bridges, drainage works, footpaths, parking facilities, traffic signs and the City depot, including plant purchase and maintenance.
ECONOMIC SERVICES To help promote the City and its economic wellbeing.	Tourism and area promotion, rural services and pest control and the implementation of building controls.
OTHER PROPERTY AND SERVICES To monitor and control the City's overhead operating accounts.	Private works, public works overheads, City plant operations, materials, salaries and wages. With the exception of private works, the above activities listed are mainly summaries of costs that are allocated to all works and services undertaken by the City.

CITY OF KWINANA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2021/22 Budget	2020/21 Actual	2020/21 Budget
		$	$	$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates		43,163,528	41,336,644	41,633,543
Operating grants, subsidies and contributions		6,176,799	6,162,998	209,359
Fees and charges		12,914,894	12,815,731	11,913,171
Interest received		694,600	777,787	1,220,577
Other revenue		448,580	1,172,962	709,222
		63,398,401	62,266,122	55,685,872
Payments				
Employee costs		(27,892,254)	(26,354,211)	(28,033,854)
Materials and contracts		(26,166,496)	(26,400,235)	(27,504,630)
Utility charges		(2,712,312)	(2,539,706)	(2,557,908)
Interest expenses		(834,101)	(967,753)	(987,579)
Insurance paid		(613,769)	(584,360)	(583,736)
Other expenditure		(363,550)	(410,641)	(446,888)
		(58,582,482)	(57,256,906)	(60,114,595)
Net cash provided by (used in) operating activities	3	4,815,919	5,009,216	(4,428,723)
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for purchase of intangible assets		(1,407,909)	(1,369,956)	(622,809)
Payments for purchase of property, plant & equipment	4(a)	(8,014,468)	(2,626,219)	(7,575,835)
Payments for construction of infrastructure	4(a)	(16,806,940)	(5,202,991)	(10,923,191)
Non-operating grants, subsidies and contributions		15,838,407	9,126,943	13,434,461
Proceeds from sale of plant and equipment	4(b)	943,425	464,782	473,350
Proceeds on financial assets at amortised cost - self supporting loans	6(a)	17,847	17,268	17,268
Net cash provided by (used in) investing activities		(9,429,638)	409,827	(5,196,756)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings	6(a)	(4,601,930)	(1,889,259)	(6,889,258)
Principal elements of lease payments	7	(176,055)	(148,769)	(229,206)
Proceeds on disposal of financial assets at amortised cost - term deposits		6,991,704	(28,052,041)	12,183,943
Proceeds from new borrowings	6(a)	2,500,000	0	5,000,000
Net cash provided by (used in) financing activities		4,713,719	(30,090,069)	10,065,479
Net increase (decrease) in cash held		100,000	(24,671,026)	440,000
Cash at beginning of year		800,000	25,471,026	1,020,000
Cash and cash equivalents at the end of the year	3	**900,000**	**800,000**	**1,460,000**

This statement is to be read in conjunction with the accompanying notes.

CITY OF KWINANA
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2021/22 Budget	2020/21 Actual	2020/21 Budget
		$	$	$
OPERATING ACTIVITIES				
Net current assets at start of financial year - surplus/(deficit)	2(a)	500,000	2,833,954	1,360,000
		500,000	2,833,954	1,360,000
Revenue from operating activities (excluding rates)				
Governance		16,368	251,258	78,904
General purpose funding		2,871,326	2,018,765	2,249,185
Law, order, public safety		506,788	522,432	401,662
Health		166,890	149,615	117,705
Education and welfare		6,352,795	6,313,921	7,119,907
Community amenities		6,451,590	6,700,632	5,899,455
Recreation and culture		3,021,907	2,626,831	2,547,762
Transport		332,200	329,525	330,000
Economic services		1,419,018	1,839,557	1,312,816
Other property and services		185,096	514,598	527,737
		21,323,978	21,267,134	20,585,133
Expenditure from operating activities				
Governance		(3,477,775)	(3,624,020)	(4,174,355)
General purpose funding		(919,472)	(906,514)	(981,665)
Law, order, public safety		(3,226,391)	(3,075,870)	(3,259,022)
Health		(1,014,273)	(915,789)	(931,464)
Education and welfare		(10,341,993)	(10,150,998)	(11,199,081)
Community amenities		(10,373,632)	(9,599,948)	(10,967,514)
Recreation and culture		(22,914,361)	(22,748,971)	(21,992,997)
Transport		(17,224,514)	(15,941,240)	(15,537,314)
Economic services		(2,144,453)	(1,602,649)	(1,875,875)
Other property and services		(3,249,706)	(3,772,705)	(4,070,069)
		(74,886,570)	(72,338,704)	(74,989,356)
Non-cash amounts excluded from operating activities	2(b)	16,317,966	15,938,580	8,241,957
Amount attributable to operating activities		(36,744,626)	(32,299,036)	(44,802,266)
INVESTING ACTIVITIES				
Non-operating grants, subsidies and contributions		17,515,755	3,050,950	13,434,461
Payments for intangibles	4 (a)	(1,407,909)	(1,369,956)	(622,809)
Payments for property, plant and equipment	4(a)	(8,014,468)	(2,626,219)	(7,575,835)
Payments for construction of infrastructure	4(a)	(16,806,940)	(5,202,991)	(10,923,191)
Proceeds from disposal of assets	4(b)	943,425	464,782	473,350
Proceeds from financial assets at amortised cost - self supporting loans	6(a)	17,847	17,268	17,268
		(7,752,290)	(5,666,166)	(5,196,756)
Non-cash amounts excluded from investing activities	2(c)	(2,880,331)	6,199,780	0
Amount attributable to investing activities		(10,632,621)	533,614	(5,196,756)
FINANCING ACTIVITIES				
Repayment of borrowings	6(a)	(4,601,930)	(1,889,259)	(6,889,258)
Principal elements of finance lease payments	7	(176,055)	(148,769)	(229,206)
Proceeds from new borrowings	6(a)	2,500,000	0	5,000,000
Transfers to cash backed reserves (restricted assets)	8(a)	(14,818,299)	(13,947,875)	(8,215,624)
Transfers from cash backed reserves (restricted assets)	8(a)	21,810,003	7,357,961	20,399,567
Amount attributable to financing activities		4,713,719	(8,627,942)	10,065,479
Budgeted deficiency before imposition of general rates		(42,663,528)	(40,393,364)	(39,933,543)
Estimated amount to be raised from general rates	1	42,663,528	40,893,364	39,933,543
Net current assets at end of financial year - surplus/(deficit)	2(a)	**0**	**500,000**	**0**

This statement is to be read in conjunction with the accompanying notes.

CITY OF KWINANA
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2021/22 Budget	2020/21 Actual	2020/21 Budget
		$	$	$
OPERATING ACTIVITIES				
Net current assets at start of financial year - surplus/(deficit)	2	500,000	2,833,954	1,360,000
		500,000	2,833,954	1,360,000
Revenue from operating activities (excluding rates)				
Operating grants, subsidies and contributions	10(a)	7,101,622	6,419,970	6,617,653
Fees and charges	9	13,077,409	12,815,731	11,913,171
Interest earnings	12(a)	694,600	777,787	1,220,577
Other revenue	12(b)	448,580	1,172,962	709,222
Profit on asset disposals	4(b)	1,767	80,684	124,510
		21,323,978	21,267,134	20,585,133
Expenditure from operating activities				
Employee costs		(27,892,254)	(26,354,211)	(28,033,854)
Materials and contracts		(26,127,651)	(25,338,982)	(27,604,630)
Utility charges		(2,712,312)	(2,539,706)	(2,557,908)
Depreciation on non-current assets	5	(16,305,054)	(16,043,982)	(14,691,676)
Interest expenses	12(d)	(834,101)	(967,753)	(987,579)
Insurance expenses		(613,769)	(584,360)	(583,736)
Other expenditure		(363,550)	(410,641)	(446,888)
Loss on asset disposals	4(b)	(37,879)	(19,814)	(83,085)
Loss on revaluation of non current assets		0	(79,255)	0
		(74,886,570)	(72,338,704)	(74,989,356)
Non-cash amounts excluded from operating activities	2(b)	16,317,966	15,938,580	8,241,957
Amount attributable to operating activities		(36,744,626)	(32,299,036)	(44,802,266)
INVESTING ACTIVITIES				
Non-operating grants, subsidies and contributions	10(b)	17,515,755	3,050,950	13,434,461
Payments for intangibles	4(a)	(1,407,909)	(1,369,956)	(622,809)
Payments for property, plant and equipment	4(a)	(8,014,468)	(2,626,219)	(7,575,835)
Payments for construction of infrastructure	4(a)	(16,806,940)	(5,202,991)	(10,923,191)
Proceeds from disposal of assets	4(b)	943,425	464,782	473,350
Proceeds from financial assets at amortised cost - self supporting loans	6(a)	17,847	17,268	17,268
Amount attributable to investing activities		(7,752,290)	(5,666,166)	(5,196,756)
Non-cash amounts excluded from investing activities	2(c)	(2,880,331)	6,199,780	0
Amount attributable to investing activities		(10,632,621)	533,614	(5,196,756)
FINANCING ACTIVITIES				
Repayment of borrowings	6(a)	(4,601,930)	(1,889,259)	(6,889,258)
Principal elements of finance lease payments	7	(176,055)	(148,769)	(229,206)
Proceeds from new borrowings	6(b)	2,500,000	0	5,000,000
Transfers to cash backed reserves (restricted assets)	8(a)	(14,818,299)	(13,947,875)	(8,215,624)
Transfers from cash backed reserves (restricted assets)	8(a)	21,810,003	7,357,961	20,399,567
Amount attributable to financing activities		**4,713,719**	**(8,627,942)**	**10,065,479**
Budgeted deficiency before general rates		(42,663,528)	(40,393,364)	(39,933,543)
Estimated amount to be raised from general rates	1(a)	42,663,528	40,893,364	39,933,543
Net current assets at end of financial year - surplus/(deficit)	2	**0**	**500,000**	**0**

This statement is to be read in conjunction with the accompanying notes.

Rates	10
Net Current Assets	17
Reconciliation of cash	20
Asset Acquisitions	21
Asset Disposals	22
Asset Depreciation	23
Borrowings	24
Leases	26
Reserves	27
Fees and Charges	31
Grant Revenue	31
Revenue Recognition	32
Other Information	33
Trust	34
Significant Accounting Policies - Other Information	35
Appendix 1 Capital Expenditure	36
Appendix 2 Operating Grants, Subsidies & Contributions	39
Appendix 3 Non Operating Grants, Subsidies & Contributions	40

CITY OF KWINANA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2022

1. RATES

(a) Rating Information

RATE TYPE	Rate in	Number of properties	Rateable value	2021/22 Budgeted rate revenue	2021/22 Budgeted interim rates	2021/22 Budgeted back rates	2021/22 Budgeted total revenue	2020/21 Actual total revenue	2020/21 Budget total revenue
	$		$	$	$	$	$	$	$
Differential general rate or general rate									
Gross rental valuations									
Improved Residential	0.09858	13,396	201,117,436	19,826,157	800,000		20,626,157	19,351,557	19,422,078
Improved Special Residential	0.09265	828	16,910,288	1,566,738			1,566,738	1,484,716	1,475,451
Improved Commercial and Indus	0.09834	507	110,701,416	10,886,377			10,886,377	10,858,140	10,066,360
Vacant Residential	0.17693	402	7,128,650	1,261,272			1,261,272	1,224,161	1,225,597
Vacant Non Residential	0.14788	40	3,081,550	455,700			455,700	435,601	361,444
Unimproved valuations									
General Industrial	0.01839	3	121,200,000	2,228,868			2,228,868	2,185,236	2,185,236
Mining and Industrial	0.00885	25	39,960,000	353,646			353,646	346,853	346,853
Rural	0.00530	141	237,545,000	1,258,989			1,258,989	1,134,897	1,084,356
Sub-Totals		15,342	737,644,340	37,837,747	800,000	0	38,637,747	37,021,161	36,167,375
	Minimum								
Minimum payment	$								
Gross rental valuations									
Improved Residential	1,083	2,475	24,290,188	2,680,425			2,680,425	2,627,282	2,623,140
Improved Special Residential	1,083	5	55,120	5,415			5,415	7,434	7,434
Improved Commercial and Indus	1,410	64	590,287	90,240			90,240	88,448	81,538
Vacant Residential	1,083	1,061	4,933,055	1,149,063			1,149,063	1,050,498	964,296
Vacant Non Residential	1,083	8	14,320	8,664			8,664	8,045	3,186
Unimproved valuations									
General Industrial		0	0				0		0
Mining and Industrial	1,410	13	186,694	18,330			18,330	17,657	20,730
Rural	1,083	68	9,680,600	73,644			73,644	72,839	65,844
Sub-Totals		3,694	39,750,264	4,025,781	0	0	4,025,781	3,872,203	3,766,168
Total rates		19,036	777,394,604	41,863,528	800,000	0	42,663,528	40,893,364	39,933,543

All land (other than exempt land) in the City of Kwinana is rated according to its Gross Rental Value (GRV) in townsites or Unimproved Value (UV).

The general rates detailed for the 2021/22 financial year have been determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates and also considering the extent of any increase in rating over the level adopted in the previous year.

The minimum rates have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of local government services/facilities.

The 2020/2021 actual total revenue in rate category Improved Commercial and Industrial includes 2018/2019 back rates charged to the categories of Light Industrial and Commercial, General Industry and Service Commercial.

1. RATES (CONTINUED)

(b) Interest Charges and Instalments - Rates and Service Charges

The following instalment options are available to ratepayers for the payment of rates and service charges.

Instalment options	Date due	Instalment plan admin charge	Instalment plan interest rate	Unpaid rates interest rates
		$	%	%
Option one				
Single full payment	20/08/2021	$0.00	0.0%	7.0%
Option two				
First instalment	20/08/2021	$10.50	3.0%	7.0%
Second instalment	19/01/2022		3.0%	7.0%
Option three				
First instalment	20/08/2021	$21.00	3.0%	7.0%
Second instalment	22/10/2021		3.0%	7.0%
Third instalment	19/01/2022		3.0%	7.0%
Fourth instalment	21/03/2022		3.0%	7.0%
Option four				
Option four's Direct Debit option is available on a fortnightly deduction cycle	19 fortnightly instalments commencing 20/08/2021	$0.00	3.0%	7.0%
Option five				
Option five's Direct Debit option is available on a weekly deduction cycle	38 weekly instalments commencing 20/08/2021	$0.00	3.0%	7.0%

	2021/22 Budget revenue	2020/21 Actual revenue	2020/21 Budget revenue
	$	$	$
Instalment plan admin charge revenue	50,000	0	0
Instalment plan interest earned	140,000	138,533	150,000
Unpaid rates and service charge interest earned	254,400	318,163	249,161
	444,400	456,696	399,161

1. RATES (CONTINUED)

(c) Objectives and Reasons for Differential Rating

To provide equity in the rating of properties across the City the following rate categories have been determined for the implementation of differential rating.

Differential general rate & minimum payments

Description	Characteristics	Objects	Reasons
Gross Rental Value (GRV)			
Improved Residential	This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned for the purpose of: (a) Residential under Local Planning Scheme No 2 and is not vacant land, excluding land held or used for Commercial purposes; or (b) Special Residential under Local Planning Scheme No 2 and is not vacant land; or (c) Town Centre Residential under Local Planning Scheme No 3 and is not vacant land; or (d) Kwinana Town Centre under Local Planning Scheme No 2 and is held or used for residential purposes or is residential under an approved Local Structure Plan and is not vacant land; or (e) Development under Local Planning Scheme No 2 and Residential under an approved Local Structure Plan and is not vacant land; or (f) Development under Local Planning Scheme No 2 and Mixed Use under an approved Local Structure Plan and is held or used for residential purposes and is not vacant land.	The object of this rate is to apply a base differential general rate to land zoned and used for residential purposes and to act as the City's benchmark differential rate by which all other GRV rated properties are assessed.	The reason for this rate is to ensure that all ratepayers make a reasonable contribution towards the ongoing maintenance and provision of works, services and facilities throughout the City. It is also lower than vacant land as the City is endeavouring to encourage landowners to develop vacant land.

Improved Special Residential	This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is: (a) zoned for the purpose of: (i) Special Rural under Local Planning Scheme No 2 and is not vacant land; or (ii) Urban or Urban Deferred under the Metropolitan Region Scheme and is not vacant land; or (iii) Rural A under Local Planning Scheme No 2 and is not vacant land; or (iv) Rural Water Resource under Local Planning Scheme No 2 and is not vacant land; or (v) Rural under the Metropolitan Regional Scheme and is not vacant land; or (vi) Development under Local Planning Scheme No 2 and is not vacant land; or (vii) Park, Recreation and Drainage under Local Planning Scheme No 2 and is not vacant land; or (b) held or used for residential purposes under a Master Plan adopted pursuant to Part 3 of the Hope Valley-Wattleup Redevelopment Act 2000 and is not vacant land; and (c) held or used for residential purposes referred to in paragraphs (a) or (b).	The object of this rate category is to provide a lower differential rate for proposed characteristics under Improved Special Residential a) (i) to (vi) which is consistent with access to and provision of services to residential properties in a rural setting.	The reason for this rate is to reflect the lower demand on City resources, such as, lower impacts on transport infrastructure, when compared to the other GRV differential rating categories. It is also lower than vacant land as the City is endeavouring to encourage landowners to develop vacant land. It must be noted that the Valuer-General provides a discount to the valuation due to these properties not having access to services in residential areas. The City then provides a further discount by applying a reduced rate in the dollar to these properties and therefore these properties receiving a discount in both instances. The intention over the next five years is to harmonise this GRV rating category to ensure that any properties impacted financially will transition over time and not receive a significant financial burden in any one year and that the valuation will be the determining factor in the rates payable.

Improved Commercial and Industrial	This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is: (a) zoned for the purpose of: (i) Light Industry under Local Planning Scheme No 2; or (ii) Commercial under Local Planning Scheme No 2; or (iii) Kwinana Town Centre under Local Planning Scheme No 2 and held or used for Light Industrial or Commercial purposes; or (iv) Mixed Business under Local Planning Scheme No 2; or (v) Special Use under Local Planning Scheme No 2; or (vi) General Town Centre under Local Planning Scheme No 3; or (vii) Shopping/Business under Local Planning Scheme No 3; or (viii) Market Square under Local Planning Scheme No 3; or (ix) Mixed Use under Local Planning Scheme No 2; or (x) Residential under Local Planning Scheme No 2 and held or used for Light Industrial or Commercial purposes; or (xi) Development under the Local Planning Scheme No 2 and Mixed Use or any other purpose referred to in paragraph (a)(i)-(ix) under an approved Local Structure Plan; or (xii) Parks and Recreation under the Metropolitan Regional Scheme; or (xiii) General Industry or Service Commercial under Local Planning Scheme No. 2; or (xiv) Public purposes under Local Planning Scheme No. 2 and held or used for Light Industrial or Commercial purposes; or (xv) Park recreation and drainage under Local Planning Scheme No. 2 and held or used for Light Industrial or Commercial purposes (xvi) Special Rural under Local Planning Scheme No. 2 and held or used for Light Industrial or Commercial purposes (xvii) Industrial use under a Master Plan adopted pursuant to Part 3 of the Hope Valley-Wattleup Redevelopment Act 2000; or (xviii) Railways under the Metropolitan Regional Scheme; or (xix) Port installations under the Metropolitan Regional Scheme; or (xx) Industrial under the Metropolitan Regional Scheme; or (xxi) Rural A under Local Planning Scheme No. 2; and (b) is not vacant land.	The object of this rate category is to apply a higher differential rate so as to raise additional revenue to offset the increased costs associated with service provision to these properties.	The reason for this rate is that a higher differential rate is required to meet the higher level of service costs associated with Commercial and Industrial properties and the localities within which they are situated, including costs of: (a) provision and maintenance of transport and streetscape infrastructure including renewal/refurbishment infrastructure, car parking and traffic treatments; and (b) the management, administration and delivery of marketing activities aimed at enhancing the economic and social viability, and the general amenity of the Kwinana commercial and industrial areas.
Vacant Residential	This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is vacant land and is zoned for residential uses.	The object of this rate is to promote the development of vacant land within the City's district.	The reason for this rate is to impose a higher differential general rate on vacant land that acts as a disincentive to persons who are land banking and not actively developing vacant residential land.

Vacant Non Residential	This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is vacant land and is zoned for any other purposes/uses other than residential.	The object of this rate is to promote the development of vacant land within the City's district.	The reason for this rate is to impose a higher differential general rate on vacant land that acts as a disincentive to persons who are land banking and not actively developing vacant land.
Unimproved Value (UV)			
General Industrial	Zoned for the purpose of General Industry under Local Planning Scheme No 2.	The object of this rate category is to raise additional revenue to offset the costs associated with increased maintenance of infrastructure and higher levels of service provided to or associated with properties in this category.	The reason for this rate is to meet a significant proportion of the additional costs involved in servicing properties within this rate category, which include but are not limited to major outlays for transport infrastructure maintenance and renewal/refurbishment and significant costs relating to monitoring of land use and environmental impacts.
Mining and Industrial	This differential rate category imposes a differential general rate on land valued on an unimproved value (UV) basis, which is: (a) zoned for the purpose of Rural B under Local Planning Scheme No 2; or (b) held or used for industrial, extractive industry or quarrying purposes under a Master Plan adopted pursuant to Part 3 of the Hope Valley-Wattleup Redevelopment Act 2000.	The object of this rate category is to raise additional revenue to offset the costs associated with increased maintenance of infrastructure and higher levels of service provided to properties in this category.	The reason for this rate is the need to offset the higher level of costs associated in servicing these properties, including the costs of transport infrastructure maintenance and renewal/refurbishment, and costs relating to monitoring of land use and environmental impacts.
Rural	This differential rate category imposes a differential general rate on land valued on an unimproved value (UV) basis which is predominantly used or held for rural pursuits, rural industry or intensive agriculture, and: (a) is not zoned for the purpose of General Industry under Local Planning Scheme No 2; or (b) is not zoned for the purpose of Rural B under Local Planning Scheme No 2; or (c) is not held or used for industrial, extractive industry or quarrying purposes under a Master Plan adopted pursuant to Part 3 of the Hope Valley-Wattleup Redevelopment Act 2000.	The object of this rate category is to impose a differential rate commensurate with the rural use of land, which additionally is to act as the City's benchmark differential UV rate and is considered to be the base rate by which all other UV rated properties are assessed.	The reason for this rate is to ensure that all ratepayers on rural land make a reasonable contribution towards the ongoing maintenance and provision of works, services and facilities throughout the City.

(d) Specified Area Rate

The City did not raise specified area rates for the year ended 30th June 2022.

(e) Service Charges

The City did not raise service charges for the year ended 30th June 2022.

(f) Waivers or concessions

The City does not anticipate any waivers or concessions for the year ended 30th June 2022.

2. NET CURRENT ASSETS

	Note	2021/22 Budget 30 June 2022	2020/21 Actual 30 June 2021	2020/21 Budget 30 June 2021
		$	$	$
(a) Composition of estimated net current assets				
Current assets				
Cash and cash equivalents- unrestricted	3	900,000	637,485	1,460,000
Cash and cash equivalents - restricted	3	0	162,515	0
Financial assets - unrestricted		337,934	337,337	315,666
Financial assets - restricted	3	54,847,896	61,839,600	43,267,466
Receivables		3,511,982	4,011,982	1,776,075
Contract assets		1,731,667	2,033,027	656,144
Inventories		0	0	32,920
		61,329,479	69,021,946	47,508,271
Less: current liabilities				
Trade and other payables		(23,118,999)	(23,157,844)	(21,963,408)
Unspent non-operating grant, subsidies and contributions liability		(16,752,676)	(18,141,374)	0
Contract liabilities		(47,043)	(70,243)	0
Lease liabilities	7	(162,433)	(176,055)	(171,310)
Long term borrowings	6	(2,261,964)	(4,601,930)	(1,983,866)
Employee provisions		(5,505,931)	(5,505,931)	(4,902,379)
		(47,849,046)	(51,653,377)	(29,020,963)
Net current assets		13,480,433	17,368,569	18,487,308
Less: Total adjustments to net current assets	2.(d)	(13,480,433)	(16,868,569)	(18,487,308)
Net current assets used in the Rate Setting Statement		0	500,000	0

2. NET CURRENT ASSETS (CONTINUED)

EXPLANATION OF DIFFERENCE IN NET CURRENT ASSETS AND SURPLUS/(DEFICIT)

Items excluded from calculation of budgeted deficiency

When calculating the budget deficiency for the purpose of Section 6.2 (2)(c) of the *Local Government Act 1995* the following amounts have been excluded as provided by *Local Government (Financial Management) Regulation 32* which will not fund the budgeted expenditure.

(b) Operating activities excluded from budgeted deficiency

The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Rate Setting Statement in accordance with *Financial Management Regulation 32.*

	Note	2021/22 Budget 30 June 2022	2020/21 Actual 30 June 2021	2020/21 Budget 30 June 2021
		$	$	$
Adjustments to operating activities				
Less: Profit on asset disposals	4(b)	(1,767)	(80,684)	(124,510)
Less: Share of net profit of associates accounted for using the equity method		0	79,255	0
Add: Loss on disposal of assets	4(b)	37,879	19,814	83,085
Add: Depreciation on assets	5	16,305,054	16,043,982	14,691,676
Movement in current contract liabilities associated with restricted cash		(23,200)	(123,787)	(146,600)
Movement in contract liabilities (non-current)		0	0	(6,261,694)
Non cash amounts excluded from operating activities		16,317,966	15,938,580	8,241,957

(c) Investing activities excluded from budgeted deficiency

The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Rate Setting Statement in accordance with *Financial Management Regulation 32.*

Adjustments to investing activities				
Movement in non current unspent non-operating grants liability		(1,654,148)	(1,691,084)	0
Movement in current unspent non-operating grants associated with restricted cash		(1,226,183)	7,890,864	0
Non cash amounts excluded from investing activities		(2,880,331)	6,199,780	0

(d) Current assets and liabilities excluded from budgeted deficiency

The following current assets and liabilities have been excluded from the net current assets used in the Rate Setting Statement in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

Adjustments to net current assets				
Less: Financial assets - restricted	3	(54,847,896)	(61,839,600)	(43,267,466)
Less: Current assets not expected to be received at end of year				
- Current portion of self supporting loans receivable		(18,444)	(17,847)	(17,847)
- Banksia Park DMF Receivable		(319,490)	(319,490)	(297,819)
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings		2,261,964	4,601,930	1,983,866
- Current portion of lease liabilities		162,433	176,055	171,310
- Current portion of unspent non-operating grants, subsidies and contributions held in reserve		16,752,676	17,978,859	0
- Current portion of contract liabilities held in reserve		47,043	70,243	0
- Current portion of prepaid rates		0	0	904,844
- Banksia Park unit contribution		16,975,350	16,975,350	17,133,425
- Current portion of employee benefit provisions held in reserve		5,505,931	5,505,931	4,902,379
Total adjustments to net current assets		(13,480,433)	(16,868,569)	(18,487,308)

2 (e) NET CURRENT ASSETS (CONTINUED)

SIGNIFICANT ACCOUNTING POLICIES

CURRENT AND NON-CURRENT CLASSIFICATION
An asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

TRADE AND OTHER PAYABLES
Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City of Kwinana becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

PREPAID RATES
Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

INVENTORIES
General
Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Superannuation
The City of Kwinana contributes to a number of superannuation funds on behalf of employees.

All funds to which the City of Kwinana contributes are defined contribution plans.

LAND HELD FOR RESALE
Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

CONTRACT ASSETS
A contract asset is the right to consideration in exchange for goods or services the entity has transferred to a customer when that right is conditioned on something other than the passage of time.

TRADE AND OTHER RECEIVABLES
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

PROVISIONS
Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

EMPLOYEE BENEFITS
Short-term employee benefits
Provision is made for the City's obligations for short-term employee benefits. Short term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City’s obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position. The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

CONTRACT LIABILITIES
An entity’s obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer. Grants to acquire or construct recognisable non-financial assets to be controlled by the City are recognised as a liability until such time as the City satisfies its obligations under the agreement.

3. RECONCILIATION OF CASH

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Estimated cash at the end of the reporting period is as follows:

	Note	2021/22 Budget	2020/21 Actual	2020/21 Budget
		$	$	$
Cash at bank and on hand		900,000	800,000	1,460,000
Total cash and cash equivalents		900,000	800,000	1,460,000
Held as				
- Unrestricted cash and cash equivalents		900,000	637,485	1,460,000
- Restricted cash and cash equivalents		0	162,515	0
		900,000	800,000	1,460,000
Restrictions				
The following classes of assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:				
- Cash and cash equivalents		0	162,515	0
- Restricted financial assets at amortised cost - term deposits		54,847,896	61,839,600	43,267,466
		54,847,896	62,002,115	43,267,466
The restricted assets are a result of the following specific purposes to which the assets may be used:				
Reserves - cash/financial asset backed	8	54,847,896	61,839,600	43,267,466
Contract liabilities from contracts with customers - fees & charges		0	162,515	
		54,847,896	62,002,115	43,267,466
Reconciliation of net cash provided by operating activities to net result				
Net result		6,616,691	(7,127,256)	(1,036,219)
Depreciation	5	16,305,054	16,043,982	14,691,676
(Profit)/loss on sale of asset	4(b)	36,112	(60,870)	(41,425)
Loss on revaluation of non current assets		0	79,255	0
(Increase)/decrease in receivables		500,000	443,280	1,700,000
(Increase)/decrease in contract assets		301,360	(256,972)	0
(Increase)/decrease in inventories		0	37,323	0
Increase/(decrease) in payables		(38,845)	(1,098,576)	100,000
Increase/(decrease) in contract liabilities		(1,388,698)	6,199,780	(6,408,294)
Increase/(decrease) in unspent non-operating grants		(1,677,348)	(123,787)	
Non-operating grants, subsidies and contributions		(15,838,407)	(9,126,943)	(13,434,461)
Net cash from operating activities		4,815,919	5,009,216	(4,428,723)

SIGNIFICANT ACCOUNTING POLICES

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Bank overdrafts are shown as short term borrowings in current liabilities in Note 2 - Net Current Assets.

FINANCIAL ASSETS AT AMORTISED COST

The City classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

CITY OF KWINANA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2022
4. FIXED ASSETS

(a) Acquisition of Assets

The following assets are budgeted to be acquired during the year.

	Reporting program													
Asset class	Governance	General purpose funding	Law, order, public safety	Health	Education and welfare	Housing	Community amenities	Recreation and culture	Transport	Economic services	Other property and services	2021/22 Budget total	2020/21 Actual total	2020/21 Budget total
	$	$	$	$	$	$	$	$	$	$	$	$	$	$
Property, Plant and Equipment														
Buildings - specialised	357,108	0	810,070	0	84,863	0	0	4,317,776	0	17,457	1,157,894	6,745,168	1,260,841	5,231,570
Furniture and equipment	20,000	0	0	0	0	0	0	0	0	0	0	20,000	133,969	1,090,235
Plant and equipment	35,000	0	129,500	66,500	0	0	90,000	57,300	0	0	871,000	1,249,300	1,231,409	1,254,030
	412,108	0	939,570	66,500	84,863	0	90,000	4,375,076	0	17,457	2,028,894	8,014,468	2,626,219	7,575,835
Infrastructure														
Infrastructure - roads	0	0	0	0	0	0	0	0	13,400,396	0	0	13,400,396	3,123,560	3,642,090
Infrastructure - footpaths	0	0	0	0	0	0	0	0	1,251,669	0	0	1,251,669	382,148	191,075
Infrastructure - drainage	0	0	0	0	0	0	0	0	268,278	0	0	268,278	626,683	5,822,737
Infrastructure - car parks	0	0	0	0	0	0	0	0	49,717	0	0	49,717	0	
Infrastructure - bus shelters	0	0	0	0	0	0	0	0	29,796	0	0	29,796	34,995	36,630
Infrastructure - street lights	0	0	0	0	0	0	0	0	194,192	0	0	194,192	163,497	236,505
Infrastructure - parks & ovals	0	0	0	0	0	0	0	1,612,892	0	0	0	1,612,892	872,108	994,154
	0	0	0	0	0	0	0	1,612,892	15,194,048	0	0	16,806,940	5,202,991	10,923,191
Right of use assets														
Right of use - plant and equipment	94,484	0	0	0	0	0	0	0	0	0	0	94,484	502,496	553,030
	94,484	0	0	0	0	0	0	0	0	0	0	94,484	502,496	553,030
Intangible Assets														
Rehabilitation costs												0		
Intangible assets - computer softwar	1,407,909	0	0	0	0	0	0	0	0	0	0	1,407,909	1,369,956	622,809
	1,407,909	0	0	0	0	0	0	0	0	0	0	1,407,909	1,369,956	622,809
Total acquisitions	1,914,501	0	939,570	66,500	84,863	0	90,000	5,987,968	15,194,048	17,457	2,028,894	26,323,801	9,701,662	19,674,865

A detailed breakdown of disposals on an individual asset basis can be found in the supplementary information attached to this budget document.

SIGNIFICANT ACCOUNTING POLICIES

RECOGNITION OF ASSETS

Assets for which the fair value as at the date of acquisition is under $5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5).* These assets are expensed immediately.
Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

4. FIXED ASSETS

(b) Disposals of Assets

The following assets are budgeted to be disposed of during the year.

	2021/22 Budget Net Book Value	2021/22 Budget Sale Proceeds	2021/22 Budget Profit	2021/22 Budget Loss	2020/21 Actual Net Book Value	2020/21 Actual Sale Proceeds	2020/21 Actual Profit	2020/21 Actual Loss	2020/21 Budget Net Book Value	2020/21 Budget Sale Proceeds	2020/21 Budget Profit	2020/21 Budget Loss
	$	$	$	$	$	$	$	$	$	$	$	$
By Program												
Governance	24,910	22,825	0	(2,085)	91,251	80,310	0	(10,941)	47,084	51,300	9,176	(4,960)
General Purpose Funding		0	0	0		0	0	0		0	0	0
Law, order, public safety	22,825	20,000	0	(2,825)	17,100	25,964	8,864	0	24,336	36,000	13,612	(1,948)
Health	39,759	37,675	0	(2,084)	19,828	22,273	2,445	0	6,386	6,386	0	0
Education and welfare		0	0	0	0	0	0	0		4,414	4,414	0
Housing		0	0	0	0	0	0	0		0	0	0
Community amenities	34,325	29,700	0	(4,625)	53,606	66,342	12,736	0	7,467	22,050	14,583	0
Recreation and culture	72,186	65,825	0	(6,361)	17,256	13,500	0	(3,756)		0	0	0
Transport		0	0	0		0	0	0		0	0	0
Economic services	517,000	517,000	0	0	19,800	22,273	2,473	0	14,999	19,800	4,801	0
Other property and services	268,532	250,400	1,767	(19,899)	185,071	234,120	54,166	(5,117)	331,653	333,400	77,924	(76,177)
	979,537	943,425	1,767	(37,879)	403,912	464,782	80,684	(19,814)	431,925	473,350	124,510	(83,085)
By Class												
Property, Plant and Equipment												
Land - freehold land	517,000	517,000	0	0		0				0		
Plant and equipment	462,537	426,425	1,767	(37,879)	403,912	464,782	80,684	(19,814)	431,925	473,350	124,510	(83,085)
	979,537	943,425	1,767	(37,879)	403,912	464,782	80,684	(19,814)	431,925	473,350	124,510	(83,085)

SIGNIFICANT ACCOUNTING POLICIES

GAINS AND LOSSES ON DISPOSAL

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

5. ASSET DEPRECIATION

	2021/22 Budget	2020/21 Actual	2020/21 Budget
	$	$	$
By Program			
Governance	527,580	573,545	588,856
General purpose funding	0	1,083	0
Law, order, public safety	219,516	222,923	224,044
Health	32,736	27,518	15,214
Education and welfare	1,534,186	1,536,275	1,534,780
Community amenities	79,908	79,303	98,043
Recreation and culture	5,151,320	4,983,499	4,770,653
Transport	8,149,068	8,020,153	6,730,454
Economic services	27,240	25,613	25,573
Other property and services	583,500	574,070	704,059
	16,305,054	16,043,982	14,691,676
By Class			
Buildings - specialised	4,764,552	4,594,945	4,526,249
Furniture and equipment	224,616	218,852	214,173
Plant and equipment	813,288	803,564	1,008,203
Infrastructure - roads	6,420,073	6,393,769	5,037,719
Infrastructure - footpaths	601,693	596,856	589,746
Infrastructure - drainage	663,464	605,122	616,053
Infrastructure - car parks	348,713	348,713	348,651
Infrastructure - bus shelters	47,206	45,748	45,876
Infrastructure - street lights	71,701	66,063	66,313
Infrastructure - parks & ovals	2,074,912	2,144,839	1,910,466
Infrastructure - other	98,022	98,022	98,354
Right of use - plant and equipment	176,814	127,489	229,873
	16,305,054	16,043,982	14,691,676

SIGNIFICANT ACCOUNTING POLICIES

DEPRECIATION

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

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

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

Major depreciation periods used for each class of depreciable asset are:

Buildings - specialised	2 to 100 years
Furniture and equipment	2 to 15 years
Plant and equipment	3 to 20 years
Infrastructure - roads	0 to 80 years
Infrastructure - footpaths	40 to 80 years
Infrastructure - drainage	80 years
Infrastructure - car parks	5 to 20 years
Infrastructure - bus shelters	20 to 25 Years
Infrastructure - street lights	15 to 30 Years
Infrastructure - parks & ovals	10 to 50 Years
Infrastructure - other	30 to 40 Years
Right of use - plant and equipment	Based on the remaining lease

AMORTISATION

The depreciable amount of all intangible assets with a finite useful life, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held for use.

The assets residual value of intangible assets is considered to be zero and useful live and amortisation method are reviewed at the end of each financial year.

Amortisation is included within Depreciation on non-current assets in the Statement of Comprehensive Income.

CITY OF KWINANA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2022

6. INFORMATION ON BORROWINGS

(a) Borrowing repayments

Movement in borrowings and interest between the beginning and the end of the current financial year.

Purpose	Loan Number	Institution	Interest Rate	Budget Principal 1 July 2021	2021/22 Budget New Loans	2021/22 Budget Principal Repayments	Budget Principal outstanding 30 June 2022	2021/22 Budget Interest Repayments	Actual Principal 1 July 2020	2020/21 Actual New Loans	2020/21 Actual Principal Repayments	Actual Principal outstanding 30 June 2021	2020/21 Actual Interest Repayments	Budget Principal 1 July 2020	2020/21 Budget New Loans	2020/21 Budget Principal Repayments	Budget Principal outstanding 30 June 2021	2020/21 Budget Interest Repayments
				$	$	$	$	$	$	$	$	$	$	$	$	$	$	$
Governance																		
Administration Office Renovations	99	WATC	6.3%	474,796		(107,976)	366,820	(31,413)	576,328	0	(101,532)	474,796	(38,476)	576,328	0	(101,532)	474,796	(38,476)
Short Term Lending Facility	TBA	WATC	0.4%	0		0	0	0	0	0	0	0	0	0	5,000,000	(5,000,000)	0	(11,371)
Education and welfare																		
Youth Specific Space	96	WATC	7.5%	65,755		(31,663)	34,092	(4,855)	95,162	0	(29,407)	65,755	(7,290)	95,162	0	(29,407)	65,755	(7,290)
Youth Specific Space Stage 2	100	WATC	4.7%	1,136,129		(140,713)	995,416	(59,110)	1,270,494	0	(134,365)	1,136,129	(66,272)	1,270,494	0	(134,365)	1,136,129	(66,272)
Recreation and culture																		
Wellard Sports Pavilion	94	WATC	6.4%	56,127		(56,126)	1	(2,841)	108,836	0	(52,709)	56,127	(6,728)	108,836	0	(52,709)	56,127	(6,728)
Orelia Oval Pavilion	95	WATC	7.5%	157,814		(75,991)	81,823	(11,652)	228,390	0	(70,576)	157,814	(17,497)	228,389	0	(70,576)	157,813	(17,497)
Orelia Oval Pavilion Stage 2	97	WATC	6.3%	1,050,584		(238,920)	811,664	(69,508)	1,275,244	0	(224,660)	1,050,584	(85,135)	1,275,244	0	(224,660)	1,050,584	(85,135)
Library & Resource Centre	102	WATC	4.5%	6,191,171		(657,885)	5,533,286	(315,089)	6,820,176	0	(629,005)	6,191,171	(347,778)	6,820,176	0	(629,005)	6,191,171	(347,778)
Recquatic Refurbishment	104	WATC	4.1%	3,072,151		(289,216)	2,782,935	(142,512)	3,350,000	0	(277,849)	3,072,151	(155,846)	3,350,000	0	(277,849)	3,072,151	(155,846)
Bertram Community Centre	105	WATC	3.3%	1,156,742		(116,232)	1,040,510	(43,760)	1,269,272	0	(112,530)	1,156,742	(48,147)	1,269,272	0	(112,530)	1,156,742	(48,147)
Calista Destination Park	106	WATC	3.1%	1,218,976		(105,528)	1,113,448	(45,790)	1,321,267	0	(102,291)	1,218,976	(49,749)	1,321,267	0	(102,291)	1,218,976	(49,749)
Transport																		
Industrial Area Streetscape	98	WATC	6.3%	640,978		(145,768)	495,210	(42,417)	778,044	0	(137,066)	640,978	(51,943)	778,044	0	(137,066)	640,978	(51,943)
City Centre Redevelopment Interest Only	101	WATC	2.5%	2,500,000		(2,500,000)	0	(35,094)	2,500,000	0	0	2,500,000	(79,250)	2,500,000	0	0	2,500,000	(79,250)
City Centre Redevelopment	TBA	WATC	1.2%	0	2,500,000	(118,065)	2,381,935	(14,911)	0	0	0	0	0	0	0	0	0	0
				17,721,223	2,500,000	(4,584,083)	15,637,140	(818,952)	19,593,213	0	(1,871,990)	17,721,223	(954,111)	19,593,212	5,000,000	(6,871,990)	17,721,222	(965,482)
Self Supporting Loans																		
Recreation and culture																		
Kwinana Golf Club Refurbishment	103B	WATC	0.0332	232,703	0	(17,847)	214,856	(9,169)	249,972	0	(17,269)	232,703	(9,869)	249,973	0	(17,268)	232,705	(9,869)
				232,703	0	(17,847)	214,856	(9,169)	249,972	0	(17,269)	232,703	(9,869)	249,973	0	(17,268)	232,705	(9,869)
				17,953,926	2,500,000	(4,601,930)	15,851,996	(828,121)	19,843,185	0	(1,889,259)	17,953,926	(963,980)	19,843,185	5,000,000	(6,889,258)	17,953,927	(975,351)
Share of Southern Metropolitan Regional Council (SMRC) loan				0	0	0	0	0	425,520	0	0	0	0	258,120	0	0	258,120	0
				17,953,926	2,500,000	(4,601,930)	15,851,996	(828,121)	20,268,705	0	(1,889,259)	17,953,926	(963,980)	20,101,305	5,000,000	(6,889,258)	18,212,047	(975,351)

* WATC = WA Treasury Corporation

All borrowing repayments, other than self supporting loans, will be financed by general purpose revenue.
The self supporting loan(s) repayment will be fully reimbursed.
The City is exiting the Southern Metropolitan Regional Council (SMRC) as at 30 June 2021.

6. INFORMATION ON BORROWINGS

(b) New borrowings - 2021/22

Particulars/Purpose	Institution	Institution	Loan type	Term (years)	Interest rate	Amount borrowed budget	Total interest & charges	Amount used budget	Balance unspent
					%	$	$	$	$
Refinancing City Centre Redevelopment loan to Principal plus interest repayments		WATC	Debenture	10	1.2%	2,500,000	159,516	2,500,000	0
						2,500,000	159,516	2,500,000	0

(c) Unspent borrowings

The City had no unspent borrowing funds as at 30th June 2021 nor is it expected to have unspent borrowing funds as at 30th June 2022.

(d) Credit Facilities

	2021/22 Budget	2020/21 Actual	2020/21 Budget
	$	$	$
Undrawn borrowing facilities credit standby arrangements			
Bank overdraft limit	0	0	0
Bank overdraft at balance date	0	0	0
Credit card limit	127,000	127,000	86,000
Credit card balance at balance date	(20,000)	(20,000)	(40,000)
Total amount of credit unused	107,000	107,000	46,000
Loan facilities			
Loan facilities in use at balance date	15,851,996	17,953,926	17,953,927
Share of Southern Metropolitan Regional Council (SMRC) loan	0	0	258,120

SIGNIFICANT ACCOUNTING POLICIES

BORROWING COSTS

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

CITY OF KWINANA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2022

7. LEASE LIABILITIES

Purpose	Lease Number	Institution	Lease Interest Rate	Lease Term	Budget Lease Principal 1 July 2021	2021/22 Budget New Leases	2021/22 Budget Lease Principal Repayments	Budget Lease Principal outstanding 30 June 2022	2021/22 Budget Lease Interest Repayments	Actual Principal 1 July 2020	2020/21 Actual New Leases	2020/21 Actual Lease Principal repayments	Actual Lease Principal outstanding 30 June 2021	2020/21 Actual Lease Interest repayments	Budget Principal 1 July 2020	2020/21 Budget New Leases	2020/21 Budget Lease Principal repayments	Budget Lease Principal outstanding 30 June 2021	2020/21 Budget Lease Interest repayments
					$	$	$	$	$	$	$	$	$	$	$	$	$	$	$
Governance																			
Computing infrastructure	E6N0160168	Alleasing	2.0%	48	0	0	0	0	0	57,708	0	(57,708)	0	(723)	57,708	0	(57,708)	0	(723)
Computing infrastructure	E6N0160185	Alleasing	2.0%	60	10,604	0	(10,604)	0	(133)	20,999	0	(10,395)	10,604	(342)	20,999	0	(10,395)	10,604	(342)
Photocopiers / equipment	5389066248AUS1	Kyocera	3.7%	48	21,765	0	(21,765)	0	(399)	44,694	0	(22,929)	21,765	(1,250)	44,694	0	(22,928)	21,766	(1,252)
Photocopiers / equipment	E6N0162743	Maia	1.8%	60	34,709	0	(11,139)	23,570	(561)	45,659	0	(10,950)	34,709	(750)	0	0	0	0	0
Photocopiers / equipment	5389066248AUS3	HP Financial Services	4.2%	36	15,706	0	(5,880)	9,826	(544)	0	18,147	(2,441)	15,706	(235)	0	0	0	0	0
Photocopiers / equipment	TBA	TBA	1.2%	48	0	94,484	(2,015)	92,469	0	0	0	0	0	0	0	0	0	0	0
Education and welfare																			
Bright Futures vehicle	1EYT548	Toyota Fleet	2.0%	60	0	0	0	0	0	2,537	0	(2,537)	0	(17)	2,537	0	(2,537)	0	(17)
Bright Futures vehicle		Not required	2.2%	60	0	0	0	0	0	0	0	0	0	0	0	34,061	(2,700)	31,361	(300)
Youth Services vehicle	1EQZ823	Easifleet	2.0%	60	0	0	0	0	0	2,872	0	(2,872)	0	(12)	2,872	0	(2,872)	0	(12)
Youth Services vehicle	1HFE114	Toyota Finance	2.2%	60	30,274	0	(6,576)	23,698	(354)	0	33,530	(3,256)	30,274	(209)	0	34,061	(4,329)	29,732	(471)
Recreation and culture																			
Gym equipment	TBA	TBA	2.8%	48	422,103	0	(110,992)	311,111	(3,873)	0	450,819	(28,716)	422,103	0	0	484,908	(118,773)	366,135	(8,875)
Nilfisk floor scrubber	3510183300688	Nilfisk	1.7%	36	10,071		(7,084)	2,987	(116)	17,036	0	(6,965)	10,071	(235)	17,036	0	(6,964)	10,072	(236)
					545,232	94,484	(176,055)	463,661	(5,980)	191,505	502,496	(148,769)	545,232	(3,773)	145,846	553,030	(229,206)	469,670	(12,228)

SIGNIFICANT ACCOUNTING POLICIES

LEASES

At the inception of a contract, the City assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and a lease liability. at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

LEASE LIABILITIES

The present value of future lease payments not paid at the reporting date discounted using the incremental borrowing rate where the implicit interest rate in the lease is not readily determined.

CITY OF KWINANA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2022

8. CASH BACKED RESERVES

(a) Cash Backed Reserves - Movement

	2021/22 Budget Opening Balance	2021/22 Budget Transfer to	2021/22 Budget Transfer (from)	2021/22 Budget Closing Balance	2020/21 Actual Opening Balance	2020/21 Actual Transfer to	2020/21 Actual Transfer (from)	2020/21 Actual Closing Balance	2020/21 Budget Opening Balance	2020/21 Budget Transfer to	2020/21 Budget Transfer (from)	2020/21 Budget Closing Balance
	$	$	$	$	$	$	$	$	$	$	$	$
Aged Persons Units Reserve	750,755	192,961	(190,000)	753,716	741,044	199,711	(190,000)	750,755	783,736	205,082	(190,000)	798,818
Asset Management Reserve	5,076,987	1,888,517	(3,741,911)	3,223,593	5,163,247	1,786,973	(1,873,233)	5,076,987	5,143,560	151,936	(2,051,059)	3,244,437
Banksia Park Reserve	109,993	129,074	(90,000)	149,067	23,997	222,046	(136,050)	109,993	82,932	175,996	(246,050)	12,878
City Infrastructure Reserve	1,360,527	5,064	(425,000)	940,591	995,255	365,272	0	1,360,527	975,016	11,700	0	986,716
Contiguous Local Authorities Group Reserve	346,951	25,196	(38,800)	333,347	340,995	34,376	(28,420)	346,951	340,368	24,660	(29,508)	335,520
Community Services & Emergency Relief Reserve	249,266	1,720	(200,000)	50,986	265,918	3,348	(20,000)	249,266	263,001	4,084	(250,000)	17,085
Employee Leave Reserve	2,946,683	0	0	2,946,683	2,488,383	458,300	0	2,946,683	1,914,567	0	0	1,914,567
Employee Vacancy Reserve	502,649	2,544	0	505,193	500,233	2,416	0	502,649	500,000	6,000	0	506,000
Family Day Care Reserve	1,185,048	6,020	(64,186)	1,126,882	1,229,903	6,657	(51,512)	1,185,048	1,155,861	13,872	(46,706)	1,123,027
Golf Course Cottage Reserve	29,558	148	0	29,706	29,396	162	0	29,558	29,395	352	0	29,747
Golf Club Maintenance Reserve	8,895	5,048	(5,004)	8,939	8,846	5,053	(5,004)	8,895	8,842	5,112	(5,004)	8,950
Information Technology Reserve	2,470,844	90,680	(1,385,000)	1,176,524	2,597,168	1,642,512	(1,768,836)	2,470,844	2,896,599	34,760	(2,153,806)	777,553
Plant and Equipment Replacement Reserve	235,952	795,880	(768,875)	262,957	430,899	466,896	(661,843)	235,952	422,974	360,426	(754,150)	29,250
Public Arts Reserve	29,900	152	0	30,052	0	29,900	0	29,900	0	0	0	0
Public Open Space Reserve	320,613	0	0	320,613	0	320,613	0	320,613	0	0	0	0
Refuse Reserve	5,557,961	0	(184,178)	5,373,783	5,644,888	0	(86,927)	5,557,961	5,602,888	3,000,000	(3,479,515)	5,123,373
Renewable Energy Efficiency Reserve	34,354	16,707	(9,035)	42,026	34,172	2,217	(2,035)	34,354	34,255	2,447	(2,035)	34,667
Restricted Grants & Contributions Reserve	2,563,731	85,000	(2,163,731)	485,000	2,187,984	2,388,499	(2,012,752)	2,563,731	2,002,464	0	(869,970)	1,132,494
Settlement Agreement Reserve	168,698	856	0	169,554	167,771	927		168,698	167,771	2,012	0	169,783
Strategic Property Reserve	0	512,000	0	512,000	0	0	0	0	0	0	0	0
Workers Compensation Reserve	324,723	732	0	325,455	143,928	180,795	0	324,723	143,928	1,728	0	145,656
DCA 1 - Hard Infrastructure - Bertram	1,224,445	505,652	(14,410)	1,715,687	599,722	663,723	(39,000)	1,224,445	625,311	257,504	(713,153)	169,662
DCA 2 - Hard Infrastructure - Wellard	1,803,911	59,012	(14,410)	1,848,513	1,988,294	96,683	(281,066)	1,803,911	2,475,398	29,704	(2,095,316)	409,786
DCA 3 - Hard Infrastructure - Casuarina	0	6,000,000	(5,535,695)	464,305	0	0	0	0	0	3,499,637	(3,472,686)	26,951
DCA 4 - Hard Infrastructure - Anketell	1,201,705	3,205,420	(3,503,055)	904,070	521,489	690,116	(9,900)	1,201,705	540,134	6,484	(23,049)	523,569
DCA 5 - Hard Infrastructure - Wandi	981,945	504,436	(14,410)	1,471,971	427,218	564,627	(9,900)	981,945	442,503	25,312	(460,299)	7,516
DCA 6 - Hard Infrastructure - Mandogalup	563,066	402,564	(14,410)	951,220	274,056	298,910	(9,900)	563,066	397,981	4,776	(23,049)	379,708
DCA 7 - Hard Infrastructure - Mandogalup West/Bertram	40,416	5,224	(14,410)	31,230	18,172	32,144	(9,900)	40,416	18,165	50,220	(23,049)	45,336
DCA 8 - Soft Infrastructure - Mandogalup	1,303,484	205,876	(14,410)	1,494,950	450,501	862,883	(9,900)	1,303,484	477,570	5,732	(24,120)	459,182
DCA 9 - Soft Infrastructure - Wandi/Anketell	12,900,763	63,108	(3,332,613)	9,631,258	11,941,274	1,051,872	(92,383)	12,900,763	11,903,147	142,840	(3,342,323)	8,703,664
DCA 10 - Soft Infrastructure - Casuarina/Anketell	195,571	5,920	(14,410)	187,081	204,182	1,289	(9,900)	195,571	224,815	2,700	(24,120)	203,395
DCA 11 - Soft Infrastructure - Wellard East	6,489,265	34,020	(14,410)	6,508,875	6,152,977	346,188	(9,900)	6,489,265	6,173,510	74,084	(24,120)	6,223,474
DCA 12 - Soft Infrastructure - Wellard West	9,486,283	47,468	(14,410)	9,519,341	8,468,096	1,028,087	(9,900)	9,486,283	8,489,154	101,872	(24,120)	8,566,906
DCA 13 - Soft Infrastructure - Bertram	255,068	6,184	(14,410)	246,842	263,326	1,642	(9,900)	255,068	283,851	3,408	(24,120)	263,139
DCA 14 - Soft Infrastructure - Wellard/Leda	819,500	8,708	(14,410)	813,798	706,921	122,479	(9,900)	819,500	675,213	8,104	(24,120)	659,197
DCA 15 - Soft Infrastructure - Townsite	300,090	6,408	(14,410)	292,088	239,431	70,559	(9,900)	300,090	256,500	3,080	(24,120)	235,460
	61,839,600	14,818,299	(21,810,003)	54,847,896	55,249,686	13,947,875	(7,357,961)	61,839,600	55,451,409	8,215,624	(20,399,567)	43,267,466

8. CASH BACKED RESERVES

(b) Cash Backed Reserves - Purposes

In accordance with Council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

Reserve name	Anticipated date of use	Purpose of the reserve
Aged Persons Units Reserve	Ongoing	to be used to provide funds for the capital acquisition and maintenance of the Aged Persons Units, Callistemon Court.
Asset Management Reserve	Ongoing	to be used to provide funds for renewal projects for the City's building and infrastructure assets, thereby extending the useful economic life of such assets.
Banksia Park Reserve	Ongoing	to be used to provide funds for the capital acquisitions and maintenance of the Banksia Park Retirement Village.
City Infrastructure Reserve	Ongoing	to be used to fund the City's contributions to community infrastructure projects.
Contiguous Local Authorities Group Reserve	Ongoing	to be used to restrict funds received for the prevention, control and education of mosquito management.
Community Services & Emergency Relief Reserve	Ongoing	to be used to provide funding to alleviate the effect of any disaster within the City of Kwinana boundaries and to provide funds to develop community services.
Employee Leave Reserve	Ongoing	to be used to ensure that adequate funds are available to finance employee leave entitlements.
Employee Vacancy Reserve	Ongoing	to be used to ensure that adequate funds are available to finance employee costs.
Family Day Care Reserve	Ongoing	to be used to provide for the capital acquisitions and maintenance of this facility.
Golf Course Cottage Reserve	Ongoing	to be used to provide funds for the maintenance of this building.
Golf Club Maintenance Reserve	Ongoing	to be used to provide funds for the maintenance of this building.
Information Technology Reserve	Ongoing	to be used for the implementation and maintainance of the City's software requirements.
Plant and Equipment Replacement Reserve	Ongoing	to be used to replace existing fleet, plant and other City assets.
Public Arts Reserve	Ongoing	to be used to receive monies paid as cash in lieu for public art and the provision of public art expenditure under the Local Planning Policy 5.
Public Open Space Reserve	Ongoing	to be used to restrict funds that have been paid in lieu of open space as specified in the *Western Australia Planning and Development Act 2005*.
Refuse Reserve	Ongoing	to be used to provide funds for the costs and subsidy of Waste Management in the City.
Renewable Energy Efficiency Reserve	Ongoing	to be used to provide funds for renewable energy and water efficiency iniatives.
Restricted Grants & Contributions Reserve	Ongoing	to be used to restrict funds, being city funds, grants and contributions, required to complete projects from prior financial years.
Settlement Agreement Reserve	Ongoing	to be used to provide funds to account for future negotiated settlement agreement payments.
Strategic Property Reserve	Ongoing	to be used to provide funds for future investment opportunities.
Workers Compensation Reserve	Ongoing	to be used to fund workers compensation costs incurred by the City where the maximum contribution amount for a previous year has been reached and there is a claim which remains open and requires the City to pay costs relating to the open claims in the current and future years.
DCA 1 - Hard Infrastructure - Bertram	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 1 - Hard Infrastructure Bertram.
DCA 2 - Hard Infrastructure - Wellard	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 2 - Hard Infrastructure Wellard.
DCA 3 - Hard Infrastructure - Casuarina	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 3 - Hard Infrastructure Casuarina.
DCA 4 - Hard Infrastructure - Anketell	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 4 - Hard Infrastructure Anketell.
DCA 5 - Hard Infrastructure - Wandi	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 5 - Hard Infrastructure Wandi.
DCA 6 - Hard Infrastructure - Mandogalup	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 6 - Hard Infrastructure Mandogalup.
DCA 7 - Hard Infrastructure - Mandogalup West/Bertram	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 7 - Hard Infrastructure Mandogalup West.
DCA 8 - Soft Infrastructure - Mandogalup	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 8 - Soft Infrastructure Mandogalup.
DCA 9 - Soft Infrastructure - Wandi/Anketell	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 9 - Soft Infrastructure Wandi/Anketell.
DCA 10 - Soft Infrastructure - Casuarina/Anketell	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 10 - Soft Infrastructure Casuarina/Anketell.
DCA 11 - Soft Infrastructure - Wellard East	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 11 - Soft Infrastructure Wellard East.
DCA 12 - Soft Infrastructure - Wellard West	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 12 - Soft Infrastructure Wellard West.
DCA 13 - Soft Infrastructure - Bertram	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 13 - Soft Infrastructure Bertram.
DCA 14 - Soft Infrastructure - Wellard/Leda	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 14 - Soft Infrastructure Wellard/Leda.
DCA 15 - Soft Infrastructure - Townsite	Ongoing	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 15 - Soft Infrastructure City Site.

9. FEES & CHARGES REVENUE

	2021/22 Budget	2020/21 Actual	2020/21 Budget
	$	$	$
Governance	10,000	17,749	8,810
General purpose funding	115,400	95,795	40,896
Law, order, public safety	198,848	218,256	169,860
Health	122,555	99,999	84,001
Education and welfare	2,144,323	1,832,904	2,012,456
Community amenities	6,382,390	6,282,095	5,848,424
Recreation and culture	2,595,416	2,204,403	2,356,491
Economic services	1,356,980	1,732,982	1,221,291
Other property and services	151,497	331,548	170,942
	13,077,409	12,815,731	11,913,171

10. GRANT REVENUE

	2021/22 Budget	2020/21 Actual	2020/21 Budget
By Program:	$	$	$
(a) Operating grants, subsidies and contributions			
General purpose funding	1,981,064	1,072,043	906,754
Law, order, public safety	271,030	243,533	181,180
Health	23,840	37,435	23,504
Education and welfare	4,180,192	4,433,649	5,068,304
Community amenities	53,200	58,108	7,000
Recreation and culture	260,096	245,677	100,911
Transport	332,200	329,525	330,000
	7,101,622	6,419,970	6,617,653
(b) Non-operating grants, subsidies and contributions			
Law, order, public safety	699,600	153,975	704,159
Education and welfare	30,000	30,000	0
Community amenities	12,544,283	521,350	10,321,764
Recreation and culture	849,500	277,500	550,000
Transport	3,392,372	2,061,167	1,858,538
Economic services	0	6,958	0
	17,515,755	3,050,950	13,434,461
Total grants, subsidies and contributions	24,617,377	9,470,920	20,052,114

11. REVENUE RECOGNITION

SIGNIFICANT ACCOUNTING POLICIES

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/ Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Revenue recognition
Rates	General Rates	Over time	Payment dates adopted by Council during the year	None	Adopted by council annually	When taxable event occurs	Not applicable	When rates notice is issued
Grant contracts with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-financial assets to be controlled by the local government	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants with no contractual commitments	General appropriations and contributions with no specific contractual commitments	No obligations	Not applicable	Not applicable	Cash received	On receipt of funds	Not applicable	When assets are controlled
Licences/ Registrations/ Approvals	Building, planning, development and animal management, having the same nature as a licence regardless of naming.	Single point in time	Full payment prior to issue	None	Set by State legislation or limited by legislation to the cost of provision	Based on timing of issue of the associated rights	No refunds	On payment and issue of the licence, registration or approval
Pool inspections	Compliance safety check	Single point in time	Equal proportion based on an equal annually fee	None	Set by State legislation	Apportioned equally across the inspection cycle	No refunds	After inspection complete based on a 4 year cycle
Other inspections	Regulatory Food, Health and Safety	Single point in time	Full payment prior to inspection	None	Set by State legislation or limited by legislation to the cost of provision	Applied fully on timing of inspection	Not applicable	Revenue recognised after inspection event occurs
Waste management collections	Kerbside collection service	Over time	Payment on an annual basis in advance	None	Adopted by council annually	Apportioned equally across the collection period	Not applicable	Output method based on regular weekly and fortnightly period as proportionate to collection service
Property hire and entry	Use of halls and facilities	Single point in time	In full in advance	Refund if event cancelled within 7 days	Adopted by council annually	Based on timing of entry to facility	Returns limited to repayment of transaction price	On entry or at conclusion of hire
Memberships	Gym and pool membership	Over time	Payment in full in advance	Refund for unused portion on application	Adopted by council annually	Apportioned equally across the access period	Returns limited to repayment of transaction price	Output method Over 12 months matched to access right
Fees and charges for other goods and services	Library fees, reinstatements, and private works	Single point in time	Payment in full in advance	None	Adopted by council annually	Applied fully based on timing of provision	Not applicable	Output method based on provision of service or completion of works
Sale of stock	Recquatic café, Recquatic stock, Library stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Adopted by council annually, set by mutual agreement	Applied fully based on timing of provision	Returns limited to repayment of transaction price	Output method based on goods
Reimbursements	Insurance claims	Single point in time	Payment in arrears for claimable event	None	Set by mutual agreement with the customer	When claim is agreed	Not applicable	When claim is agreed

12. OTHER INFORMATION

	2021/22 Budget	2020/21 Actual	2020/21 Budget
	$	$	$
The net result includes as revenues			
(a) Interest earnings			
Investments			
- Reserve funds	270,000	274,310	641,416
- Other funds	22,400	39,194	180,000
Other interest revenue (refer note 1b)	402,200	464,283	399,161
	694,600	777,787	1,220,577
(b) Other revenue			
Reimbursements and recoveries	448,580	1,172,962	663,568
Other	0	0	45,654
	448,580	1,172,962	709,222
The net result includes as expenses			
(c) Auditors remuneration			
Audit services	60,000	60,000	60,000
Other services	30,000	30,000	27,991
	90,000	90,000	87,991
(d) Interest expenses (finance costs)			
Borrowings (refer Note 6(a))	828,121	963,980	975,351
Interest expense on lease liabilities	5,980	3,773	12,228
	834,101	967,753	987,579
(e) Elected members remuneration			
Meeting fees	276,462	276,462	276,462
Mayor's allowance	89,753	89,753	89,753
Deputy Mayor's allowance	22,438	22,438	22,438
Travelling expenses	6,000	4,000	6,000
Telecommunications allowance	28,000	28,000	28,000
Other Reimbursements	9,000	4,000	6,000
	431,653	424,653	428,653
(f) Write offs			
General rate	1,800	1,500	10,868
Fees and charges	150	6,000	200
	1,950	7,500	11,068
(g) Low Value lease expenses			
Office equipment	506,956	453,512	212,868
Demountable - Facilities Maintenance	16,056	16,056	1,338
Gymnasium equipment	0	96,852	12,542
	523,012	566,420	226,748

14. TRUST FUNDS

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in the financial statements are as follows:

Detail	Balance 30 June 2021	Estimated amounts received	Estimated amounts paid	Estimated balance 30 June 2022
	$	$	$	$
APU Security Bonds	23,000	4,000	(4,000)	23,000
Contiguous Local Authorities Group (CLAG)	5,500	1,500	(500)	6,500
Nomination Bonds	0	480	(480)	0
Uncollected Vehicles	935	100	0	1,035
	29,435	6,080	(4,980)	30,535

15. SIGNIFICANT ACCOUNTING POLICIES - OTHER INFORMATION

GOODS AND SERVICES TAX (GST)

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

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

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

CRITICAL ACCOUNTING ESTIMATES

The preparation of a budget in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

ROUNDING OFF FIGURES

All figures shown in this statement are rounded to the nearest dollar.

COMPARATIVE FIGURES

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

BUDGET COMPARATIVE FIGURES

Unless otherwise stated, the budget comparative figures shown in the budget relate to the original budget estimate for the relevant item of disclosure.

Appendix 1 - Capital Expenditure
2021/2022 Budget

CAPITAL EXPENDITURE				CAPITAL FUNDING										
Project Name	Description	Type of Expenditure	Total 21/22 Budget	Grant Funding	DCA Reserve	Infrastructure Reserve	P&E Reserve	Asset Management Reserve	RG&C Reserve	FDC Reserve	IT Reserve	Proceeds from Sale	Insurance Recoup	Muni Funded
Buildings			**6,745,168**											
Additional works around the Kwinana South VBFB	Half court, carparking etc	New / Upgrade	**25,000**											25,000
Kwinana South VBFB Demolition and rebuild of facility	W13619	New / Upgrade	**699,600**	699,600										
Administration Building	Ongoing works to building to accommodate future growth	New / Upgrade	**50,000**											50,000
Administration Building	Ongoing works to building to accommodate future growth	Renewal	**50,000**					50,000						0
Animal Care Facility Refurbishment	Carry Forward W13636	New / Upgrade	**85,470**											85,470
Building Contingency	Contingency to cover unexpected breakdowns/repairs	Renewal	**100,000**					100,000						
Building Renewals - 18 Maydwell Way - window screens	Window Screens replacement	Renewal	**4,988**					4,988						
Building Renewals - Administration Building - fire alarm sensors	Replace in duct Fire Alarm sensors	Renewal	**12,968**					12,968						
Building Renewals - Administration Building - front counter window tint	Tint window replacement on the top windows above the front counter	Renewal	**5,985**					5,985						
Building Renewals - asbestos removal Bright Futures	Asbestos Removal Program - Main Electrical Mounting Board	Renewal	**6,983**							6,983				
Building Renewals - asbestos removal 156 Medina Avenue	Asbestos Removal Program - Demolish Asbestos Shed	Renewal	**12,469**					12,469						
Building Renewals - Business Incubator - security screens	Replace Damaged Security Screens	Renewal	**14,963**					14,963						
Building Renewals - Business Incubator - ablutions renovation	Disabled, Men and Women Ablutions renovation - repaint and lighting renewals	Renewal	**24,938**					24,938						
Building Renewals - Bright Futures Family Day Care Office - AC units	Replace Creche Office left and right room AC units	Renewal	**7,980**							7,980				
Building Renewals - John Wellard Community Centre - creche softfall	Creche Play Area - Softfall replacement	Renewal	**24,938**					24,938						
Building Renewals - Recquatic Centre - stadium floor strip and seal	Stadium floor strip and seal - Annual Program	Renewal	**12,469**					12,469						
Building Renewals - Recquatic Centre - mechanical	Mechanical renewals as per schedule	Renewal	**59,850**					59,850						
Building Renewals - Recquatic Centre - emergency exit doors	Replace fire rated emergency exit doors in stadium	Renewal	**13,466**					13,466						
Building Renewals - Senior Citizens Centre	Floors, toilets renewals, remove & make good old heaters & a/c units	Renewal	**39,900**					39,900						
Building Renewals - Sloan Heritage House (1950's) - external repairs	Repair/repaint gutters Repair/replace rusted eaves gutters and fascia timber beams Replace front timber steps and structure	Renewal	**14,963**					14,963						
Building Renewals - Sloan Cottage - renewal and accessibility works	Renewal and accessibility works	Renewal	**49,875**					49,875						

Appendix 1 - Capital Expenditure
2021/2022 Budget

CAPITAL EXPENDITURE				CAPITAL FUNDING										
Project Name	Description	Type of Expenditure	Total 21/22 Budget	Grant Funding	DCA Reserve	Infrastructure Reserve	P&E Reserve	Asset Management Reserve	RG&C Reserve	FDC Reserve	IT Reserve	Proceeds from Sale	Insurance Recoup	Muni Funded
Building Renewals - Smirks Cottage Museum - drainage	Installation of drainage to depot side of cottage to alleviate rising damp issue	Renewal	**9,975**					9,975						
Building Renewals - Tennis Club	Replace Solar hot water unit, panels & rusting roof sheets	Renewal	**9,975**					9,975						
Building Renewals - Wandi Schoolrooms	Repaint/replace rusted and peeling roof gutters, eaves, window frames and fascia beams; Repair/repaint/oil verandah timber flooring, posts and rafters Replace 6x Skylight sheets Repair/replace eaves battens and gutter scotia on southern side Sand and paint all fascia beams	Renewal	**14,963**					14,963						
Building Renewals - Wheatfield Cottage	Verandah: Repair/replace paving Repair/replace/repaint posts and roof members Repair/repaint/oil timber flooring Replace damaged verandah roof timbers Restore external walls to original state	Renewal	**49,875**					49,875						
Building Renewals - Koorliny Arts Centre	Replace verandah ceiling linging with white UPVC tongue and groove, trim to perimeter to complete	Renewal	**34,913**					34,913						
DCA 9 - Local Sports Ground Clubroom - Honeywood	**External funding** Honeywood Primary School Oval Pavilion 1% City 99% DCA Funded	New / Upgrade	**3,718,203**	400,000	3,318,203									
Operations Centre Extension	Second storey extension to meet current and future needs ($500k for top floor already in reserve and rest from renewal	New / Upgrade	**578,947**					578,947						
Operations Centre Extension	Second storey extension to meet current and future needs ($500k for top floor already in reserve and rest from renewal	Renewal	**578,947**					578,947						
Sloan House (1950s)	LRCI Round 2	Renewal	**44,000**	44,000										
Darius Wells Library - electrical works	LRCI Round 2	Renewal	**80,000**	80,000										
Darius Wells - Ken Jackman Hall flooring	LRCI Round 2	Renewal	**45,000**	45,000										
John Wellard Community Centre - Repair solar panel connections	LRCI Round 2	Renewal	**10,000**	10,000										
Koorliny Arts Centre - air conditioner replacement	LRCI Round 2	Renewal	**8,500**	8,500										
Thomas Oval Pavilion (old) roof restoration	LRCI Round 2	Renewal	**20,000**	20,000										
Recquatic Centre - front admin east and reception area airconditioner replacement	LRCI Round 2	Renewal	**67,000**	67,000										
Zone Youth Centre - repaint basketball court	LRCI Round 2	Renewal	**30,000**	30,000										

Appendix 1 - Capital Expenditure
2021/2022 Budget

CAPITAL EXPENDITURE				CAPITAL FUNDING										
Project Name	Description	Type of Expenditure	Total 21/22 Budget	Grant Funding	DCA Reserve	Infrastructure Reserve	P&E Reserve	Asset Management Reserve	RG&C Reserve	FDC Reserve	IT Reserve	Proceeds from Sale	Insurance Recoup	Muni Funded
Recquatic Centre - Stadium Floor Replacement - Insurance claim reimbursement LGISWA: PR0030045	Carry Forward W13988	Renewal	**38,065**						10,000				28,065	
Requatic Front Counter - Automatic Gates	Carry Forward W13636	New / Upgrade	**90,000**						90,000					
Bus Shelters			**29,796**											
Bus Shelters New	New bus shelter if qualified.	New / Upgrade	**12,000**											12,000
Bus Shelters Renewal	Renewal works as per forward works program, operational expenditure already factored into budgets	Renewal	**17,796**					17,796						
Car Parks			**49,717**											
Car Park Renewal	Renewal works as per forward works program, operational expenditure already factored into budgets	Renewal	**49,717**					49,717						
Computing Infrastructure			**1,407,909**											
Corporate Business System	OneCouncil implementation as per plan April 2021. Includes Infringement System $80k.	New / Upgrade	**1,385,000**								1,385,000			
Website Project		New / Upgrade	**22,909**						22,909					
Drainage			**268,278**											
Tanson Road Drainage Upgrade	Installation of new drainage system include pipe network and soakwells.	New / Upgrade	**250,000**											250,000
Drainage Renewals per Asset Management Plan	operational expenditure already factored into budgets	Renewal	**18,278**					18,278						
Footpaths			**1,265,975**											
Footpath Renewals	Renewal works as per forward works program, operational expenditure already factored into budgets	Renewal	**109,669**					109,669						
LRCI phase 2 - Hunt Place	New 1.5m Footpath construction	New / Upgrade	**35,000**	35,000										
LRCI phase 2 - Cowling Way	New 1.5m Footpath construction	New / Upgrade	**55,000**	55,000										
LRCI phase 2 - Mulligan Way	New 1.5m Footpath construction	New / Upgrade	**55,000**	55,000										
LRCI phase 2 - Napoleon Way	New 1.5m Footpath construction	New / Upgrade	**20,000**	20,000										
LRCI phase 2 - Warrior Pass	New 1.5m Footpath construction	New / Upgrade	**25,000**	25,000										
LRCI phase 2 - Tranby Way	New 1.5m Footpath construction	New / Upgrade	**30,000**	30,000										
LRCI phase 2 - Ameer Cres	New 1.5m Footpath construction	New / Upgrade	**25,000**	25,000										
LRCI phase 2 - ROACH PLACE	New 1.5m Footpath construction	New / Upgrade	**25,000**	25,000										

Appendix 1 - Capital Expenditure
2021/2022 Budget

CAPITAL EXPENDITURE				CAPITAL FUNDING										
Project Name	Description	Type of Expenditure	Total 21/22 Budget	Grant Funding	DCA Reserve	Infrastructure Reserve	P&E Reserve	Asset Management Reserve	RG&C Reserve	FDC Reserve	IT Reserve	Proceeds from Sale	Insurance Recoup	Muni Funded
LRCI phase 2 - Trusty Way, Bertram		New / Upgrade	**14,306**	14,306										
LRCI phase 2 - Sub N drain path	New 2m Footpath construction	New / Upgrade	**22,000**	22,000										
Gilmore Ave Shared path Construction - Thomas Rd to Chisham Ave	50% Grant Funded (State?)	New / Upgrade	**850,000**	425,000		394,697			30,303					
Furniture & Equipment			**20,000**											
Furniture and Fittings Renewal	(blank)	Renewal	**20,000**					20,000						
Motor Vehicles			**521,000**											
Sale of Asset P553	Transfer Proceeds to Reserve		**0**				-23,000					23,000		
Plant Replacement P495		Renewal	**41,500**				21,500					20,000		
Plant Replacement P502		Renewal	**45,000**				25,000					20,000		
Plant Replacement P512		Renewal	**41,000**				21,000					20,000		
Plant Replacement P517		Renewal	**41,500**				18,675					22,825		
Plant Replacement P522		Renewal	**41,000**				21,000					20,000		
Plant Replacement P519		Renewal	**41,000**				21,000					20,000		
Plant Replacement P524		Renewal	**41,500**				18,675					22,825		
Plant Replacement P541		Renewal	**27,500**				12,650					14,850		
Plant Replacement P543		Renewal	**27,500**				12,650					14,850		
Plant Replacement P545		Renewal	**35,000**				12,175					22,825		
Plant Replacement P548		Renewal	**27,500**				12,650					14,850		
Plant Replacement P549		Renewal	**35,000**				12,175					22,825		
Plant Replacement P550		Renewal	**35,000**				12,175					22,825		
Plant Replacement P523		Renewal	**41,000**				21,000					20,000		
Parks & Reserves			**1,612,892**											
Kwinana Loop Trail Upgrade	Community team to seek funding	New / Upgrade	**350,000**	175,000										175,000
Parks Upgrade Strategy	Ascot Park	New / Upgrade	**160,000**											160,000
Public Open Space/Parks & Reserves Renewals	Renewal works as per forward works program, operational expenditure already factored into budgets	Renewal	**697,892**					697,892						
Streetscape Strategy	Budget year when Gilmore Ave shared path stage 1 is included (could reduce to $40k)	New / Upgrade	**150,000**											150,000
Streetscape Strategy	Tubestock planting to Sulphur Road median (from Nottingham Parkway to Johnson Road)	New / Upgrade	**70,000**											70,000
Urban Tree Planting	$185k urban tree planing	New / Upgrade	**185,000**	36,960										148,040

Appendix 1 - Capital Expenditure
2021/2022 Budget

CAPITAL EXPENDITURE				CAPITAL FUNDING										
Project Name	Description	Type of Expenditure	Total 21/22 Budget	Grant Funding	DCA Reserve	Infrastructure Reserve	P&E Reserve	Asset Management Reserve	RG&C Reserve	FDC Reserve	IT Reserve	Proceeds from Sale	Insurance Recoup	Muni Funded
Plant & Equipment			**728,300**											
City Assist - Enclosures	Animal enclosures need to be replaced every 5-6 years	Renewal	**12,000**											12,000
Variable Message Sign - Fire & Emergency Services		New / Upgrade	**35,000**						35,000					
Recquatic Equipment renewal	Centre equipment replacement - 25m pool stairs trolley, 25m stairs	Renewal	**30,000**					30,000						
Recquatic Plant renewal	Building Assets Renewal works as per forward works program, operational expenditure already factored into budgets	Renewal	**27,300**				27,300							
Plant Replacement P353		Renewal	**4,000**				4,000							
Plant Replacement P438		Renewal	**5,000**				5,000							
Plant Replacement P147		Renewal	**4,500**				4,500							
Plant Replacement P260		Renewal	**60,000**				47,000					13,000		
Plant Replacement P263		Renewal	**65,000**				48,750					16,250		
Plant Replacement P446		Renewal	**240,000**				200,000					40,000		
Plant Replacement P332		Renewal	**7,500**				5,500					2,000		
Plant Replacement P419		Renewal	**36,500**				35,500					1,000		
Plant Replacement P441		Renewal	**29,000**				19,000					10,000		
Plant Replacement P442		Renewal	**100,000**				75,000					25,000		
Plant Replacement P503		Renewal	**22,000**				14,500					7,500		
Plant Replacement P530		Renewal	**6,000**				6,000							
Plant Replacement P531		Renewal	**38,000**				28,000					10,000		
Plant Replacement P532		Renewal	**6,500**				6,500							
Roads			**13,386,090**											
Black Spot Wellard Road & Henley Boulevard Pre-deflection	Installation of predeflection on West and South legs	New / Upgrade	**470,000**	313,333										156,667
DCA 3,4 - Thomas Road	Prefunded by Main Roads	New / Upgrade	**9,009,930**		9,009,930									
MRRG Road Renewals Gilmore Ave	Stabilisation and resurfacing	Renewal	**450,836**	300,557										150,279
MRRG Road Renewals Wellard Road A	Stabilisation and resurfacing	Renewal	**514,640**	343,093										171,547
MRRG Road Renewals Hope Valley	Stabilisation and resurfacing	Renewal	**340,684**	227,123										113,561
Muni Funded Road Renewals Hefron Way	Road Upgrade, including new footpath installation	Renewal	**275,000**					275,000						
Muni Funded Road Renewals Munday Way	Road Upgrade	Renewal	**205,000**					205,000						
Muni Funded Road Renewals Derbal St	Road Upgrade	Renewal	**185,000**					185,000						
Muni Funded Road Renewals Powel Ct	Road and cul de Sac upgrade include Footpath	Renewal	**135,000**					135,000						
Muni Funded Road Renewals Inglis Ct	Road Upgrade	Renewal	**135,000**					135,000						
Muni Funded Road Renewals Dent Court	Road Upgrade	Renewal	**125,000**					125,000						
LRCI Phase 2 Sicklemore Road	Road upgrade	New / Upgrade	**760,000**	760,000										

Appendix 1 - Capital Expenditure
2021/2022 Budget

CAPITAL EXPENDITURE				CAPITAL FUNDING										
Project Name	Description	Type of Expenditure	Total 21/22 Budget	Grant Funding	DCA Reserve	Infrastructure Reserve	P&E Reserve	Asset Management Reserve	RG&C Reserve	FDC Reserve	IT Reserve	Proceeds from Sale	Insurance Recoup	Muni Funded
LRCI Phase 2 Joiner Place	Road and cul de Sac upgrade include Footpath	New / Upgrade	**150,000**	150,000										
LRCI Phase 2 Summerton Rd and Gilmore Ave Intersection crossing	Modification of Existing pedestrian crossing	New / Upgrade	**50,000**	50,000										
Roads to Recovery Westcott Road	Road upgrade	Renewal	**480,000**	480,000										
Traffic Management Projects	Traffic calming projects across the City	New / Upgrade	**100,000**											100,000
Street Lighting			**194,192**											
Challenger Ave Street light construction - Warner to Bertram Road	Installation of new double outreach lights and upgrade the existing lights.	New / Upgrade	**135,000**											135,000
Street Lighting New	Re-active works	New / Upgrade	**40,000**											40,000
Street Lighting Renewal per Asset Management Plan	Replacement of components of public lighting, operational expenditure already factored into budgets	Renewal	**19,192**					19,192						
			26,229,317	**4,971,472**	**12,328,133**	**394,697**	**745,875**	**3,741,911**	**188,212**	**14,963**	**1,385,000**	**426,425**	**28,065**	**2,004,564**

Appendix 2
Operating grants, subsidies and contributions

Provider	21/22 Budget Revenue Recognised
	$
General purpose funding	
Local Government General Purpose Grant	994,876
Local Government General Purpose Grant - Roads	811,188
Non Rateable Property - Dampier to Bunbury Natural Gas Pipeline Corridor	175,000
Law, order, public safety	
Department Fire and Emergency Services - ESL	191,030
DFES Mitigation Activity Fund Grant 20/21 Round 2	80,000
Health	
Mosquito Management Contributions (CLAG)	21,840
Department of Health - Larvicide	2,000
Education and welfare	
Banksia Park Operating Cost Contribution	353,808
Family Daycare - Mainstream Childcare Benefit Subsidy	2,640,000
Family Daycare - Inclusion Subsidy Scheme	5,004
In-Home Care - CCB Subsidy	900,000
In-Home Care - Subsidy - Department of Communities	10,320
NGALA My Time Program	10,560
Operational Subsidy - Aboriginal Resource Worker	31,500
Library Contributions and Donations	1,596
Youth Social Justice Program	174,000
Youth Leadership and Development LYRIK	30,000
Youth Intervention Program	20,000
Youth Spaces Activation	5,000
Community amenities	
PTA Bus Shelter Subsidy	10,000
Greening fund	23,200
SMCC Tronox Adopt a Beach	5,000
Suez / ProAlliance Adopt a Beach	5,000
BP Coastcare	10,000
Recreation and culture	
Shared Use Agreements	127,500
Every Club Funding	30,000
Good Things Foundation Grant - Get Online Week	1,000
Event Sponsorship	60,000
Community Development Fund - Kwinana Industries Council	40,000
Transport	
Main Roads Annual Direct Grant	192,000
Main Roads Street Light Subsidy	6,200
Main Roads Maintenance Contribution	134,000
TOTALS	**7,101,622**

Appendix 3
Non-operating grants, subsidies and contributions

Provider	21/22 Budget Revenue Recognised
	$
Law, order, public safety	
DFES - Kwinana South VBFB Station Extensions	699,600
Recreation & Culture	
Honeywood Oval - Sports Ground Clubroom - Dept. Local Government	400,000
Urban Canopy Grant	36,960
Local Roads and Community Infrastructure Program - Round 1	
Sloan House (1950s)	44,000
Local Roads and Community Infrastructure Program - Round 2	
Darius Wells Library - electrical works	80,000
Darius Wells - Ken Jackman Hall flooring	45,000
John Wellard Community Centre - Repair solar panel connections	10,000
Koorliny Arts Centre - air conditioner replacement	8,500
Thomas Oval Pavilion (old) roof restoration	20,000
Recquatic Centre - front admin east and reception area airconditioner replacement	67,000
Zone Youth Centre - repaint basketball court	30,000
Transport	
Perth Bicycle Network LG Grant - Gilmore Avenue Shared Path Stage 1 Design	425,000
Local Roads and Community Infrastructure Program - Round 2	
Footpaths - Gamble Place, Orelia	30,000
Footpaths - Joiner Place, Parmelia	30,000
Footpaths - Hunt Place (with Cowling Way), Parmelia	20,000
Footpaths - Cowling Way (with Hunt Place), Parmelia	50,000
Footpaths - Waddingham Way (formerly Porter Garden, Leda)	60,000
Footpaths - Pudney Place, Orelia	20,000
Footpaths - Napolean Way, Bertram	16,000
Footpaths - Warrior Pass, Bertram	18,000
Footpaths - Tranby Way, Bertram	25,000
Footpaths - Ameer Cres, Bertram	23,000
Footpaths - Trusty Way West, Bertram	14,306
Roads - Sicklemore Road, Parmelia	760,000
LRCI Phase 2 Joiner Place	150,000
Roads - Summerton Road, Calista	50,000
Kwinana Loop Trail	175,000
Main Roads MRRG Funding	870,773
Roads to Recovery	480,000
Blackspot -Wellard Road & Henley Boulevard Pre-Deflection	313,333
DCA 1 - Hard Infrastructure - Bertram	14,416
DCA 2 - Hard Infrastructure - Wellard	14,416
DCA 3 - Hard Infrastructure - Casuarina	5,535,701
DCA 4 - Hard Infrastructure - Anketell	3,503,061
DCA 5 - Hard Infrastructure - Wandi	14,416
DCA 6 - Hard Infrastructure - Mandogalup	14,416
DCA 7 - Hard Infrastructure - Mandogalup (west)	14,416
DCA 8 - Soft Infrastructure - Mandogalup	14,416
DCA 9 - Soft Infrastructure - Wandi / Anketell	3,332,619
DCA 10 - Soft Infrastructure - Casuarina/Anketell	14,416
DCA 11 - Soft Infrastructure - Wellard East	14,416
DCA 12 - Soft Infrastructure - Wellard West	14,416
DCA 13 - Soft Infrastructure - Bertram	14,416
DCA 14 - Soft Infrastructure - Wellard / Leda	14,416
DCA 15 - Soft Infrastructure - Townsite	14,416
TOTALS	**17,515,845**

ATTACHMENT B

City of Kwinana

Draft Fees and Charges 2021/2022



CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
All City Services					
Administration					
	Freedom of Information Act 1992 - Application fee under section 12(1)(e) for an application for non-personal information.		Yes	No	30.00
	Charge for time taken by staff dealing with the application (per hour, or pro rata for a part of an hour).	Per hour.	Yes	No	30.00
	Charge for time taken by staff photocopying for Freedom of Information applications per hour, or pro rata for a part of an hour of staff time.	Per hour.	Yes	No	30.00
	Charge per copy for photocopying documentation in response to a Freedom of Information application.	Per A4 page.	Yes	No	0.20
	Charge for delivery, packaging and postage Freedom of Application response.	Actual cost of postage.	Yes	No	Actual cost
	Council Minutes: Hard copy.	Each.	No	No	As per Administration photocopying charges
	Council Agenda's or Minutes: Email.	Per month.	No	No	No charge
	Kwinana Third Time Lucky History book.		No	Yes	No charge
	Medina in the 50's book.	At cost.	No	Yes	33.00
Lease Administration Fees					
	Lease administration fees for service providers may be less than indicated as determined on an individual basis by resolution of Council.				
	Lease.	Commercial Groups.	No	Yes	734.00
	Deed of Renewal.	Commercial Groups.	No	Yes	611.00
	Deed of Variation.	Commercial Groups.	No	Yes	611.00
	Deed of Assignment.	Commercial Groups.	No	Yes	492.00
	Deed of Sub-Lease.	Commercial Groups.	No	Yes	611.00
	Easement and other documents.	Commercial Groups.	No	Yes	184.00
	Caveat lodgement and withdrawal.	Commercial Groups.	No	Yes	184.00
	Landgate fees.	Commercial Groups.	No	Yes	Actual cost
	Legal fees.	Commercial Groups.	No	Yes	Actual cost
	Professional Valuation Fee (for Commercial Groups only).	Commercial Groups.	No	Yes	Actual cost
	Lease (Includes Professional Valuation Report).	Sporting, Community & Service Groups.	No	Yes	492.00
	Deed of Renewal.	Sporting, Community & Service Groups.	No	Yes	368.00
	Deed of Variation.	Sporting, Community & Service Groups.	No	Yes	368.00
	Deed of Assignment.	Sporting, Community & Service Groups.	No	Yes	297.00
	Deed of Sub-Lease.	Sporting, Community & Service Groups.	No	Yes	368.00
	Easement and other documents.	Sporting, Community & Service Groups.	No	Yes	162.00
	Caveat lodgement and withdrawal.	Sporting, Community & Service Groups.	No	Yes	162.00
	Landgate fees.	Sporting, Community & Service Groups.	No	Yes	Actual cost
	Legal fees.	Sporting, Community & Service Groups.	No	Yes	Actual cost
	Peppercorn Rent.	As per Policy - Leasing of Community Facilities.	No	No	114.00
Other					
	Dishonoured Cheque/ Direct Debit Processing Fee.		No	Yes	15.00
Photocopying and printing					
	Photocopying and printing - Black and white.	Per A4 page.	No	Yes	0.40
	Photocopying and printing - Black and white.	Per A3 page.	No	Yes	1.60
	Photocopying and printing - Colour.	Per A4 page.	No	Yes	1.20
	Photocopying and printing - Colour.	Per A3 page.	No	Yes	2.30
Private works					
	Private Works.	Includes Administration Fee (% is based on total cost of works carried out. GST added after % calculated.	No	Yes	Actual cost + 30% admin fee
Professional Fees					
	Professional Advice (Expert Witness Statement, Reports etc.) Costs per hour for professional services provided by Officers:	Chief Executive Officer.	No	Yes	400.00
	Professional Advice (Expert Witness Statement, Reports etc.) Costs per hour for professional services provided by Officers:	Director.	No	Yes	265.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Professional Advice (Expert Witness Statement, Reports etc.) Costs per hour for professional services provided by Officers:	Corporate Lawyer (internal).	No	Yes	147.00
		Professional Advice (Expert Witness Statement, Reports etc.) Costs per hour for professional services provided by Officers:	Manager.	No	Yes	180.00
		Professional Advice (Expert Witness Statement, Reports etc.) Costs per hour for professional services provided by Officers:	Senior Officer/Coordinator.	No	Yes	125.00
		Professional Advice (Expert Witness Statement, Reports etc.) Costs per hour for professional services provided by Officers:	Technical Officer.	No	Yes	111.00
		Professional Advice (Expert Witness Statement, Reports etc.) Costs per hour for professional services provided by Officers:	Administration Officer.	No	Yes	89.00
	Promotional Street Banners - Gilmore Avenue					
		Hire fees (per Banner Pole):	Initial period (3 months).	No	Yes	972.00
		Hire fees (per Banner Pole):	3 month block.	No	Yes	972.00
		Hire fees (per Banner Pole):	6 month block.	No	Yes	1620.00
		Hire fees (per Banner Pole):	12 month block.	No	Yes	2590.00
		Hire fees (per Banner Pole):	Month by month.	No	Yes	325.00
		Hire fees (per Banner Pole):	Hire Fee for not-for-profit or community groups or where it is deemed the use is primarily for a social or community benefit.	No	No	No charge
Animal Control						
	Cats					
		Cat impound fee.	Per animal.	No	No	55.00
		Cat Surrender/Disposal fee.	Per animal.	No	No	60.00
		Daily sustenance of cat in pound.	Per animal per day.	No	No	20.00
		Sale of cat (excluding registration).		No	Yes	35.00
		Registration fees: Cat - One year.	For one year only.	Yes	No	20.00
		Registration fees: Cat - One year (after 31st May) - Half fee.	Less than six months registration.	Yes	No	50% of Full Registration
		Registration fees: Cat - Three years.	For three years.	Yes	No	42.50
		Registration fees: Cat - Life.	For the life of the animal.	Yes	No	100.00
		Cat Registration concessions: Pensioner Concession Card Holders - Half fee.	As per Cat Act 2011/Regulation 2012.	Yes	No	50% of Full Registration
		Application fee to grant or renewal of approval to breed cats (per cat).	As per Cat Act 2011/Regulation 2012.	Yes	No	100.00
		Cat microchipping fee.	When claimed from Cat Facility. As per Cat Act 2011/Regulation 2012.	No	Yes	Actual cost
	Dogs					
		Dog impound fee.	Per animal.	No	No	85.00
		Dog Surrender/Disposal fee.	Per animal.	No	No	120.00
		Daily sustenance of dog in pound.	Per animal per day.	No	No	30.00
		Sale of dog (excluding registration).		No	Yes	55.00
		Registration fees: Unsterilised dog - One year.	For one year.	Yes	No	50.00
		Registration fees: Unsterilised dog - Three years.	For three years.	Yes	No	120.00
		Registration fees: Unsterilised dog - Life.	For the life of the animal.	Yes	No	250.00
		Registration fees: Sterilised dog - One year.	For one year.	Yes	No	20.00
		Registration fees: Sterilised dog - Three years.	For three years.	Yes	No	42.50
		Registration fees: Sterilised dog - Life.	For the life of the animal.	Yes	No	100.00
		Dog Registration concessions: Pensioner Concession Card Holders - Half fee.	Half fee.	Yes	No	50% of Full Registration
		Dogs bona fide used for droving and tending livestock.	Quarter fee.	Yes	No	25% of Full Registration
		State Emergency Services tracker dogs.	For one year.	No	No	1.00
		Section 26 Application - 3 dog applications.	Application to keep up to 6 dogs permanently.	No	No	235.00
		Dog microchipping fee.	When claimed from Pound.	No	Yes	Actual cost
		Dangerous dog inspection fee.	An annual fee placed on owners of dangerous dogs that needs to be paid annually for inspections by City's officers.	No	No	55.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
Livestock					
	Roaming Livestock Attendance Fee.	City Assist to attend to roaming livestock.	No	No	335.00
	Livestock Impound Fee.	Per animal.	No	No	85.00
	Livestock Surrender Fee.	Per animal.	No	No	95.00
	Livestock Impound Sustenance Fee.	Per animal per day.	No	No	30.00
	Livestock Sale Fee.		No	Yes	75.00
Banksia Park Retirement Estate					
Fees					
	A deferred Management fee of 2.5% per annum for a maximum of 10 years is charged when the resident sells the lease to another person.	Subject to market value.	No	No	Subject to Market Value
	Maintenance fee charged per month.	Total cost of maintenance is divided by the number of units - 78 Units.	No	No	378.00
Building					
General					
	Monthly Building Approval Statistics.	For 3 copies.	No	No	388.00
	Application to vary a component/s of an already approved Building Permit.	Based on the change in contract value, but not less than fee listed.	No	No	108.00
	Building Services Levy (applicable on above applications).	0.137% where construction value >$45K or $61.65min.	Yes	No	0.137% or $61.65min
	BSL Commission (on the above applications).	Administration fee retained by City of Kwinana for collection of BSL Levy.	Yes	No	5.00
	Construction Training Fund (CTF) - Payable on all applications where value of works is >$20K.	0.2% where construction value >$20k (less $8.25 commission).	Yes	No	0.2% where construction value >$20k
	CTF Commission.	Retained by City of Kwinana for collection of CTF Levy.	Yes	No	8.25
	Building Administration Fee.	Single charge.	No	Yes	108.00
	Conduct a site inspection.	Per hour.	No	Yes	108.00
	Simple performance solution.	Class 10a Verandah.	No	Yes	103.00
	Scanning fee.	Scanning documents for any building approval.	No	Yes	47.00
	Property Report of Compliance.	Identifying approved and unauthorised building works on the property. Includes an inspection fee as listed above.	No	Yes	288.00
	Resend Building Permit	Where recipient hasn't downloaded the approved documents and they've been deleted from file share.	No	Yes	47.00
	Copy of a ROC	Where the property is up for sale.	No	Yes	47.00
Verge Permit Fees					
	Application to deposit building materials and/or a bulk bin on a road verge.	Includes two inspections, and is non refundable.	No	No	178.00
	Depositing building materials and/or a bulk rubbish bin on a road verge.	$1 per month per m² of area used in thoroughfare.	Yes	Yes	$1 per month per m²
	Penalty for using the verge without approval.	Modified penalty in accordance with Local Government [ULP] Reg Schedule 1.	No	No	500.00
	Storage Container Permit (including sea containers).	Verge permit for the placement of a storage container on a verge (duration of no more than four days), (includes two inspections).	No	No	178.00
	Additional Verge Inspection.		No	No	88.00
Pool Inspections					
	Mandatory Swimming Pool Inspection Levy.	Inspection is every 4 years - inspection cost is included on the rates.	Yes	No	46.00 per year
	Additional inspections or other non-mandatory inspections.	Each.	No	No	108.00
	Provision of an inspection certificate for a swimming pool barrier.	r28 - Inspection Certificate to contain information identified in r29.	No	Yes	108.00
Sign License Application Fee (By-Law relating to Signs & Bill Posting)					
	A Pylon Sign - (will also require a building permit).	for each sign. Set by Local Law.	Yes	No	20.00
	An Illuminated Sign - (will also require a building permit).	for each sign. Set by Local Law.	Yes	No	15.00
	Any other Sign - (may also require a building permit).	for each sign. Set by Local Law.	Yes	No	10.00
	Hoardings up to 22m².	Per annum. Set by Local Law.	Yes	No	50.00
	Hoardings >22m² up to 36m².	Per annum. Set by Local Law.	Yes	No	100.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
Annual Fee for Signs on Local Government Property and Road Reserves					
	Illuminated Street Name Sign.	For each sign per annum.	No	Yes	$10,000 per annum + CPI All Groups Perth average over the 19/20 financial year quarters
	Illuminated Street Name Sign - reduced rate.	Reduced rate (for first five years) if constructed and installed by the advertiser at the commencement of the first five year agreement.	No	Yes	$7,688 per annum + CPI All Groups Perth average over the 19/20 financial year quarters
	Illuminated Advertising Sign Application Assessment Fee.		No	Yes	270.10
	An Illuminated Sign.	For each sign per annum.	No	No	557.00
	Any other Sign.	For each sign per annum.	No	No	222.00
Electrified or Razor Wire Fencing					
	Licence for electrified or razor wire fencing.	Set by Local Law.	No	No	184.00
	Transfer of Licence for electrified or razor wire fencing.	Set by Local Law.	No	No	184.00
	Application to vary the conditions of an electric or razor wire fence.		No	No	184.00
Building Record Search					
	Building Search Fee (Payable on all requests at time of request).	(s129, s131 Act) - Fee plus copying charges.	No	No	$40.00 + copying charges
	Copies of Commercial Plans - A4 to A0.	Per set.	No	No	39.00
	Copies of Residential Plans - A4 to A3.	Per set.	No	No	17.80
	Copies of Plans - Larger than A3.	Single copy.	No	No	12.60
	Copies of Plans - A4 to A3.	Single copy.	No	No	6.80
Building Permit Fees (Building Act 2011)					
	Extension of time during which a building permit has affect.	As per s32(3)f of the Building Act 2011.	Yes	No	105.00
	Un-Certified Building Permit.	0.32% of estimated building works value but not less than $105.00.	Yes	No	0.32% or 105.00
	Certified Building Permit Class 1 & 10.	0.19% of estimated building works value but not less than $105.00.	Yes	No	0.19% or 105.00
	Certified Building Permit Class 2 to 9.	0.09% of estimated building works value but not less than $105.00.	Yes	No	0.09% or 105.00
	Building Services Levy (applicable on above applications).	0.137% where construction value >$45K or $61.65min.	Yes	No	0.137% or $61.65min
	BSL Commission (on the above applications).	Administration fee retained by City of Kwinana for collection of BSL Levy.	Yes	No	5.00
	Construction Training Fund (CTF) - Payable on all applications where value of works is >$20K.	0.2% where construction value >$20k (less $8.25 commission).	Yes	No	0.2% where construction value >$20k
	CTF Commission.	Retained by City of Kwinana for collection of CTF Levy.	Yes	No	8.25
	Application for approval of battery powered smoke alarms.		Yes	No	179.40
Demolition Licences - DEMO (Building Act 2011)					
	Extension of time during which a demolition permit has affect.	As per s32(3)f of the Building Act 2011.	Yes	No	105.00
	Demolition Permit Class 1 & 10.	Flat rate.	Yes	No	105.00
	Demolition Permit Class 2 to 9.	$105.00 for each storey of the building.	Yes	No	$105.00 per storey
	Building Services Levy (BSL) (applicable on the above applications).	Building Services (Complaint Resolution & Administration) Regulations 2011. r12.	Yes	No	0.137% or $61.65min
	BSL Commission.	Administration fee retained by City of Kwinana for collection of BSL Levy.	Yes	No	5.00
	Construction Training Fund (CTF) - Fee required on all applications where value of works is >$20k.	0.2% where construction value >$20k (less $8.25 commission).	Yes	No	0.2% where construction value >$20k
	CTF Commission.	Administration fee retained by City of Kwinana for collection of CTF Levy.	Yes	No	8.25

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
Building Approval Certificate - BAC (Building Act 2011)					
	Building Approval Certificate for Unauthorised Works (s51(3)).	0.38% of construction value but not less than $105.00.	Yes	No	0.38% or $105.00
	Building Services Levy for unauthorised work (s51).	0.274% where construction value >$45k or $123.30 minimum.	Yes	No	0.274% where construction value >$45k or $123.30 minimum
	BSL Commission.	Administration fee retained by City of Kwinana for collection of BSL Levy.	Yes	No	5.00
	Construction Training Fund (CTF) - Payable on all applications where value of works is >$20K.	0.2% of construction value where >$20k (less $8.25 commission).	Yes	No	0.2% of construction value where >$20k
	CTF Commission.	Administration fee retained by City of Kwinana for collection of CTF Levy.	Yes	No	8.25
	Building Approval Certificate for an existing building (no work has commenced or been done).	(s52(2).	Yes	No	105.00
	Building Services Levy (BSL) (applicable on the above application).		Yes	No	61.65
	BSL Commission.	Administration fee retained by City of Kwinana for collection of BSL Levy.	Yes	No	5.00
	Construction Training Fund (CTF) - Payable on all applications where value of works is >$20K.	0.2% of construction value where >$20k (less $8.25 commission).	Yes	No	0.2% of construction value where >$20k
	CTF Commission.	Administration fee retained by City of Kwinana for collection of CTF Levy.	Yes	No	8.25
Occupancy Permits (Building Act 2011)					
	Occupancy Permit for a completed Building.	with existing approval (s46).	Yes	No	105.00
	Modification of Occupancy Permit for additional use on a temporary basis.	(s48).	Yes	No	105.00
	Application to extend the time for an occupancy permit or building approval certificate.	(s65(3)a).	Yes	No	105.00
	Temp Occupancy Permit for incomplete building.	(s47).	Yes	No	105.00
	Replacement Occupancy Permit for permanent change of building use.	(s49).	Yes	No	105.00
	Replacement Occupancy Permit for an existing building.	(s52(1)).	Yes	No	105.00
	Occupancy Permit or BAC for the registration of Strata Scheme, plan or subdivision (s50(1) & (2)).	$11.60 each unit covered by the application but not less than $115.00.	Yes	No	$11.60 each unit covered by the application but not less than $115.00
	Building Services Levy (BSL) (applicable on the above application except s46 & s48).		Yes	No	61.65
	BSL Commission.	Administration fee retained by City of Kwinana for collection of BSL Levy.	Yes	No	5.00
	Occupancy Permit for which unauthorised work has been done.	(s51(2)).	Yes	No	0.18% of construction value but not less than $105.00 min
	Building Services Levy for unauthorised work (s51).	0.274% where construction value >$45k or $123.30 minimum (less $5 commission).	Yes	No	0.274% where construction value >$45k or $123.30 minimum
	Construction Training Fund (CTF) - Fee required on above applications where value of works is $20,000 or more	0.2% of construction value where >$20k (less $8.25 commission)	Yes	No	0.2% of construction value where >$20k (less $8.25 commission)
	CTF Commission	Administration fee retained by City of Kwinana for collection of CTF Levy	Yes	No	8.25
	BSL Commission.	Administration fee retained by City of Kwinana for collection of BSL Levy.	Yes	No	5.00
Building/Certification Fees - (Refer Building Act 2011)					
	Application as defined in regulation 31 (for each building standard in respect of which a declaration is sought).		Yes	No	2160.15
	Certificate of Construction Compliance.	Listed fee - Two hours officer time or part thereof. Excess of two hours - half this fee per hour thereafter.	No	Yes	216.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Certificate of Building Compliance.	Listed fee - Two hours officer time or part thereof. Excess of two hours - half this fee per hour thereafter.	No	Yes	216.00
		Certificate of Design Compliance - Class 1 & 10 Buildings.	Class 1 & 10 Buildings.	No	Yes	0.13% of the estimated value of building work but not less than $105
		Certificate of Design Compliance - Class 2 - 9 Buildings.	Class 2 - 9 Buildings.	No	Yes	0.09% of the estimated value of building work but not less than $105
		Provision of Information & Advice from Building Services.	Per hour.	No	Yes	108.00
		Request seeking Confirmation.	Confirmation that Planning, Environmental Health, Infrastructure etc. requirements have been met.	No	Yes	108.00
		Compile an alternative solution for class 1 and 10.	Minimum of listed fee for first two hours or part thereof. Then half this fee per hour thereafter.	No	Yes	216.00
		DFES Consultation.	Class 2 - 9 Buildings.	No	Yes	105.00
Callistemon Court Aged Persons Unit						
	Rental Charges - Set by Council					
		One Bedroom unit.	Per fortnight. Fee set by Department of Housing & Works.	Yes	No	295.00
		Two Bedroom unit.	Per fortnight. Fee set by Department of Housing & Works.	Yes	No	350.00
		Carports (enclosed).	Per fortnight.	No	No	15.00
Community Events And Activities						
	General					
		Event fees, tickets and programs	Amount depending on cost of the delivery of the event / program	No	Yes	2.00 to 500.00
	Hire Fees					
		Definitions:	Community - Any Not For Profit organisation, Charitable organisation, charitable event or community groups / sport clubs. Standard - Government Departments & Agencies, Business, commercial or individuals			
	Stallholder Hire Fees - Level 3 Events					
		Standard	Fee charged per stall.	No	Yes	0.00 to 300.00
		Community	Fee charged per stall.	No	Yes	0.00 to 50.00
Community Services						
	Bus Hire					
		Bus Bond.		No	No	500.00
		Community Bus Hire - driver fee.	At cost as charged by external provider.	No	Yes	Actual cost
		Additional Fuel Charge.	Additional Charge if bus not returned with a full tank of fuel, plus cost of filling the bus with fuel.	No	Yes	60.00
		Bus community	Per hour, including km charges	No	Yes	25.00
		Bus standard	Per hour, including km charges	No	Yes	55.00
	Hall Bonds and Permits					
		Key Replacement (applicable to key borrowed to view halls without a booking).	Included in hall bond if booking taken.	No	No	50.00
		Hireable Space Bond - One off charge plus hire fee.	Amount depending on level of risk associated with hire.	No	No	$0-$2,000
		Liquor Permit Casual Hire (consumption only).	Permit fee only plus hire fee.	No	No	35.00
		Liquor Permit - Seasonal Hire (consumption only).	Permit fee only.	No	No	50.00
	Community Halls and Centres Hire Fees & Charges					
		Definitions:	Community - Any Not For Profit organisation, Charitable organisation, charitable event or community groups / sport clubs. Standard - Government Departments & Agencies, Business, commercial or individuals Functions - Parties, celebrations, high risk bookings, community functions e.g. quiz night. Bookings are a minimum of 6 hours			
		Administration Fee.	Multiple booking changes, cancellation charge and other administration charges.			25.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Regular Hirer Fee Change Discount (all facilities).	To harmonise the transition of the new fee structure for regular hirers who were impacted at 30 June 2018.	No	Yes	0-100% Discount
		Booking support.	Hourly rate for City of Kwinana staff to set up and pack up and direct support to hirer. Charge per staff member needed to assist, minimum 2 consecutive hours per staff member.	No	Yes	55.00
		Hotdesk Standard	Hourly rate.	No	Yes	11.60
		Hotdesk Community	Hourly rate.	No	Yes	7.40
		Tea & coffee.	Cost per person.	No	Yes	3.10
	Other Fees & Charges					
		Security Fee.	Fee charged per call out.	No	Yes	105.00
		Bond hold - additional cleaning per staff member per hour	Actual cost recovery	No	Yes	40.00 - 250.00
	Change room Hire Only - All Facilities - Thomas Wellard Medina Orelia					
		Community.	Hourly rate.	No	Yes	13.70
		Standard.	Hourly rate.	No	Yes	16.50
	Kiosk Hire					
		Community hire.	Per hour.	No	Yes	13.00
		Standard hire.	Per hour.	No	Yes	15.60
		Seasonal hire.	Per season.	No	Yes	655.00
	Outdoor Netball Court Hire					
		Casual Hire.	Per hour. Per court.	No	Yes	9.00
		Seasonal hire.	Per season. Per court.	No	Yes	55.00
	Public Open Space Bonds & Hire Fees					
		Public Open Space Special Event Bond.	Must return to good following the event.	No	No	Actual cost
		Public Open Space Community Hire Fee.	Cost per hour.	No	No	10.00
		Public Open Space Standard Hire Fee.	Cost per hour.	No	Yes	12.00
		Public Open Space Special Event Hire Fee.	Cost per hour. Community Ticketed events	No	Yes	37.00
		Public Open Space Special Event Weekly Hire Fee.	Cost per week. Community ticketed event	No	Yes	1250.00
		Public Open Space group Personal Trainers businesses Hire Fee.	Cost per three month period. Up to 4 hours per week	No	Yes	65.00
		Seasonal hire.		No	Yes	800.00
	Storage - only available to Regular Users					
		Regular User: Yearly Rate.		No	Yes	62.00
	Flood Lights					
		Oval/Sporting Grounds/Outdoor courts.	Per hour.	No	Yes	12.10
	Annual Seasonal Fees					
		Seasonal Tenant Seniors.		No	Yes	As per Council Policy 10% of maintenance costs of facility, plus $500 bond per club
		Seasonal Tenant Junior.		No	Yes	As per Council Policy 2% of maintenance costs of facility, plus $500 bond per club
		Where a club has both juniors and seniors, they are charged each rate based on the percentage of juniors to seniors, i.e. if a club has 60% seniors (based on actual numbers not teams) and 40% juniors, work out the 10% maintenance cost (remembering to halve if only in the facility for 6months of the year) and 2% maintenance cost then divide each by 60% and 40% respectively.				
Darius Wells Library & Resource Centre						
		Refer to Community Halls and Centres Fees & Charges for definitions and other applicable fees - Page 7-8.				
	Hireable Spaces					
		Alf Lydon - Community.	Per hour.	No	Yes	12.60
		Alf Lydon - Community.	Function Per hour.	No	Yes	41.60
		Alf Lydon - Standard.	Per hour.	No	Yes	15.10
		Alf Lydon - Standard.	Function Per hour.	No	Yes	44.10
		Alf Lydon & Frank Baker - Community.	Per hour.	No	Yes	12.60
		Alf Lydon & Frank Baker - Community.	Function Per hour.	No	Yes	41.60
		Alf Lydon & Frank Baker - Standard.	Per hour.	No	Yes	15.10
		Alf Lydon & Frank Baker - Standard.	Function Per hour.	No	Yes	44.10

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		David Nelson - Community.	Per hour.	No	Yes	18.50
		David Nelson - Community.	Function Per hour.	No	Yes	47.50
		David Nelson - Standard	Per hour.	No	Yes	22.20
		David Nelson - Standard	Function Per hour.	No	Yes	51.20
		Frank Baker - Community.	Per hour.	No	Yes	12.60
		Frank Baker - Community.	Function Per hour.	No	Yes	41.60
		Frank Baker - Standard.	Per hour.	No	Yes	15.10
		Frank Baker - Standard.	Function Per hour.	No	Yes	44.10
		Frank Konecny - Community.	Per hour.	No	Yes	12.30
		Frank Konecny - Community.	Function Per hour.	No	Yes	41.30
		Frank Konecny - Standard.	Per hour.	No	Yes	14.80
		Frank Konecny - Standard.	Function Per hour.	No	Yes	43.80
		John Slinger - Community.	Per hour.	No	Yes	18.50
		John Slinger - Community.	Function Per hour.	No	Yes	47.50
		John Slinger - Standard	Per hour.	No	Yes	22.20
		John Slinger - Standard	Function Per hour.	No	Yes	51.20
		Ken Jackman Hall half (north or south) - Community.	Per hour.	No	Yes	23.70
		Ken Jackman Hall half (north or south) - Community.	Function Per hour.	No	Yes	52.70
		Ken Jackman Hall half (north or south) -Standard.	Per hour.	No	Yes	28.50
		Ken Jackman Hall half (north or south) -Standard.	Function Per hour.	No	Yes	57.50
		Ken Jackman Hall whole - Community.	Per hour.	No	Yes	46.20
		Ken Jackman Hall whole - Community.	Function Per hour.	No	Yes	75.20
		Ken Jackman Hall whole - Standard.	Per hour.	No	Yes	55.40
		Ken Jackman Hall whole - Standard.	Function Per hour.	No	Yes	84.40
		Toddler Town Crèche - Community.	Per hour.	No	Yes	18.50
		Toddler Town Crèche - Standard.	Per hour.	No	Yes	22.20
	Library Rooms					
		Library Activity Room - Community - Entitles hirer to: tables, chairs, widescreen monitor.	Hourly rate.	No	Yes	18.60
		Library Activity Room - Standard - Entitles hirer to: tables, chairs, widescreen monitor.	Hourly rate.	No	Yes	22.30
	Exhibition Space Hire					
		Exhibition Hire - Entitles hirer: to use of the Ken Jackman Hall half for up to three hours for the exhibition opening including set up and pack up.	Free to encourage local artists and community groups to book the exhibition space throughout the year.	No	No	No charge
	Toddler Town Centre Crèche					
		Toddler Town Crèche - First child.	Cost per hour.	No	Yes	4.00
		Toddler Town Crèche - Additional child.	Cost per hour.	No	Yes	3.40
		Toddler Town - After hours group bookings, minimum two staff x two hours.	Minimum charge.	No	Yes	40.00
	Program, Activities and Events Fees and Charges					
		Programs, cost per class charged as one payment for the class or series of classes.	Depending on cost of delivery of the program activity.	No	Yes	0.00 - 50.00
Engineering						
	Infrastructure Inspection/Crossovers					
		Infrastructure Inspection.	For first and each subsequent inspection and administration of infrastructure asset inspection including inspection of footpath, kerb drainage etc., following completion of building construction (cost per inspection).	No	Yes	89.70
		Crossover Rebate.	The rebate in accordance with the Local Government [ULP] 1996 Reg 15 – 50% of the cost of a standard crossover.	Yes	Yes	$125.00 per linear metre of crossover
	Developer Fees					
		Supervision Fees - Developers (when Consulting Engineer has been engaged).	When Consulting Engineer has been engaged. Total cost of construction of the roads and drainage works.	Yes	No	1.5% of GST Exclusive Total Cost
		Supervision Fees - Developers (when Consulting Engineer has not been engaged).	When Consulting Engineer has not been engaged. Total cost of construction of the roads and drainage works.	Yes	No	3.0% of GST Exclusive Total Cost
		Subdivision Early Clearance Administration Fee.	For when developers request early clearance of a stage of their development, prior to reaching practical completion of that stage and outstanding works are bonded.	No	Yes	611.00
		Cost for planting / replacement of 100L tree (including 2 year's watering).	Payment made prior to practical completion of civil works. Cost includes supply and installation of tree (including two years watering).	No	Yes	842.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Relocate street trees as per Local Planning Policy 2 at the City's discretion.	Where an applicant requests that a street tree be removed and planted in a different location on the verge.	No	Yes	637.00
		Variation to Street Tree Council Policy.	Assessment of application and preparation of variation recommendation to the City (Officer time).	No	Yes	Refer to Governance/ Professional Fees
		Variation to maintenance agreement in relation to street trees.	Where an applicant requests change to the original maintenance agreement.	No	Yes	Refer to Governance/ Professional Fees and actual third party costs
	Extractive Industry					
		Accelerated Pavement Depreciation Fee due to Extractive Industry Operations.	Fee calculated based on quantity of material extracted from the quarry and the distance travelled on the City of Kwinana roads (Cost/Ton/KM).	No	No	1.23 cents/km
		Annual Licence Fee.	Extraction of materials less than 50,000 cubic metres per annum.	No	No	4666.00
		Annual Licence Fee.	Extraction of materials greater than 50,000 cubic metres per annum.	No	No	7126.00
	Restricted Access Vehicle					
		Restricted Access Vehicle permit	Permit for vehicles to travel on unauthorised roads within the City of Kwinana boundaries - to be granted in conjunction with Main Roads Permit. At Cost Administration Fee rate for the first hour and half rate per hour thereafter.	No	No	Administration Fee $109 first hour and $54 per hour thereafter and + Actual Cost
	Directional Signs					
		Application fee.	Application fee	No	No	29.20
		Sign cost.	Administration Fee rate for the first hour and half rate per hour thereafter, plus cost of sign.	No	Yes	Administration Fee $109 first hour and $54 per hour thereafter and + Actual Cost
		Sign Assessment Fee.	At cost fee to recoup administration costs associated with officers' time spent assessing requests for directional signage. At Cost Administration Fee rate for the first hour and half rate per hour thereafter.	No	Yes	Administration Fee $109 first hour and $54 per hour thereafter and + Actual Cost
	Traffic Services					
		Collect New Traffic Count Data and Supply.	At cost plus private works administration fee (refer Private Works section under Governance) - Non ratepayers.	No	Yes	Administration Fee + Actual Cost
		Traffic Count Data Services -Supply Existing Data.	Rate for the first hour and half of rate per hour thereafter to external parties (non ratepayers).	No	Yes	106.00
		Concessional Loading Administration Fees.	At cost fee to recoup administration costs of approving concessional loading applications including an onsite assessment of related locations.	No	Yes	190.00
		Accelerated Pavement Depreciation Fee due to Concessional Mass Loads.	Subject to legal agreement.	No	No	Subject to Legal Agreement
	Engineering Drawings					
		Supply "As Constructed Drawings ".	Standard Charge - To external parties (non rate-payers). Rate for the first hour and half rate per hour thereafter to external parties (non ratepayers).	No	Yes	109.00
	Traffic Management					
		Traffic Management Plan Review - standard.	Standard TMP review of up to 1 hour	No	Yes	119.00
		Traffic Management Plan Review - complex.	Complex TMP review exceeding one hour. Rate per hour.	No	Yes	119.00
	Parking Prohibition Sign					
		Sign Assessment fee		No	Yes	Administration fee $109 first hour and $53 per hour thereafter
		Sign installation fee	If Actual Cost is less than $400	No	Yes	$109 first hour and $53 per hour thereafter

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Sign installation fee	If Actual Cost is $400 or more	No	Yes	Actual Cost+30% of Actual Cost (administration fee)
Environmental Health						
	General Administration, Certification and Inspection Fees					
		All completed applications are to be lodged allowing for 10 business days processing time. Refusals, cancellations and withdrawals (in writing) - no refund of administrative fees will occur in the event of an application, referred to below, being refused, cancelled or withdrawn in writing, except where specified. An expedited fee applies for less than 10 days processing time.	If Council approval is required, a minimum of 90 days are required for processing the approval.			
		Expedited Service Fee for applications received between 3-10 working days before the approval is required.	This fee applies to all late applications including from charitable and community organisations. Applications received between 0-2 working days before the required approval will not be approved.	No	Yes	150.00
		Health (Miscellaneous Provisions) Act, Food Act, Environment and other legislative report requested by Settlement Agents, Lawyers, Vendors and/or Purchasers and other parties to a settlement for property enquiries without an inspection.	Desktop review per request per legislative enquiry without inspection per hour or part thereof.	No	No	75.00
		Health (Miscellaneous Provisions) Act, Food Act, Environment and other legislative report requested by Settlement Agents, Lawyers, Vendors and/or Purchasers and other parties to a settlement for property enquiries with an inspection.	Desktop review per request per legislative enquiry with site, property or business inspection per hour or part thereof.	No	No	225.00
		Health (Miscellaneous Provisions) Act and Food Act - Re-issue, replacement or issue of amended approval registration or other Documentation where not elsewhere specified.	Re-issue, replacement or issue amended Certificates of Licence, registration, transfer, variation or other approval documentation.	No	No	75.00
		Any type of Local Government Certification or Letter of Support / Permission of any application to an external Department, Agency or Approving Authority.	For an Activity or Service being carried out within the City including Wildlife Carers or any type of voluntary or business operations.	No	No	75.00
		Late applications - additional fee.	Excluding Statutory timeframes - see Noise Legislation.	No	No	75.00
		Re-inspection fee to resolve any non-compliance(s) following the issue of an improvement notice; prohibition order and/ or infringement notice, charged at the hourly rate or part thereof until compliance is reached to the satisfaction of the EHO or authorised officer.	Per hour or part thereof after the first hour - minimum fee.	No	No	150.00
	Mosquito Management Contribution Fees & Charges					
		Tax invoice shall be issued and authorised by the Manager or Coordinator Environmental Health Services.				
		Developer contribution per Lot including subsequent lots being subdivided or developed as strata lots where each allotment shall pay a contribution by the development prior to lot clearance.	To be paid prior to the signing of the approval of the subdivision plan.	No	No	65.00
		Land owner contribution per Lot to be paid where no fees have been paid at the time of subdivision. Tax Invoice to be raised and authorised by the Manager or Coordinator Environmental Health Services.	The fees shall be paid prior to granting a Building Licence for development on the Lot and interest is payable where not paid by the due date.	No	No	65.00
		Mosquito Investigation Fees.	Min charge/per hour or part thereof after the first two hours plus sample costs.	No	No	150.00
		Lodgement for approval of the Mosquito and Midge Management Plan and any ongoing or repeat assessment of written responses to the initial Assessment of Mosquito Midge Management Plan for each hour of assessment and site verification time to achieve final approval of the Plan.	Min charge/per hour or part thereof after the initial four hours plus any sample time costs, if applicable, to achieve final Plan approval.	No	No	Minimum fee of $584 for 4 hours: Plus $146 per hour or part thereof

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
Properties and Premises Activities					
	Property inspection on request or as result of a customer action request to resolve a nuisance, non-compliance or complaint under any statute administered by Council and its authorised officers: No report required or requested; Notices or directions may be issued by authorised officer and Tax Invoice to be authorised by the Manager or Coordinator Environmental Health Services.	Min charge/per hour or part thereof after the first hour.	No	No	150.00
	Detailed written report with recommendations.	Min charge/per hour or part thereof after the first hour.	No	No	150.00
	Temporary Accommodation application fee where no caravan is provided on site (associated with a building licence for a proposed permanent dwelling on the property).	For each period of six months.	No	No	150.00
	Plus Inspection fee.	Min charge/per hour or part thereof after the first hour.	No	No	150.00
	Renewal of Temporary Accommodation where no caravan is provided (associated with a building licence for a proposed permanent dwelling on the property).	For each period of six months.	No	No	150.00
	Plus Inspection fee.	Min charge/per hour or part thereof after the first hour.	No	No	150.00
	Temporary Accommodation application fee where caravan is provided (associated with a building licence for a proposed permanent dwelling on the property).	For each period of 12 months.	No	No	150.00
	Plus Inspection fee.	For 12 month period.	No	No	300.00
	Renewal of Temporary Accommodation application fee where caravan is provided (associated with a building licence for a proposed permanent dwelling on the property).	For each period of 12 months.	No	No	150.00
	Plus Inspection fee.	For 12 month period.	No	No	300.00
Caravan & Camping (including Temporary Accommodation)					
	Application for caravan and camping including temporary accommodation at approved events.	Initial Application fee for one month or any period less than one month and includes one off or annual events approved by Manager or Coordinator Environmental Health Services (per event).	No	No	150.00
	Application for approval to camp other than at a Caravan Park or Camping Ground (longer than 3 nights in any period of 28 consecutive days) - Three months.	Initial Application fee for up to three months and each three month renewal thereafter. Under Regulation 11 (2) (a) of the Caravan Parks and Camping Grounds Regulations 1997.	No	No	150.00
	Application for approval to camp other than at a Caravan Park or Camping Ground (longer than three nights any period of 28 consecutive days) - Six months.	Initial Application for up to six months and each six month renewal thereafter. Under Regulation 11(2)(c) of the Caravan Parks and Camping Grounds Regulations 1997.	No	No	300.00
	Application for approval to camp other than at a Caravan Park or Camping Ground (longer than 3 nights any period of 28 consecutive days) - Nine months.	Initial Application for up to nine months and each nine month renewal thereafter. Under Regulation 11 (2)(c)of the Caravan Parks and Camping Grounds Regulations 1997.	No	No	444.00
	Application for approval to camp other than at a Caravan Park or Camping Ground (longer than 3 nights any period of 28 consecutive days) - 12 months.	Initial Application for up to 12 months and each 12 renewal thereafter. Under Regulation 11(2)(c) of the Caravan Parks and Camping Grounds Regulations 1997.	No	No	875.00
	Plus inspection fee associated with application for approval to camp other than at a Caravan Park or Camping Ground (longer than 3 nights in any period of 28 consecutive days).	Per hour.	No	No	150.00
	Application for grant or renewal of Caravan Park and Camping Grounds Licence under Section 7(4) of Caravan Park and Camping Grounds Act 1995.	Annual fee under Caravan Parks and Camping Grounds Act 1995 and Regulations 1997 Schedule 3 - Regulation 45.	Yes	No	Minimum $200 or cost of different category of camp sites by the maximum number of sites, whichever is the greater amount.

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Caravan Parks and Camping Ground Licence - Long stay sites (per site).	Annual fee under Caravan Parks and Camping Grounds Act 1995 and Regulations 1997 Schedule 3 - Regulation 45.	Yes	No	6.00
		Caravan Parks and Camping Ground Licence - Short stay sites (per site).	Annual fee under Caravan Parks and Camping Grounds Act 1995 and Regulations 1997 Schedule 3 - Regulation 45.	Yes	No	6.00
		Caravan Parks and Camping Ground Licence - Camp site (per site).	Annual fee under Caravan Parks and Camping Grounds Act 1995 and Regulations 1997 Schedule 3 - Regulation 45.	Yes	No	3.00
		Caravan Parks and Camping Ground Licence - Overflow site (per site).	Annual fee under Caravan Parks and Camping Grounds Act 1995 and Regulations 1997 Schedule 3 - Regulation 45.	Yes	No	1.50
		Caravan Parks and Camping Ground Licence - Additional fee by way of penalty for renewal after expiry.	Caravan Parks and Camping Grounds Act 1995 and Regulations 1997 Schedule 3 - Regulation 45.	Yes	No	20.00
		Caravan Parks and Camping Ground Licence - Temporary licence (less than one year).	Caravan Parks and Camping Grounds Act 1995 and Regulations 1997 Schedule 3 - Regulation 54. Pro rata amount of the fee payable under annual licence for the period of time for which the licence is to be in force.	Yes	No	Minimum $100
		Transfer of Caravan Parks and Camping Ground Licence.	Caravan Parks and Camping Grounds Act 1995 and Regulations 1997 Schedule 3 - Regulation 55.	Yes	No	100.00
	Miscellaneous Applications					
		Application for Skin Penetration Premises.		No	No	150.00
		Application for Family Day and Child Care.		No	No	75.00
		Application for Hairdressing Premises, including mobile hairdressing.		No	No	150.00
		Swimming Pool Fees for Health (Miscellaneous Provisions) Act Aquatic Facilities where an EHO conducts inspections and sampling for Health (Miscellaneous Provisions) Act, Regulation & Code of Practice compliance.	Inspection fee may include site audit, site inspection and may also include chemical and bacteriological sampling as required with delivery of samples to the Laboratories, each session, as specified by Dept. of Health WA. Routine inspection allows for 1 hour inspection time of fee listed per hour and additional time may be charged at the specified rate or part thereof after 1 hour via a Tax Invoice to the Strata Company or site owner.	No	No	150.00
		Inspection Fee associated with a Public Pool Closure Notice, aquatic facility reopening assessment prior to rescinding a Notice and/or annual summer reopening assessment of a Swimming pool/aquatic facility carried out by an EHO. This may be in conjunction with the Office of Executive Director Public Health.	Inspection fee includes sampling and delivery of samples to Laboratories each session as specified by Dept. of Health WA. Applicable to Public Pools and Aquatic facilities including strata Pools in complexes where more than 30 units are located and require compliance by EHO. Fee allows for maximum of 2 hours EHO Work and any additional work will be charged at fee listed per hour or part thereof via a tax invoice.	No	No	300.00
		Water samples on request: Bacteriological analysis.		No	No	145.00
		Water samples on request: Chemical analysis.		No	Yes	500.00
		Water samples on request: All other samples at cost charged to City, plus labour & transportation.	Min charge/per hour or part thereof after the first hour plus sample costs and administration fee.	No	Yes	$150 minimum charge per hour + cost of analysis per sample as quoted by laboratory + administration fee of 30% of the cost
		Liquor Act Certification – Environmental Health.	In addition to a food Business application or notification.	No	No	150.00
		Gaming and Wagering Commission Act – Section 55 Certificate of Local Government Authority (new application or renewal).	Public Building Health approval. Completion of the Certificate requires Council determination. Application should be lodged 90 days before proposed gaming activities.	No	No	107.00
		Pyrotechnics and Fireworks Permits.	All pyrotechnic and fireworks permit requires Council acknowledgement. Application should be lodged 90 days before the event.	No	No	300.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
	Public Buildings - Fixed Structures					
		Maximum Fee permitted for consideration of the application for approval.	Maximum amount to be charged for the application & inspection fees.	Yes	No	871.00
		Initial application for public building approval (no Building Licence).		No	No	422.00
		Public Building inspection for approval certification, transfer & variation of uses.		No	No	150.00
		Variation to any existing Public Building and includes variation of approved uses.		No	No	339.00
	Public Building - Events					
		Initial application for public building approval (markets and events).	Annual application for ongoing event/market.	No	No	300.00
		Initial application for public building approval (markets and events)- charitable, not-for-profit and community groups organising community events.	Available at no cost. The completed event application form must be lodged with the City more than 10 working days prior to the event. Applications received between three to ten working days prior to the event will be charged the standard rate. Applications received between zero to two days will not be approved.	No	No	No charge
		Based on the maximum numbers of persons on the Occupancy Certificate issued under the Health (Miscellaneous Provisions) Act 1911. When any Public Building, defined in the Act, is monitored during an event as determined by the Manager Environmental Health, a service fee shall be charged.	Minimum fee is hourly rate or part thereof after the first hour during working hours. Min three hours on weekends and public holidays shall be charged plus penalty rates where applicable. No fee for charitable, not-for-profit and community groups organising community events.	No	No	150.00
		Issue of Certificate of Approval with maximum accommodation numbers for markets and events (include transfer and variation of uses).		No	No	150.00
		Issue of Certificate of Approval with maximum accommodation numbers for events - charitable, not-for-profit and community groups organising community events.	Available at no cost. The completed event application form must be lodged with the City more than 10 working days prior to the event. Applications received between three to ten working days prior to the event will be charged the standard rate. Applications received between zero to two days will not be approved.	No	No	No charge
		Tax invoice shall be issued and authorised by the Manager and Coordinator Environmental Health.				
	All Other Applications and Work Not Specified					
		Tax invoice shall be issued and authorised by the Manager Environment and Health Services or Coordinator Environmental Health.				
		All other applications, assessments, analysis, approvals and enquiries on Licences, Registrations or properties where fees are not prescribed by Legislation. Where site inspections and any site verification is required to make a determination it will be costed at the hourly rate or part thereof.	Per hour or part thereof after the first hour - minimum fee.	No	No	150.00
		Where re-inspection of compliance work is required by EHO or authorised officer due to incomplete or unsatisfactory work and requires more than 2 visits, the 3rd and subsequent visits shall be charged at the Hourly Rate or part thereof until compliance is reached to the satisfaction of the EHO.	Per hour or part thereof after the first hour - minimum fee.	No	No	150.00
	Overdue & Expired Notices					
		Tax invoice shall be issued and authorised by the Manager or Coordinator Environmental Health Services.				
		Ongoing inspection fee after a statutory Notice has expired more than seven days and is not compliant.	Fee for each inspection per hour or part thereof for the EHO inspection and issued by Tax Invoice to the Owner or Occupier as the case requires.	No	No	150.00
		Interest charge for overdue notices issued to property owner or occupier.	Interest will apply as per Regulation 19A of the Local Government (Financial Management) Regulations 1996 for any money owing after the due date for overdue amount on tax invoice on outstanding fees on non compliances with notices or service requests.	Yes	No	Outstanding fee + interest

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
Food Section					
	Tax invoice shall be issued and authorised by the Coordinator Environmental Health.				
	FoodSafe Training Program package Posted direct.	EHA (WA) supplied training material.	No	Yes	Fee upon quotation
	Food safe training provided as per written quotation on request based on rate per hour.	Minimum fee per hour or part thereof.	No	Yes	150.00
	Analysis of food samples and other samples on request (rate per sample unit as confirmed by the Laboratory approved by NATA to carry out the test analysis) + Administration fees.	Fee includes sample collection, packaging, transport, analysis and reporting by a NATA accredited analyst - up to two hours officer time. Charges will be upon quotation + administration cost.	No	Yes	$300 minimum + analysis fee by quotation + administration cost 30%
	Verification of Food Safety Programs required by Food Standards Code.	Including but not limited to Food Safety Programs for Vulnerable Persons and Primary Production and Processing Standards.	No	No	150.00
Food Act Fees and Charges					
	Food Proprietor Notification Fee.	Food Proprietor Notification to conduct a food business under Section 107 (3) and notification for certain changes to a food business under Section 113.	No	No	75.00
	Food Business Registration - Application Fee.	Registration requirements as per Section 110.	No	No	75.00
	Proprietor Notification Fee to conduct a retail pet meat shop or animal food processing plant.	Notification as per requirement under Regulation 40 of the Food Regulations 2009.	No	No	75.00
	Initial application lodgement fee for classification, assessment and approval of a medium and high risk Food Business upon lodgement of a set of detailed plans and specifications.	Includes two site inspections if required, classification, assessment and approval of plans and specifications with or without conditions of approval.	No	No	375.00
	Initial application lodgement fee for classification, assessment & approval of a retail pet meat shop or animal food processing plant upon lodgement of a set of detailed plans and specifications.	Includes two site inspections if required, classification, assessment and approval of plans and specifications with or without conditions of approval.	No	No	375.00
	Site inspection fee for retail pet meat shop or animal food processing plant.	Annual surveillance fee for notified retail pet meat shop or animal food processing plant.	No	No	150.00
	Multiple site visits made by a Food Act Authorised Officer (Env Health Officer) to any proposed Food Business up to the stage of the approval being granted.	Where more than the allocated 2 site visits by authorised Officer charges will be applied at the minimum hourly rate or part thereafter for each 15 minute in attendance.	No	No	150.00
	Additional food business risk classification fee.	For businesses with more than one classification under a Certificate of Registration issued to the same business owner.	No	No	150.00
	High Risk Food Business /Food vehicle with an audited Food Safety Plan.	Above requirements apply.	No	No	450.00
Annual Fees - Food Business					
	(Payable prior to the commencement of or continued operation of a Food Business) Renewal letter will advise of the annual fee payment due date for the financial year, as below.	Renewal letter will advise of the annual fee payment due date for the financial year, as below.			
	WA Department of Health 'Food Business Risk Profiling' Version 1.0 is used to as the primary guide to classify food businesses by risk. The Coordinator Environmental Health may re-classify businesses based on maintenance/non-maintenance of good food hygiene standards.	Annual Inspection & Ongoing Surveillance Fees for any Registered Food Business paid after 30 September each year shall be calculated on a pro-rata basis by the month. For food businesses of continued operation, payment by due date of invoice + interest after due date. Refund of annual fees will be upon request and calculated on a pro-rata basis by the month.			
	High Risk Food Business /Food vehicle with no Food Safety Plan.	Above requirements apply.	No	No	600.00
	High Risk Food Business /Food vehicle with an audited Food Safety Plan.	Above requirements apply.	No	No	450.00
	Medium Risk Food Business - Premises/Vehicle.	Above requirements apply.	No	No	450.00
	Low Risk Business-Premises/Vehicle.	Above requirements apply.	No	No	150.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
	Medium and Low risk Food Business-Premises/Vehicle conducted by community, charitable and educational organisations may have their annual fee waived in the interest of community development except where they are the holder of any class of liquor licence to generate an income stream.	The annual fees levied on all medium and low risk food businesses conducted by community, charitable, sporting clubs and educational organisations may be waived at the discretion of the Coordinator Environmental Health in the interest of community development. The Fee value shall be reported and debited as a donation of services to the community and credited to the Health - Food Act fees from Community Services Donation Account.	No	No	No charge
	Assessment and advice to prospective purchasers and proponents establishing, amending or altering Food Businesses and Food Vehicles including Residential Food businesses prior to the lodgement of formal application for approval.	Per hour. Minimum fee one hour or part thereof after one hour consultation including site visits.	No	No	150.00
	Initial application lodgement fee for classification, assessment and approval of a low risk food business upon lodgement of a set of detailed plans and specifications.	Includes one site inspection if required, classification, assessment and approval of plans and assessment with and without conditions approval.	No	No	150.00
	Very Low Risk Food Business - Premises/ Vehicle.	Very low risk food businesses are exempt from registration but are still required to notify. This category covers businesses that sell only packaged low risk foods. No routine inspections are taken.	No	No	No charge
Not-For-Profit Organisations and Community Groups including School Canteens Food Business					
	Note: Registration Fees paid after 30 September each year shall only pay a pro rata fee based on a per month or part thereof basis.				
	Alterations & variations of conditions to Food Business. Section 112 Food Act	Alterations and variations of conditions.	No	No	292.00
	Re-inspection fee to resolve any non-compliance(s) following the issue of an improvement notice; prohibition order and/ or infringement notice, charged at the hourly rate or part thereof until compliance is reached to the satisfaction of the EHO or authorised officer.	Per hour or part thereof after the first hour - minimum fee.	No	No	150.00
	Search for any Food Business notification, application or related documentation, labelling requirements, plans, conditions, Improvement Notices, Prohibition Notices, sample analysis reports, determinations or the like.	Min fee per hour or part thereof after the first hour for each search requested in writing and includes copying and supply of the documentation.	No	No	150.00
	Assessment and advice to prospective purchasers and proponents establishing, amending or altering Food businesses and Food Vehicles including Residential Food businesses prior to the lodgement of formal application for approval.	Min fee one hour or part thereof after one hour consultation including site visits.	No	No	150.00
	Interest charge for overdue notices issued to Food Businesses.	Interest will apply as per Regulation 19A of the Local Government (Financial) Regulations for any money owing after the due date for overdue amount on tax invoice on outstanding food business inspection and surveillance fees.	Yes	No	Outstanding fee + interest
	The provisions of the Food Act provide for the recovery of annual Fees imposed overdue fees may result in the Food Business having the Registration cancelled and the Business being closed.				
Charitable Groups & Food Business Fee Exemptions - Food Act 2008 & Food Regulation 2009 Exemption					
	All Charitable groups, not for profit groups, including all school canteens and community groups, shall be exempt from all the Food Act Fees and Charges. Note: This exemption does not confer or provide any exemption to any of the above mentioned groups from lodging notifications, applications, registrations and variations to a Food Business with plans and specifications or provide any exemption from compliance with the other statutory requirements and the Food Act 2008, Food Regulations 2009 and any provision of Food Standards Code.				

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
Noise Management Plan Lodgement Fee					
	Noise Management for non complying event at venues for sporting, entertainment purposes etc. Environmental Protection (Noise) Regulation 1997.	Non complying event Application Fee specified under Regulation 18 (6)(b) Lodged 60 days before event.	Yes	No	530.00
	Noise Call Out After Hours Fee - Minimum (Three hours@1.5 x Hourly rate).	Minimum (3 hours@1.5) payable where a Noise Abatement Direction is issued to an owner or occupier named in the written issued Noise Direction for unreasonable noise emission by a Department of Environment and Regulation (DER) authorised person.	No	No	675.00
	Assessment of Noise Management Plan more than specified assessment time.	Min fee per hour or part thereof.	No	No	150.00
	Noise Investigation Fees- payable on the second and subsequent noise complaint for similar types of unreasonable noise emissions & complaints where the complaint is deemed to be justified by the Environmental Health Officer/ DER Authorised Officer.	Fee is payable for each subsequent inspection required to investigate the complaint and until such time that the noise emitting premises is deemed to comply with noise legislation.	No	No	150.00
	Application Fee for Approval of a Noise Management Plan applicable to an Occupier - Noise Management Plan Lodgement Fee.	Construction Sites Reg 13 under Environmental Protection (Noise) Regulation 1997 from 5 December 13. Application must be made at least 7 days before proposed construction work. Expedited fees are not applicable.	No	No	225.00
	Application Fee for Approval of a Noise Management Plan with required Local Public Notice for carrying out class 2 works applicable to a person, other than a Local Government - Noise Management Plan Lodgement Fee Includes two hours assessment time.	Waste Collection and Other Works Reg 14A Environmental Protection (Noise) Regulation 1997 from 5th December 2013. The CEO may, in the CEO's discretion waive or reduce the Fee as per Reg 14A (7).	Yes	No	500.00
	Application Fee for Approval of Noise Management Plan or for Approval to Amend an Approved Noise Management Plan for the Motor Sports Venue applicable to an occupier - Noise Management Plan Lodgement Fee Includes two hours assessment time.	Motor Sports Venue Reg 16AA Environmental Protection (Noise) Regulation 1997 from 5th December 2013. The CEO may, in the CEO's discretion waive or reduce the Fee as per Reg 14A (7).	Yes	No	500.00
	Application Fee for Approval of Noise Management Plan or for Approval to Amend an Approved Noise Management Plan for the Shooting Venue applicable to an occupier - Noise Management Plan Lodgement Fee Includes two hours assessment time.	Shooting Venue Reg 16BA Environmental Protection (Noise) Regulation 1997 from 5th December 2013. The CEO may, in the CEO's discretion waive or reduce the Fee as per Reg 16BA (2).	Yes	No	500.00
Environmental Protection Noise Fees					
	Application Fee for Approval of a Sporting, Cultural or Entertainment Event that is open to the Public and the application is lodged 60 days before the event is proposed to commence.	Approved Sporting, Cultural or Entertainment Events Reg 18(3) Environmental Protection (Noise) Regulation 1997 from 5th December 2013. The CEO may, in the CEO's discretion waive or reduce the Fee as per Reg 18(15) payable under reg18(6).	Yes	No	1000.00
	Application Fee for Approval of a Sporting, Cultural or Entertainment Event that is open to the Public and the application is lodged between 59 and 21 days before the event is proposed to commence and there are exceptional circumstances for the application not being made earlier a late fee is also payable equal to one quarter of the Application Fee.	Approved Sporting, Cultural or entertainment Events Reg 18(3) Environmental Protection (Noise) Regulation 1997 from 5th December 2013. The CEO may, in the CEO's discretion waive or reduce the Fee as per Reg 18(15) payable under Reg18(7A).	Yes	No	1250.00
	Application Fee for Approval of a Sporting, Cultural or Entertainment Event that is open to the Public and the application is lodged less than 21 days before the event is proposed to commence a late fee is also payable equal to one quarter of the Application Fee.	Approved Sporting, Cultural or entertainment Events Reg 18(3) Environmental Protection (Noise) Regulation 1997 from 5th December 2013. The CEO may, in the CEO's discretion waive or reduce the Fee as per Reg 18(15) payable under Reg18(7B).	Yes	No	1250.00
	Noise Monitoring Fee for Sporting, Cultural or Entertainment Events.	Fee to be specified by the CEO as per Reg 18(8) as condition of an approved Event.	Yes	No	Maximum of $5,000

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Application Fee for Approval of a Venue for Sporting, Cultural or Entertainment for a number of Notifiable Events that would be open to the Public, the noise emissions do not comply with the standard prescribed under regulation 7 and is not an approved event or for which an application for approval under Regulation 18 has been made. The Occupier may apply for approval of the venue or an amendment of a venue approval (other than an amendment of the period of the approval).	Approval of a Venue for Sporting, Cultural or Entertainment for a number of Notifiable Events Reg 19(B) and after the application is made the CEO is to estimate the cost of assessing and processing the application under Reg19 B(3) and paid by the applicant before the assessment commences. Environmental Protection (Noise) Regulation 1997 from 5 December 2013.	Yes	No	Maximum of $15,000
		Lodgement of a Notice in a form approved by the CEO to hold an event at an Approved venue that is a Notifiable event of a type specified in the conditions of approval of the Venue under regulation 19B(12)(a) of the Environmental Protection (Noise) Regulations 1997 to be lodged not later than 60 days before the event is proposed to commence.	Notice to hold an event at an approved venue that is a notifiable event for the approved venue approved under Reg 19B (12(a)) Environmental Protection (Noise) Regulation 1997 from 5 December 2013.	Yes	No	Maximum of $5,000
		Lodgement of a Notice in a form approved by the CEO to hold an event at an Approved venue that is a Notifiable event of a type specified in the conditions of approval of the Venue under regulation 19B(12)(a) of the Environmental Protection (Noise) Regulations 1997 may be given between 59 and 21 days before the event to which the Notice relates is proposed to commence and the Notice is accompanied by a late fee .	Late Fee for giving Notice to hold an event at an approved venue that is a notifiable event for the approved venue approved under Reg 19B(12(a))where given less than 60 days. Environmental Protection (Noise) Regulation 1997 from 5 December 2013.	Yes	No	Maximum of $15,000
		Lodgement of a Notice in a form approved by the CEO to hold an event at an Approved venue that is a Notifiable event of a type specified in the conditions of approval of the Venue under regulation 19B (12)(a) of the Environmental Protection (Noise) Regulations 1997 may be given less than 21 days before the event to which the Notice relates is proposed to commence and the Notice is accompanied by a late fee.	Late Fee for giving Notice to hold an event at an approved venue that is a notifiable event for the approved venue approved under Reg 19B (12(a)) where less than 21 days and CEO is satisfied exceptional circumstances for the notice not being given earlier than within that period . Environmental Protection (Noise) Regulation 1997 from 5 December 2013. Late fee as specified under Reg 19D (3) and 19D (4).	Yes	No	500.00
		Noise Monitoring Fee for a person who gives the CEO Notice of a Notifiable Event as per regulation 19D (1).	Person must pay the CEO within the time specified by the CEO, any noise monitoring fee specified by the CEO for that Notifiable Event under Reg 19D (8). If not paid in time specified the venue is not approved venue for the purpose of that Event. The Monitoring Fee is based on the Event as determined by CEO.	Yes	No	Fee determined for each Notifiable Event at an approved venue
	Treatment of Sewerage and Disposal of Effluent and Liquid Waste (Health Regulations)					
		Application for Approval – Local Government.	For each septic application including any application to vary or amend an application.	Yes	No	118.00
		Application for Approval – EDPH - with Local Government report.		Yes	No	46.50
		Application for Approval – EDPH - without Local Government report.		Yes	No	110.00
		Application for Approval – EDPH - provision of Local Government Report by Council EHO Reg.4A.		Yes	No	118.00
		Issue of a ”Permit to Use an Apparatus” by EHO.	Issued when all work is completed and compliant.	Yes	No	118.00
		Fee for any compliance inspection of an apparatus after corrective works have been issued by an EHO before or after the issue of a Permit to use an Apparatus.	Min fee per hour or part thereof after the first hour.	No	No	150.00
	Lodging Houses - Health (Miscellaneous Provision) Act					
		Registration of lodging house each year.	Approval fee payable by 1 July each year.	Yes	No	320.00
	Offensive Trades (set by Health Regulation)					
		Slaughterhouses.		Yes	No	298.00
		Piggeries.		Yes	No	298.00
		Artificial Manure Depots.		Yes	No	211.00
		Bone Mills.		Yes	No	171.00
		Places for storing, drying or preserving bones.		Yes	No	171.00
		Fat melting, fat extracting or tallow melting establishments.	Butcher shops and similar.	Yes	No	171.00
		Fat melting, fat extracting or tallow melting establishments.	Larger establishments.	Yes	No	298.00
		Blood Drying.		Yes	No	171.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Gut scraping, preparation of sausage skins.		Yes	No	171.00
		Fellmongeries.		Yes	No	171.00
		Manure Works.		Yes	No	211.00
		Fish Curing establishments.		Yes	No	211.00
		Laundries, Dry-cleaning establishments.		Yes	No	147.00
		Bone Merchant premises.		Yes	No	171.00
		Flock Factories.		Yes	No	171.00
		Knackeries.		Yes	No	298.00
		Poultry Processing establishments.		Yes	No	298.00
		Poultry Farming.		Yes	No	298.00
		Rabbit Farming.		Yes	No	298.00
		Fish Processing establishments in which whole fish are cleaned and prepared.		Yes	No	298.00
		Shellfish & Crustacean processing est.		Yes	No	298.00
		Any other Offensive Trade not specified.		Yes	No	298.00
	Equine Premises					
		Initial application fee for approval, transfer or to vary an Equine Premises.		No	No	150.00
		Initial Equine Premises Registration Fee.	Per property.	No	No	150.00
		Renewal of Equine Premises Registration - one year.	Per property.	No	No	101.00
	Poultry and Pigeon Licence Fees					
		Initial Application fee: up to 20 birds, poultry or pigeons.		No	No	No charge
		Initial Application for: 20 to 150 birds, poultry or pigeons.	With certificate from an accredited organisation.	No	No	36.00
		Site inspection fee initial visit prior to approval for keeping birds.	For over 20 birds.	No	No	150.00
		Site inspection fees after initial approval for annual inspection.	For over 20 birds.	No	No	75.00
	Poultry and Pigeon Annual Registration Fee					
		When Planning approval is granted in Rural Zone and special rural zone in excess of 20 poultry or pigeons and up to maximum of 150 birds not including young up to three months of age contained within pens and cages. Where not for commercial purposes.	With certificate from an accredited organisation.	No	No	64.00
		Removal of pigeons based on quote in response to written request or Notice to remove issued by Manager or Coordinator Environmental Health Services.	Requires written quotation.	No	No	$150 + Cost of Contractor + administration fee of 30% of the cost
	Bees					
		Tax invoice shall be issued and authorised by the Manager Environment and Health Services or Coordinator Environmental Health.				
		Application for Permit to keep Bees.	For up to two hives.	No	No	No charge
		Application for Permit to keep Bees.	For more than two hives.	No	No	75.00
		Site inspection fee.	For more than two hives.	No	No	150.00
		Permit Fee.		No	No	75.00
		Removal of bees based on quotation in response to written request or Notice to remove bees issued by Manager Environment and Health Services or Coordinator Environmental Health.	Requires written quotation and letter of agreement from owner or occupier. Any outstanding service Fees and charges remaining after the due date shall have imposed a late fee.	No	No	$150 + cost of contractor + $75 admin fee
	Trading activities on Thoroughfares and Public Places and Local Government Properties					
		All categories of Traders, Stall Holders and Service Providers are due for payment and Licence renewal with current Public Liability Insurance cover certificate to be provided with the application and be valid for the duration of the licence. Where an Insurance Certificate is not available by any Charitable or community Not For Profit organisations for a community event it shall be provided and be covered by a separate Public Liability Certificate held by the event co-ordinator and provided with the event application. For events with multiple traders and activities, one trading in public places application will cover the whole event subject to applicant providing all required documentations. Food vendors registered with a Local Government other than the City of Kwinana are required to submit a separate application.				

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
Trading & Services Fees and Charges					
	Trading Location Inspection fee payable on Initial and Renewals.	A. All categories of Traders, Stall Holders and Service Providers are due for renewal with current public liability insurance cover certificate to be provided with application.	No	No	75.00
	Trading Location Inspection - no fee payable for Mobile Food Vendors trading at Designated Trading Area, approved markets/ events and/or Itinerant vendors.	No fee payable where food assessment or inspection report is provided showing a compliant inspection report issued by a Local Government Food Act Authorised Officer within 12 months of proposed trading.	No	No	No charge
	Initial Application fee.	B. All categories of Traders, Stall Holders and Service Providers with current public liability insurance cover certificate to be provided with application. Also applicable for Umbrella Trader's Permits and Mobile Food Vendors (Food Trucks) Permits for Designated Trading Area.	No	No	36.00
	Renewal Application fee.	C. All categories of Traders, Stall Holders and Service Providers are due 1 July for renewal with current public liability insurance cover certificate to be provided with application.	No	No	36.00
	Plus Licence Fees: Daily fee.	D. All categories of Traders, Stall Holders and Service Providers for any day in a given financial year.	No	No	31.00
	Plus Licence Fees: one week.	E. All categories of Traders, Stall Holders and Service Providers for any week in a given financial year.	No	No	120.20
	Plus Licence Fees: one month.	F. All categories of Traders, Stall Holders and Service Providers for any month in a given financial year.	No	No	255.50
	Plus Licence Fees: three months.	G. All categories of Traders, Stall Holders and Service Providers for any three months in a given financial year.	No	No	380.00
	Plus Licence Fees: six months.	H. All categories of Traders, Stall Holders and Service Providers for any six months in a given financial year. May include designated trading area with no additional fee	No	No	506.50
	Licence Fees: one year - all categories of traders including designated trading area and approved markets/ events.	I. All categories of Traders, Stall Holders and Service Providers are due for renewal with current public liability insurance cover certificate to be provided with application. May include designated trading area and approved markets/ events.	No	No	969.50
	Plus Licence Fees - Mobile Food Vendors at Designated Trading Area - six months	Applies to mobile Food Vendors (Food Trucks) - exclusive to Designated Trading Area. No fee payable for food vendors who hold a food business registration certificate with City of Kwinana.	No	No	150.00
	Plus Licence Fees - Mobile Food Vendors at Designated Trading Area and approved markets/ events - one year.	Applies to mobile Food Vendors (Food Trucks) - exclusive to Designated Trading Area and approved markets/ events. No fee payable for food vendors who hold a food business registration certificate with City of Kwinana.	No	No	255.50
	Licence Fee for a notified or registered food business to attend any approved markets/events - one year.	Includes application and one inspection per annum. No fee payable by charitable/ community groups and food vendors who hold a food business registration certificate with City of Kwinana.	No	No	103.00
	Charitable and not for profit organisations and community events available free of charge to the community.	Applies to all Categories A - J if completed applications are received at least 10 working days prior to the event or trading day.	No	No	No charge
	Charge per non-food stall holder/trader trading under an Umbrella Trading Permit issued to the event organiser - one year.	J. Event organisers are to provide a list of all stall holders and traders trading at the event at least two weeks prior to the event.	No	No	10.50
	Licence fees: one year for approved markets/ events.	Applies to the event organiser. No fee payable by charitable/ community groups.	No	No	300.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
Trading in Public Places - Outdoor Dining					
	Initial Application or Variation Dining Area on Public Land.	With plans & specifications.	No	No	No charge
	Outdoor Dining Area on Public Land Annual fee for renewal application.		No	No	No charge
	Outdoor Eating Area Fee per square metre of outdoor dining area allocated.	Note - introductory charge to encourage Alfresco dining.	No	No	No charge
	Transfer application for Outdoor Dining Area on Public Land.	Application shall be lodged 10 days before change of proprietor.	No	No	No charge
	Cleaning Fee for Outdoor Eating Area for up to 30 square metres & part thereof thereafter for non compliance of cleaning notice.	Per incident.	No	No	Actual cost
	Provision of Alfresco Area boundary delineators (per disk)	Per disk.	No	No	No charge
Contaminated Sites & Environmental Management					
	Tax invoice shall be issued and authorised by the Manager Environmental Health Service.				
	Application fee for Contaminated Site desk top audit with report based on 3 hours minimum officer time, then hourly rate per additional hours.	Per Desk top Audit.	No	No	450.00
	Application fee for Contaminated Site audit with report (site inspection extra) site inspection fee based on a minimum hourly rate per hour.	Per site inspection based Audit.	No	No	150.00
	Site inspection fee (where requested).	Per site inspection based Audit.	No	No	150.00
	Any samples at client cost per hour or part thereof.	Per set of samples per hour or part thereof.	No	No	150.00
	All sample collection and analysis at client's cost plus transportation fees, all charged at cost of service/s plus GST based on confirmed written quotation/invoice.	As per agreed sampling requirements for site.	No	No	$150 + Actual cost of sampling + admin cost 30%
	Assessment of any Environmental Management Plans consisting of but not limited to the impacts from the following topics; Contaminated Sites, Dust, Acid Sulphate Soils, Odour emissions, Asbestos contamination, Lead or any other likely chemicals use or associated activity, Noise (excluding outside hours) and Vibration impacts, Light spill, handling and management of Waste and Resource Recycling, and any other potential impacts that may adversely affect the local or regional environment or the health comfort and amenity of the community.	Generally, these Management Plans are imposed on development approvals or other licences and approvals to limit the impact of the development or activity. The minimum fee allows for 2 hours processing and any additional time is to be charged at fee listed per hour or part thereof plus any sampling/time costs.	No	Yes	Minimum fee of $150 includes 1 hour assessment time, plus $150 per hour or part thereof after the first hour. Plus actual cost of any expert referrals.
Approval of Air Handling and Water Supply Systems					
	Note: Does not apply to private dwellings.				
	Tax invoice shall be issued and authorised by the Coordinator Environmental Health.				
	Application for approval of the installation or modification of an air handling system or water supply system for air and or water based on plans submitted for approval.		No	No	150.00
	Inspection of premises.	Minimum fee per hour or part thereof after one hour.	No	No	150.00
Family Day Care					
Family Day Care - General					
	Books and materials for Educators.	At cost price- reimbursement only.	No	No	Actual cost
	Family Levy to part cover the cost of care in FDC.	Per week, per child	No	No	10.00
	Educator Levy to part cover the cost of care in FDC.	Per hour of care sold.	No	No	1.25
	New Educator Application Fee.		No	Yes	250.00
	Educator Training.		No	No	Actual cost
	Educator Yearly Membership Fee.	Per year.	No	No	200.00
Family Day Care - In Home Care					
	Family Levy.	Per hour, per child.	No	No	$2.00 per hour of care provided
	New Educator Application Fee.		No	Yes	250.00
	Training.		No	No	Actual cost
	Educator Levy.	Per week, per Educator.	No	No	30.00
Fire And Emergency Management					
Emergency Services Charges					
	Deliberate False alarm.	Per hour.	No	No	280.00
	Direct Brigade alarm - False alarm.	Per hour.	No	No	280.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Call out to illegal burn.	Per hour.	No	No	330.00
		Reconnaissance Vehicles.	Per hour.	No	No	65.00
		Light tanker equivalent.	Per hour.	No	No	80.00
		1.4 Equivalent.	Per hour.	No	No	130.00
		2.4 Equivalent.	Per hour.	No	No	270.00
		3.4 Equivalent.	Per hour.	No	No	325.00
		Bulk Water Tanker Equivalent.	Per hour.	No	No	270.00
		Specialist Equipment Equivalent	Per hour.	No	No	560.00
		Pumper Vehicles Equivalent.	Per hour.	No	No	560.00
		Incident Control Vehicle Equivalent.	Per hour.	No	No	570.00
		Air support equipment.	At cost plus % administration fee.	No	No	At cost plus 5% administration fee
		Earth moving and general equipment.	At cost plus % administration fee.	No	No	At cost plus 5% administration fee
		Any other equipment, personnel or items.	At cost plus % administration fee.	No	No	At cost plus 5% administration fee
	Fire Inspection					
		Fire Inspection fee - Prescriptions.		No	No	113.00
John Wellard Community Centre And William Bertram Community Centre						
		Refer to Community Halls and Centres Fees & Charges for definitions and other applicable fees - Page 7-8.				
	Hireable Spaces					
		Bertram Consult Room - Community.	Per hour	No	Yes	12.20
		Bertram Consult Room - Community.	Function per hour	No	Yes	41.20
		Bertram Consult Room - Standard.	Per hour	No	Yes	14.70
		Bertram Consult Room - Standard.	Function per hour	No	Yes	43.70
		Boronia Room - Community.	Per hour	No	Yes	23.70
		Boronia Room - Community.	Function per hour	No	Yes	52.70
		Boronia Room - Standard.	Per hour	No	Yes	28.50
		Boronia Room - Standard.	Function per hour	No	Yes	57.50
		Hovea - Community.	Per hour	No	Yes	18.60
		Hovea - Community.	Function per hour	No	Yes	47.60
		Hovea - Standard.	Per hour	No	Yes	22.40
		Hovea - Standard.	Function per hour	No	Yes	51.40
		Marri Room - Community.	Off peak, per hour.	No	Yes	12.30
		Marri Room - Community.	Function per hour	No	Yes	41.30
		Marri Room - Standard.	Per hour	No	Yes	14.80
		Marri Room - Standard.	Function per hour	No	Yes	43.80
		Pixie Mops - Community.	Per hour	No	Yes	18.60
		Pixie Mops - Community.	Function per hour	No	Yes	47.60
		Pixie Mops - Standard.	Per hour	No	Yes	22.40
		Pixie Mops - Standard.	Function per hour	No	Yes	51.40
		Tuart Room - Community.	Per hour	No	Yes	23.70
		Tuart Room - Community.	Function per hour	No	Yes	52.70
		Tuart Room - Standard.	Per hour	No	Yes	28.50
		Tuart Room - Standard.	Function per hour	No	Yes	57.50
		Wisteria - Community.	Per hour	No	Yes	18.60
		Wisteria - Community.	Function per hour	No	Yes	47.60
		Wisteria - Standard.	Per hour	No	Yes	22.40
		Wisteria - Standard.	Function per hour	No	Yes	51.40
Law, Order And Public Safety						
	Abandoned Trolleys					
		Shopping trolley removal.	Each.	No	No	125.00
	Abandoned Vehicles					
		Impounded vehicles Admin Fee.		No	No	250.00
		Daily Vehicle Impound Fee.	Private.	No	No	35.00
	Off Road Vehicles					
		Towing Fee - Vehicle.		No	No	135.00
		Towing Fee - Trail Bike.		No	No	135.00
	Illegal Signs					
		Impounded illegal signs.		No	No	65.00
	City Assist Call Out Fee					
		Call out Fee to City's Facilities (User Error).	May be imposed on users of Council facilities who set off City alarms due to neglect or without due care and attention at the discretion of Manager Essential Services.	No	No	105.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
Library					
General					
	Pocket Laminating.	Per card.	No	Yes	3.00
	Pocket Laminating.	Per A4 sheet.	No	Yes	6.50
	Pocket Laminating.	Per A3 sheet.	No	Yes	11.00
	Convenience items e.g. USB, plastic sleeves, ear buds, library bags.	Amount depending on supplier costs of goods and services available.	No	Yes	0.00 - 50.00
	Replacement Membership Cards.	Per card.	No	No	5.50
	Charges for lost and damaged resources.	Cost to City.	No	No	Actual cost
	Scanning/Emailing Documents.	Up to 10 pages if a staff member is processing the item. Free scanners are also available.	No	Yes	2.30
Other Hireable Spaces					
	Refer to Community Halls and Centres Fees & Charges for definitions and other applicable fees - Page 7-8.				
Hireable Spaces					
	Fiona Harris Ground floor - Community.	Per hour	No	Yes	18.60
	Fiona Harris Ground floor - Community.	Function per hour	No	Yes	47.60
	Fiona Harris Ground floor - Standard.	Per hour	No	Yes	22.40
	Fiona Harris Ground floor - Standard.	Function per hour	No	Yes	51.40
	Fiona Harris Level one - Community.	Per hour	No	Yes	23.70
	Fiona Harris Level one - Community.	Function per hour	No	Yes	52.70
	Fiona Harris Level one -Standard.	Per hour	No	Yes	28.50
	Fiona Harris Level one -Standard.	Function per hour	No	Yes	57.50
	Isabella Corker - Community.	Per hour	No	Yes	18.60
	Isabella Corker - Community.	Function per hour	No	Yes	47.60
	Isabella Corker - Standard.	Per hour	No	Yes	22.40
	Isabella Corker - Standard.	Function per hour	No	Yes	51.40
	Medina Hall - Community.	Off peak, per hour.	No	Yes	23.70
	Medina Hall - Community.	Function per hour	No	Yes	52.70
	Medina Hall - Standard.	Per hour	No	Yes	28.50
	Medina Hall - Standard.	Function per hour	No	Yes	57.50
	Thomas Hall - Community.	Per hour	No	Yes	18.60
	Thomas Hall - Community.	Function per hour	No	Yes	47.60
	Thomas Hall - Standard.	Per hour	No	Yes	22.40
	Thomas Hall - Standard.	Function per hour	No	Yes	51.40
	Thomas Kelly Pavilion - Community.	Per hour	No	Yes	23.70
	Thomas Kelly Pavilion - Community.	Function per hour	No	Yes	52.70
	Thomas Kelly Pavilion - Standard.	Per hour	No	Yes	28.50
	Thomas Kelly Pavilion - Standard.	Function per hour	No	Yes	57.50
	Wellard Pavilion - Community.	Per hour	No	Yes	18.60
	Wellard Pavilion - Community.	Function per hour	No	Yes	47.60
	Wellard Pavilion - Standard.	Per hour	No	Yes	22.40
	Wellard Pavilion - Standard.	Function per hour	No	Yes	51.40
	The Patio - Community.	Per hour.	No	Yes	16.00
	The Patio - Standard.	Per hour.	No	Yes	20.00
Planning					
Administration					
	Large Maps/Plans.	Per A1 size.	No	No	19.80
	Large Maps/Plans.	Per A0 size.	No	No	52.65
	Zoning Certificate - Application Fee for Zoning Certificate.	Proforma advising of current zoning under Town Planning Scheme and any changes to Scheme being considered by Council, does not include site inspection.	Yes	No	73.00
	Written advice - Application Fee for Written Planning Advice.	Proforma advising of current zoning under Town Planning Scheme and any changes to Scheme being considered by Council, does not include site inspection.	Yes	Yes	73.00
	Clause 61A Deemed to Comply Check.	Applicable for Single houses, and extensions to, only.	Yes	No	295.00
Subdivision Clearance (per lot)					
	a) not more than 5 lots.	Per lot	Yes	No	73.00
	b) more than 5 lots but not more than 195 lots.	$73.00 per lot for the first 5 lots and then $35.00 per lot	Yes	No	($73 x 5) + ($35 x (Total no. - 5))
	c) more than 195 lots.		Yes	No	7393.00
Development Application					
	Development Cost <$50,000.	Penalty: The fee plus by way of penalty, twice that fee (=3x fee in total).	Yes	No	147.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Development Cost $50,000 - $500,000.	Penalty: The fee plus by way of penalty, twice that fee (=3x fee in total).	Yes	No	.32% of estimated cost of development
		Development Cost $500,000 - $2,500,000.	Penalty: The fee plus by way of penalty, twice that fee (=3x fee in total).	Yes	No	$1,700 + .257% for every $1 in excess of $500,000
		Development Cost $2,500,000 - $5,000,000.	Penalty: The fee plus by way of penalty, twice that fee (=3x fee in total).	Yes	No	$7,161 + .206% for every $1 in excess of $2.5 million
		Development Cost $5,000,000 - $21,500,000.	Penalty: The fee plus by way of penalty, twice that fee (=3x fee in total).	Yes	No	$12,633 + .123% for every $1 in excess of $5 million
		Development Cost >$21,500,000.	Penalty: The fee plus by way of penalty, twice that fee (=3x fee in total).	Yes	No	34196.00
		Amendment or Renewal of an Approved Development Application	Amendments to and renewals of previously assessed and approved Development Application.	Yes	No	295.00
		Development Application - Extractive Industry.	Penalty: The fee plus by way of penalty, twice that fee (=3x fee in total)	Yes	No	739.00
		Advertising - Development Application.	1 - 9 Letters.	No	No	252.00
		Advertising - Development Application.	10 - 50 Letters.	No	No	277.00
		Advertising - Development Application.	51 - 500 Letters.	No	No	629.00
		Advertising - Development Application.	501+ Letters.	No	No	1266.00
		Change of Use/Continuation of Non-Conforming Use.	Penalty: The fee plus by way of penalty, twice that fee (=3x fee in total).	Yes	No	295.00
		Building Envelope Variation.		No	No	270.00
		Liquor Act Certification – Planning.		No	No	325.00
	Home Business					
		Certified NIES Applicants & 'Business Address Only'.		Yes	No	No charge
		Initial Fee.	Penalty: The fee plus by way of penalty, twice that fee (=3x fee in total).	Yes	No	222.00
		Annual Renewal for Home Business.	Penalty: The fee plus by way of penalty, twice that fee (=3x fee in total).	Yes	No	73.00
	Property Certificate					
		Proforma circulated to Council's Planning, Building, Health and Engineering sections and involves a search of Council's records but with no site inspection. A Rates Enquiry is a separate fee. Fees from each department listed below.	Total Fee Payable (comprised of the below)			179.00
		All fees listed below to be paid.				
		Property Certificate - Planning Fee.	As per Zoning Certificate above.	Yes	No	73.00
		Property Certificate - Health Fee.		No	No	76.00
		Property Certificate - Building Fee.		No	No	30.00
	Strata Title Fees					
		Fees payable for the following services provided - (a) approval to amend or repeal scheme by-laws under section 22(1); or (b) approval of a subdivision under section 23(1); or (c) a determination under section 24; or (d) approval of the discharge of an easement under Schedule 2A clause 21W(3)(b) of the Act	Fees to be calculated in accordance with Section 170, Part 17 of the Strata Titles (General) Regulations 2019	Yes	No	Actual Costs
	Documents					
		Town Planning Scheme 2 Text.		No	No	69.30
		Town Planning Scheme 3 Text.		No	No	69.30
		Other Council Reports/Structure Plans etc.		No	No	69.30
		Digital Information (e.g. Local Planning Strategy Reports on CD).		No	No	69.30
		Maps.		No	No	32.80
	Development Assessment Panel (DAP) Applications					
		Fees Payable where the estimated cost of the development is:				
		Not less than $2 million and less than $7 million.		Yes	No	5603.00
		Not less than $7 million and less than $10 million.		Yes	No	8650.00
		Not less than $10 million and less than $12.5 million.		Yes	No	9411.00
		Not less than $12.5 million and less than $15 million.		Yes	No	9680.00
		Not less than $15 million and less than $17.5 million.		Yes	No	9948.00
		Not less than $17.5 million and less than $20 million.		Yes	No	10218.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		$20 million or more.		Yes	No	10486.00
		An application under regulation 17.	Minor Amendment application.	Yes	No	241.00
	Fees for Applications for approval under the Hope Valley-Wattleup Redevelopment Amendment Regulations 2011					
		Estimated value of development not more than $50,000.	As per Hope Valley-Wattleup Redevelopment Amendment Regulations 2011	Yes	No	139.00
		Estimated value of development more than $50,000 but not more than $500,000.	As per Hope Valley-Wattleup Redevelopment Amendment Regulations 2011	Yes	No	0.32% of the estimated cost of the development
		Estimated value of development more than $500,000 but not more than $2.5m.	As per Hope Valley-Wattleup Redevelopment Amendment Regulations 2011	Yes	No	$1,600 + 0.257% for every $1 in excess of $500,000
		Estimated value of development more than $2.5m but not more than $5m.	As per Hope Valley-Wattleup Redevelopment Amendment Regulations 2011	Yes	No	$6,740 + 0.206% for every $1 in excess of $2.5m
		Estimated value of development more than $5m but not more than $21.5m.	As per Hope Valley-Wattleup Redevelopment Amendment Regulations 2011	Yes	No	$11,890 + 0.123% for every $1 in excess of $5m
		Estimated value of development more than $21.5m.	As per Hope Valley-Wattleup Redevelopment Amendment Regulations 2011	Yes	No	32185.00
	Local Development Plans					
		Council Adoption of Local Development Plans.		Yes	No	Actual cost
		Modification of Adopted Local Development Plans.		Yes	No	Actual cost
		Expert Advice		No	Yes	Actual cost
	Scheme Amendments					
		Complex amendments.	Fees calculated & applied in accordance with Part 7 of the Planning & Development Regulations 2009.	Yes	No	Actual cost
		Standard amendments.	Fees calculated & applied in accordance with Part 7 of the Planning & Development Regulations 2009.	Yes	No	Actual cost
		Basic amendments.	Fees calculated & applied in accordance with Part 7 of the Planning & Development Regulations 2009.	Yes	No	Actual cost
	Structure Plans					
		New Local Structure Plan.	Fees calculated & applied in accordance with Part 7 of the Planning & Development Regulations 2009.	Yes	No	Actual cost
		Amendment to Local Structure Plan.	Fees calculated & applied in accordance with Part 7 of the Planning & Development Regulations 2009.	Yes	No	Actual cost
	Pedestrian Access Way and Road Closure					
		Fees are not refundable regardless of whether the proposal is successful. Fees for closure of roads and pedestrian access ways remains the same whether permanent or temporary.				
		Administration Fee.		No	No	1670.00
		Advertising Fee.		No	No	Actual cost
		Signage/gates/fencing.		No	No	Actual cost
	Parking Permit - Commercial Vehicle.					
		Parking Permit - Commercial Vehicle.	Annual.	No	No	222.00
	Parking Permit Replacement.					
		Parking Permit Replacement.		No	Yes	23.00
Rating Services						
	Rating Services					
		Property Ownership Details - Rate book/electoral roll enquiry.	Other than by inspection at local government office (1 property).	No	No	17.20
		Property Ownership Details - Rate book/electoral roll enquiry.	Other than by inspection at local government office (for 5 or more properties).	No	No	86.55
		Property Ownership Details - Rate book/electoral roll enquiry.	No charge for inspection at local government office.			No charge
		Rate Enquiry.		No	No	40.15
		Copy of Certificate of Title.	Standard.	No	No	Actual cost
		Administration fee on rates instalments – 4 instalments.	Instalment Plan.	No	No	21.00
		Administration fee on rates instalments – 2 instalments.	Instalment Plan.	No	No	10.50
		Administration fee on special rates payment arrangements.	Per year, per arrangement.	No	No	55.00
		Legal fees.	Actual legal fees incurred.	No	No	Actual cost

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Legal Fees - Title Search Fee.	At cost.	No	No	Actual cost
		Direct Debit Arrangement Cancellation Fee.	Cancellation of Direct Debit after 3 dishonours due to non compliance.	No	No	55.00
		Adhoc Arrangement Cancellation Fee.	Cancellation of Ad Hoc Arrangement due to non compliance.	No	No	55.00
		Notice of Discontinuance.	Actual cost incurred.	No	No	Actual cost
		Debt Clearance Letter		No	No	27.25
		Attendance at Settlement.	City Officer attendance at settlement (per attendance).	No	Yes	310.00
		Attendance at Magistrates Court.	City Officer attendance at Magistrates Court (per attendance).	No	Yes	187.50
Recquatic						
	General					
		Concession discount.	Health Care Card, Seniors Card, Veteran, Students - 15% off.			15% discount
		Group Discount	Corporate, community groups, family etc. Minimum of 4 people.	No	Yes	15% discount
		Promotional Activities.	Centre Marketing Activities.	No	Yes	0-100% Discount
		Carer/Companion.	Per person.	No	No	No charge
	Facility Hire					
		Cleaning Cost.	Per hour.	No	Yes	50.00
		Locker Use at Recquatic.	Lockers take $1.00 for single use.	No	Yes	1.00
		Hire of Staff.	e.g. Swim instructor or Lifeguard. Amount subject to individual employee pay rate and oncosts. Rate per hour. Minimum 2 hours.	No	Yes	Actual cost
	Recquatic Hireable Spaces					
		Refer to Community Halls and Centres Fees & Charges for definitions and other applicable fees - Page 7-8.				
		Recquatic Studio 1 / Studio 2 / Crèche hire - Standard.	Prices per hour	No	Yes	24.00
		Recquatic Studio 1 / Studio 2 / Crèche hire - Community.	Prices per hour	No	Yes	20.00
	Gym					
		Casual Gym Entry (No joining fee applicable).	Per person.	No	Yes	16.00
	Group Fitness					
		45 to 60 minute class	Per person.	No	Yes	16.00
		30 minute class	Per person.	No	Yes	12.00
	Membership					
		Replacement of Membership Frequency Operated Button (FOB).	Per item.	No	Yes	5.50
	Membership Standard - Fitness					
		Adult - Twelve month upfront.	Twelve months. 15% discount from direct debit.	No	Yes	729.00
		Adult - Direct debit.	Per fortnight.	No	Yes	33.00
		Concession - Twelve month upfront.	Twelve months. 15% discount from direct debit.	No	Yes	620.00
		Concession - Direct debit.	Per fortnight.	No	Yes	28.05
	Membership Premium - Recquatic					
		Adult - Twelve month upfront.	Twelve months. 15% discount from direct debit.	No	Yes	928.00
		Adult - Direct debit.	Per fortnight.	No	Yes	42.00
		Concession - Twelve month upfront.	Twelve months. 15% discount from direct debit.	No	Yes	789.00
		Concession - Direct debit.	Per fortnight.	No	Yes	35.70
		FIFO Membership.	Per person. Annual up front payment only. 50% discount on Premium - Recquatic membership.	No	Yes	464.00
		Senior Off-Peak Memberships - 12 months up front.	Monday to Sunday - 12pm-3pm and Monday to Friday 5.30am-8.30am.	No	Yes	349.00
		Senior Off-Peak Memberships - Direct Debit per fortnight	Monday to Sunday - 12pm-3pm and Monday to Friday 5.30am-8.30am.	No	Yes	13.42
	Membership Standard - Aquatics					
		Adult - Twelve month upfront.	Twelve months. 15% discount from direct debit.	No	Yes	729.00
		Adult - Direct debit.	Per fortnight.	No	Yes	33.00
		Concession - Twelve month upfront.	Twelve months. 15% discount from direct debit.	No	Yes	620.00
		Concession - Direct debit.	Per fortnight.	No	Yes	28.05
		Junior Aquatic Memberships (12 - 15 years old) - 12 months up front.	Twelve months.	No	Yes	349.00
		Junior Aquatic Memberships (12 - 15 years old) - Direct Debit	Per fortnight.	No	Yes	13.42
	Personal Training					
		Block of 10 (one-hour) sessions (20% discount).	Per person.	No	Yes	720.00
		Block of 10 (30 minutes) sessions (20% discount).	Per person.	No	Yes	444.00
		Casual 1 hour session.	Per person.	No	Yes	90.00
		Casual 30 minute session.	Per person.	No	Yes	55.50
		Health assessment and program.	60 minutes total.	No	Yes	90.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department	Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
Small Group Training					
	Casual - 30 to 90 minutes.		No	Yes	0.00 - 100.00
	Block of ten (one-hour) sessions - 20% discount	Ten one-hour sessions purchased in bulk.	No	Yes	20% discount
Rehabilitation					
	Premium.	Per 3 months.	No	Yes	425.00
	Standard Fitness or Aquatics	Per 3 months.	No	Yes	335.00
Sports Stadium					
	Full court - Standard.	Per hour.	No	Yes	60.00
	Half court - Standard	Per hour.	No	Yes	36.00
	Full court - Community.	Per hour.	No	Yes	50.00
	Half court - Community.	Per hour.	No	Yes	30.00
	Badminton court.	Per hour.	No	Yes	20.00
	Casual Court use per person i.e. Basketball Shoots.	Per hour.	No	Yes	5.00
Junior Sports - Term fee based on ten week term (one class per week – pro rata)					
	Junior Team Nomination fee (per team).	Per season.	No	Yes	30.00
	Game Fee – Junior Sports competition.	Per team.	No	Yes	52.00
Adult Team Sports					
	Game Fee - Adult Sports (Seven a side).	Per team.	No	Yes	68.00
	Game Fee - Adult Sports (Five a side).	Per team.	No	Yes	68.00
	Team Nomination fee (Seven a side).	Per season.	No	Yes	68.00
	Team Nomination fee (Five a side).	Per season.	No	Yes	68.00
	Forfeit fine	Per forfeit within 24 hours.	No	Yes	117.00
Lifestyle Programs - Course Fee based on ten week term (one class per week – pro rata)					
	Adult programs - term.	Amount Depending on cost of delivery of the program activity. Cost per week charged as a term amount.	No	Yes	5.00 - 50.00
	Adult programs - casual.	Amount Depending on cost of delivery of the program activity. Cost per casual visit.	No	Yes	5.00 - 50.00
	Junior programs - term.	Amount Depending on cost of delivery of the program activity. Cost per week charged as a term amount.	No	Yes	5.00 - 50.00
	Junior programs - term. Second child 10% discount.	Amount Depending on cost of delivery of the program activity. Cost per week charged as a term amount. 10% off.	No	Yes	10% discount
	Junior programs - casual.	Amount Depending on cost of delivery of the program activity. Cost per casual visit.	No	Yes	5.00 - 50.00
Aquatic Centre					
	Adult entry.	Per person.	No	Yes	6.20
	Child entry (Three -fifteen years).	Per person.	No	Yes	5.20
	Education Department child entry (School bookings, In term etc). Includes free spectator entry.	Per person.	No	Yes	3.40
	Family entry (One adult and three children) or (Two Adults & two children).	Per family.	No	Yes	17.50
	Family Pass - casual.	Ten pack of passes.	No	Yes	157.50
	Adult swim multi-entry (10 entry pass).	10% discount off casual entry.	No	Yes	55.80
	Children swim multi-entry (10 pass).	10% discount off casual entry.	No	Yes	46.80
	Spa, Steam room and Swim (over 16 years only).	Per person.	No	Yes	11.50
	Inflatable volleyball net hire.	Per hour.	No	Yes	16.00
	Special event entry e.g. pool party.	Per person.	No	Yes	2.00 - 20.00
	Swim Club membership.	Entry charged per quarter per member.	No	Yes	30.00
	Vac Swim additional child entry.	Per person. per day.	No	Yes	4.80
	Pool Lane Hire: Per hour - Community.	Subject to availability. Patrons also charged casual entry on top of this fee per person.	No	Yes	13.30
	Pool Lane Hire: Per hour - Standard.	Subject to availability. Patrons also charged casual entry on top of this fee per person.	No	Yes	15.90
Hydrotherapy Pool					
	General entry.	Per person.	No	Yes	7.20
	Hydro pool Hire - Standard	Per hour.	No	Yes	112.00
	Hydro pool Hire - Community	Per hour.	No	Yes	62.00
	Multi-entry Hydro Pool (10 pass).	10% off.	No	Yes	64.80
Group Bookings					
	School Carnival - Full Day (spectator fee inclusive).	Per session.	No	Yes	652.15
	School Carnival - Half Day (spectator fee inclusive).	Per session.	No	Yes	326.07
Birthday Parties					
	Pool Parties.	1.5 hours play + 30 mins café (inflatable hire extra) minimum 10 children - per child.	No	Yes	28.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Play and Games (dry) Party / Disco Party.	1.5 hours play + 30 mins café - per child for first 20 children (minimum 10 children).	No	Yes	28.00
		Birthday Parties.	Per person.	No	Yes	12.00
	Swim School - Term Fee based on ten week term (one class per week – pro rata)					
		Private class (30 minute 1:1).	Per person.	No	No	48.00
		Private class (30 minute class) - Term Fee (10 visits).	Per person.	No	No	480.00
		SAIL classes (30 min class) Term Fee (10 visits).	Per person.	No	No	198.00
		Child Term fee (30 minute class) - First child.	Per person.	No	No	148.00
		Child Term fee (30 minute class) - Second child.	Per person. 10% discount.	No	No	133.20
		Child Term fee (30 minute class) - Third child.	Per person. 20% discount.	No	No	118.40
		Complimentary Pass with any 10 week term of swimming purchased and can only be used during this period of swimming lesson (10 weeks). No entry will be allowed for other programs. Only general swim and spectator allowed. No hydro entry.	Max - child enrolled in swimming lessons and one parent.	No	No	No charge
		Swim School Swimming Assessments.	Per assessment.	No	Yes	10.00
		Swim School Aqua Playgroup - 10 weeks.	Term price. Per person.	No	Yes	74.00
		Swim School Aqua Playgroup.	Casual Price. Per person.	No	Yes	9.20
		Swim School Junior Lifeguard Club.	Per person.	No	Yes	14.80
		Swim School - Lap it up.	Per person.	No	Yes	14.80
		Swim School - Other programs.	Per person.	No	Yes	$0.00 - $100.00
		Swim School Discounts - Holiday programs.		No	Yes	0% - 30% - discount
		Swim School lessons for adults - 45 minutes.	Per lesson. Per person.	No	Yes	17.50
	Crèche					
		Casual users.	Per hour.	No	Yes	4.30
		Casual users 10 pass.	Per hour.	No	Yes	43.00
		Standard Fitness - member usage.	Per hour.	No	Yes	3.20
		Standard Fitness - 10 pass.	Per hour.	No	Yes	32.00
		Standard Aquatic - member usage.	Per hour.	No	Yes	3.20
		Standard Aquatic - 10 pass.	Per hour.	No	Yes	32.00
	Cafe and Pro Shop					
		Cafe and Pro Shop Goods.	Amount depending on supplier costs of goods and services available.	No	Yes	0.00 - 300.00
Waste Management						
	General					
		Bokashi starter kit – Subsidised.	Bokashi starter kits for residents. Includes Bokashi bucket and 1 x 1kg Bokashi Mix packet.	No	Yes	50.00
		Set of 2 x 220lt Compost Bins (available only at workshops).		No	Yes	60.00
		Worm Café package (available only at workshops).		No	Yes	100.00
		Containers For Change Collection Bag	Bag to collect and store containers (Containers for Change).	No	Yes	5.50
	Rubbish & Recycling - Annual Fees					
		Waste Services Charge per property or tenement (pursuant to s67 of the Waste Avoidance and Resource Recovery Act 2007 (WARR Act 2007)).	Includes Waste and Recycling 240L bins, bulk and green verge collections for residential properties and promotional and educational items. Annual Fee for all waste services provided excluding extra bins.	No	No	301.00
		Additional Bins - Waste 240 litre additional bins.	Annual Fee per extra bin.	No	No	241.00
		Additional Bins - Recycling 240 litre bin.	Annual Fee per extra bin.	No	No	60.00
		Additional Bins - Recycling 360 litre bin.	Annual Fee per extra bin.	No	No	60.00
		Changeover - Recycling 360 litre bins (from 240L).	One off changeover fee.	No	No	No charge
	Event Waste and Recycling Bins Provision, Collection and Disposal Services					
		For provision of event WASTE AND RECYCLING services on weekdays, weekends & public holidays from 240 litre MGB's only to and from stock with bins delivered prior to the event during the preceding week by the contractor. Bins collected after the weekend on Monday, emptied, cleaned and returned to stock for reuse. Waste and recycling bin services must be requested a minimum of 10 days prior to the event.				
		Events - All 240 litre waste bins - for bin supply and waste collection and for disposal of waste.	Per bin. This is a contracted service. Minimum 10 days notice applies to this service. Interest will apply where less than 10 days notice is provided and is subject to contractor acceptance of the service request.	No	Yes	75.00

CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Events - All 240 litre recycling bins - for bin supply, collection of resources for recycling processing and disposal.	Per bin. This is a contracted service.	No	Yes	60.00
		Events - Replacement bin for event waste and recycling services where stolen or damaged so as to be unsuitable for services.	Per bin. As determined by the Manager Environmental Health Services.	No	Yes	98.00
	New Bins or Replacement Bins for Waste or Recycling Services - Supply and Delivery for all Properties					
		Supply and delivery of new waste or recycling 240L bin for replacement when lost or stolen.	Half the cost of purchase and supply irrespective of fault.	No	No	41.00
		Supply and delivery of used waste or recycling 240L bin for replacement when lost or stolen.	Reuse of older clean bins when available.	No	No	No charge
		Supply and delivery of new recycling 360L bin for replacement when lost or stolen.	Half the cost of purchase and supply irrespective of fault.	No	No	69.50
		Supply and delivery of used recycling 360L bin for replacement when damaged or stolen.	Reuse of older clean bins when available.	No	No	No charge
		Supply and delivery of new waste or recycling 660L bin for replacement when lost or stolen.	New service.	No	No	Actual cost
		Waste & Recycling Services Establishment fee.	240L Waste and 240L Recycle bins delivered to new client - Price for two bins.	No	No	157.00
		Waste & Recycling Services Establishment fee.	240L Waste and 360L Recycle bins delivered to new client - Price for two bins.	No	No	157.00
		Bulk Waste and Recycling bin services in excess of 360L. Customers requesting this shall submit their request in writing 10 days prior to the services commencement date and approved by the Manager Environmental and Health.	Bulk collection services for either waste or recycling shall be based on a written quotation from council and shall be carried out by the appointed contractor from an agreed commencement date. Tax invoice shall be paid within 30 days of commencement of services.	No	No	Quote + 5% administration fee
	Public Waste Collection Sheds/Bins /Containers Permit and Clean up of Council Reserves, Streets or Public Places from Associated Littering or Illegal Dumping. Local Government Permit.					
		Tax invoice shall be issued and authorised by the Manager Environmental Health.				
		Charitable organisations.	Local Government Permit -Application to install and maintain Public Disposal Waste sheds/Bins /containers for location on or access from Council properties, Street verges or Reserves per shed/Bin /container with contact details, signage and designated number on each item.	No	No	No Charge for all the permits numbered 1 - 6
		Commercial participant/businesses	Depositing building materials and/or a bulk rubbish bin on a road verge.	No	No	$1/m2/month
		Unauthorised use of reserves, streets and street verges. Clean up fee for any residual matter, waste or unwanted materials including soils, tyres, oils, solid or liquid chemicals, household hazardous waste, asbestos, any light globe, chemicals of any nature, sand, vegetative materials, plastics, metals, furniture, bedding, clothing, household products, white goods, electronic products, cardboard, newspaper and magazines and any other product whatsoever left on any reserves, streets including verges, or other public places without approval of Council or is non complaint with a Notice shall be charged a fee for the full cost of a clean up including treatment and any disposal costs. Does not preclude any other charges/penalties that may apply in accordance with other legislation.	Minimum Fee to cover the full cost of recovery and disposal based on staff and employees time and equipment to clean the site and treat and dispose of the matter as required. The minimum fee allows for 2 hours processing and any additional time is to be charged at rate per hour or part thereof plus any sampling/time costs. Any residual fee remaining will be credited to the Payee where a smaller fee is valid.	No	Yes	Actual Cost ($216 Minimum Fee)
		Health Air handling and Water supply (systems) Application & Assessment fees.	Health Regulatory requirement.	Yes	No	400.00
Zone Youth Centre						
		Refer to Community Halls and Centres Fees & Charges for definitions and other applicable fees - Page 7-8.				
	Hire Fees					
		Definitions:	Community - Any Not For Profit organisation, Charitable organisation, charitable event or community groups / sport clubs.			
		Gilmore College Indoor Multi Purpose Court - Casual use.	Per hour, per court.	No	Yes	40.00
		Zone Activity Room - Standard	Per hour.	No	Yes	29.60
		Zone Activity Room - Community	Per hour.	No	Yes	24.60

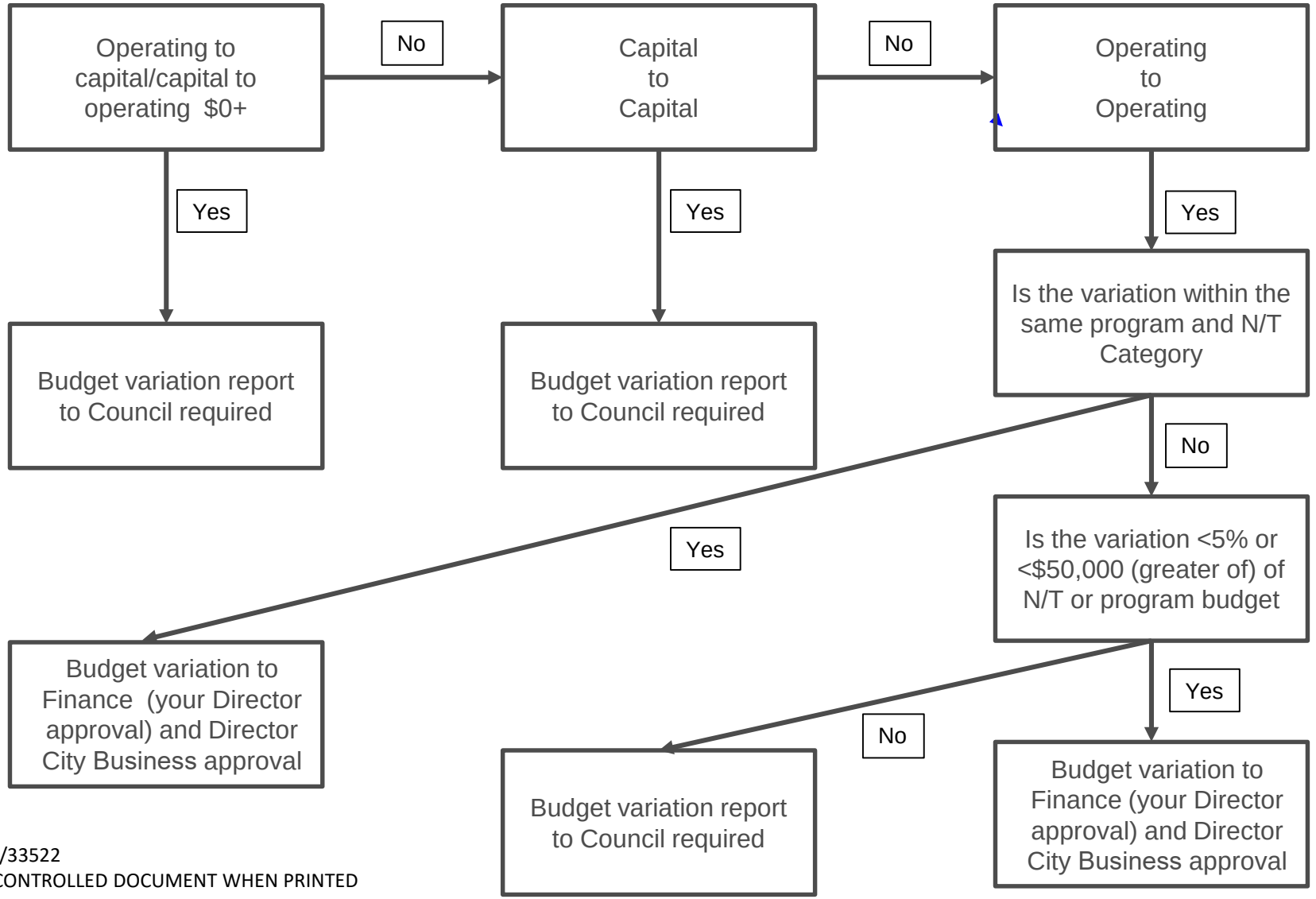
CITY OF KWINANA 2021/2022 DRAFT SCHEDULE OF FEES & CHARGES

All fees and charges imposed by the City of Kwinana are effective 1 July 2021.
Any Statutory Fees are fees imposed by other government agencies and are subject to change without warning.
Pensioners who qualify for the 50% rebate on their rates are also entitled to a 50% discount on fees and charges not included in their rates assessment notice.
The fees & charges must be directly attributable to activities at their principal place of residence, which must also be their rateable property.
Note: This discount does not apply to any legislative or statutory fees & charges or fees & charges not associated with the pensioners principal place of residence e.g. Hall Hire, Reserve Hire etc.

Department		Fees & Charges	Explanatory Comment	Statutory Fee	GST	Draft 21/22 Budget ($)
		Zone Counselling Room - Standard	Per hour.	No	Yes	18.00
		Zone Counselling Room - Community.	Per hour.	No	Yes	12.30
		Zone Lounge and Kitchen - Standard.	Per hour	No	Yes	40.00
		Zone Lounge and Kitchen - Community.	Per hour	No	Yes	30.00
		Zone Meeting Room Level one - Standard	Per hour	No	Yes	18.00
		Zone Meeting Room Level one - Community.	Per hour	No	Yes	12.30
		Zone Multi Media Room - Standard.	Per hour	No	Yes	24.00
		Zone Multi Media Room - Community.	Per hour	No	Yes	18.00
		Zone Multipurpose Hall - Court use only - Standard.	Per hour	No	Yes	28.00
		Zone Multipurpose Hall - Court use only - Community.	Per hour	No	Yes	21.00
		Zone Multipurpose Hall (full court including viewing area) - Standard.	Per hour	No	Yes	50.00
		Zone Multipurpose Hall (full court including viewing area) - Community.	Per hour	No	Yes	37.50
		Zone Multipurpose Hall - Casual use.	Per person.	No	Yes	2.00
	Other Fees and Charges					
		Stage Hire (within Zone).	Per day. Use of portable stage only in Zone building.	No	Yes	60.00
		Security Fee.	Fee charged per call out.	No	Yes	105.00
		Storage.	Cost per m² per month.	No	Yes	7.00
		Tea & coffee.	Cost per person.	No	Yes	4.00
		Conference/large booking hire discount	Continuous hire for 2 days or more will receive a 20% discount.			
	Program, Activities and Events Fees and Charges					
		School Holiday program.	Amount depending on cost of delivery of the program activity.	No	Yes	Actual cost
		Youth Programs.	Amount depending on cost of delivery of the program activity.	No	Yes	Actual cost
		Youth Events.	Amount depending on cost of delivery of the event.	No	Yes	Actual cost
		Facilitated Youth Activities	Hourly rate depending on cost of delivery of the program activity.	No	Yes	Actual cost
		Administration Fee	Charge for making more than six changes to a regular hire booking. Charge for each additional change including cancellations and late payment.	No	Yes	25.00
		Cleaning Fee.	Fee charged for additional cleaning required.	No	Yes	50.00
		Projector use.	Projector use is included in room hire.	No	Yes	
		Computers in Multimedia Room	Public use PC's are included in room hire.	No	Yes	
		Hotdesk Community	Per hour.	No	Yes	7.40
		Hotdesk Standard	Per hour.	No	Yes	11.60

ATTACHMENT C

Budget Variation Report to Council Process Map



18.6 Elected Member and Chief Executive Officer Attendance at Events Policy

DECLARATION OF INTEREST:

There were no declarations of interest declared.

SUMMARY:

In accordance with the recently enacted section 5.90A of the *Local Government Act 1995* (Act), the City is required to prepare and adopt a policy addressing attendance at events by Elected Members and the CEO. This includes concerts, conferences, functions or sporting events, whether free of charge, part of a sponsorship agreement, or paid by the local government.

Attendance at an event in accordance with such policy will exclude the gift holder from the requirement to disclose an interest if the ticket is above $300 and the donor has a matter before council. Any gift received that is less than $300 (either one gift or cumulative over 12 months from the same donor) also does not need to be disclosed as an interest.

Gifts over $300 must still be declared in accordance with the requirements of Section 5.87 of the Act.

It is recommended that Council implement the Elected Member and Chief Executive Officer Attendance at Events Policy, as at Attachment A.

OFFICER RECOMMENDATION:

That Council adopt the Elected Member and Chief Executive Officer Attendance at Events Policy, as at Attachment A.

NOTE - AN ABSOLUTE MAJORITY OF COUNCIL IS REQUIRED

DISCUSSION:

In 2017, the State Government announced a review of the Act with the new framework coming into effect in October 2019. A range of new legislative requirements for local governments were introduced, including the requirement for local governments to have a policy that provides a framework for the acceptance of event invitations. The policy is to apply to both Elected Members and the Chief Executive Officer.

The policy aims to ensure that the City meets both the community expectations and the legislative requirements under section 5.90A of the Act, which requires all Local Governments to prepare and adopt such a policy. The policy requires Council to actively consider both the purpose of and benefits to the community from Elected Members and the CEO attending an event.

18.6 ELECTED MEMBER AND CHIEF EXECUTIVE OFFICER ATTENDANCE AT EVENTS POLICY

LEGAL/POLICY IMPLICATIONS:

Local Government Act 1995

5.90A. Policy for attendance at events

(1) In this section —
event includes the following —
(a) a concert;
(b) a conference;
(c) a function;
(d) a sporting event;
(e) an occasion of a kind prescribed for the purposes of this definition.

(2) A local government must prepare and adopt a policy that deals with matters relating to the attendance of council members and the CEO at events, including —*
(a) the provision of tickets to events; and
(b) payments in respect of attendance; and
(c) approval of attendance by the local government and criteria for approval; and
(d) any prescribed matter.
** Absolute majority required.*

(3) A local government may amend the policy.*
** Absolute majority required.*

(4) When preparing the policy or an amendment to the policy, the local government must comply with any prescribed requirements relating to the form or content of a policy under this section. (5) The CEO must publish an up-to-date version of the policy on the local government's official website.

5.87. Discretionary disclosures generally

A relevant person may, at his or her discretion, disclose in any return any direct or indirect benefits, advantages or liabilities, whether financial or not —
(a) which are not required to be disclosed by any other provision of this Subdivision; and
(b) which the person considers might appear to raise a conflict between the person's private interests and the person's duty as a council member or a designated employee or which he or she otherwise desires to disclose.

Subdivision 2A — Disclosure of gifts

5.87A. Council members to disclose gifts

(1) A council member must disclose, in accordance with subsection (2) and section 5.87C, a gift received by the council member.

Penalty for this subsection: a fine of $10 000 or imprisonment for 2 years.

(2) The disclosure must be made in writing to the CEO.

(3) A person does not commit an offence against subsection (1) if —
(a) the amount of the gift does not exceed the amount prescribed for the purposes of this paragraph; or

(b) the gift is not received by the person in their capacity as a council member.

(4) For the purposes of subsection (3)(a), if the gift is 1 of 2 or more gifts made by 1 person to the council member at any time during a year, the amount of the gift is the sum of the amounts of those 2 or more gifts.

(5) For the purposes of subsection (3)(b), the gift is not received by the person in their capacity as a council member if it is a gift that the person would have received even if the person were not a council member.

5.87B. CEOs to disclose gifts

(1) A CEO must disclose, in accordance with subsection (2) and section 5.87C, a gift received by the CEO.

Penalty for this subsection: a fine of $10 000 or imprisonment for 2 years.

(2) The disclosure must be made in writing to the mayor or president.

(3) A person does not commit an offence against subsection (1) if —
(a) the amount of the gift does not exceed the amount prescribed for the purposes of this paragraph; or
(b) the gift is not received by the person in their capacity as the CEO.

(4) For the purposes of subsection (3)(a), if the gift is 1 of 2 or more gifts made by 1 person to the CEO at any time during a year, the amount of the gift is the sum of the amounts of those 2 or more gifts.

(5) For the purposes of subsection (3)(b), the gift is not received by the person in their capacity as the CEO if it is a gift that the person would have received even if the person were not the CEO.

5.87C. Provisions about disclosure

(1) This section applies to a disclosure under section 5.87A or 5.87B.

(2) The disclosure must be made within 10 days after receipt of the gift.

(3) The disclosure must include the following —
(a) a description of the gift;
(b) the name and address of the person who made the gift;
(c) the date on which the gift was received;
(d) the estimated value of the gift at the time it was made;
(e) the nature of the relationship between the person who made the gift and the person who received the gift;
(f) in the case of a travel contribution —
(i) a description of the travel; and
(ii) the date of the travel.

FINANCIAL/BUDGET IMPLICATIONS:

There are no financial/budget implications as a result of this report.

18.6 ELECTED MEMBER AND CHIEF EXECUTIVE OFFICER ATTENDANCE AT EVENTS POLICY

ASSET MANAGEMENT IMPLICATIONS:

There are no asset management implications as a result of this report.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS:

There are no environmental/public health implications as a result of this report.

STRATEGIC/SOCIAL IMPLICATIONS:

There are no strategic/social implications as a result of this report.

COMMUNITY ENGAGEMENT:

There are no community engagement implications as a result of this report.

COUNCIL DECISION

453

MOVED MAYOR C ADAMS **SECONDED CR S WOOD**

That Council adopt the Elected Member and Chief Executive Officer Attendance at Events Policy, as at amended Attachment A.

CARRIED AN ABSOLUTE MAJORITY OF COUNCIL 7/0

NOTE – Council amended the Officer Recommendation by modifying Attachment A at section 5.1.1 as follows: where an invitation to an event is extended to the Mayor, and the Mayor and Deputy Mayor are unable to attended, that the invitation will be the referred to other Councillors with an Elected Member chosen through a ballot rather than the Mayor's choosing to align with current practice. The Council was of the view that this approach was more equitable.

ATTACHMENT A

Council Policy

Elected Member and Chief Executive Officer Attendance at Events



Council Policy	
Legal Authority	*Local Government Act 1995*
Department	City Legal

1. Title

Elected Member and Chief Executive Officer Attendance at Events Policy

2. Purpose

This policy addresses attendance at any events, including concerts, conferences, functions or sporting events, whether free of charge, part of a sponsorship agreement, or paid by the local government.

The purpose of the policy is to provide transparency, establish guidelines for the appropriate disclosure and management of acceptance and attendance at events by Elected Members and the Chief Executive Officer (CEO).

3. Scope

Attendance at an event in accordance with this policy will exclude the requirement to disclose an interest where the ticket is above $300 (either one gift or cumulative over 12 months from the same donor) and the donor has a matter before Council.

Receipt of the gift will still be required under the gift register provisions.

4. Definitions

Nil.

5. Policy statement

Elected Members and the CEO are required to attend events to fulfil their leadership role in the community

5.1 Provision of tickets to events

5.1.1 Invitations – Elected Members

The City of Kwinana will allow Elected Members to accept invitations, including tickets, from third parties to attend events falling into the following categories:

a) Concerts;
b) Conferences;
c) Functions; and
d) Sporting Events

Where an invitation (including tickets) is extended to specified Elected Members, the relevant Elected Members are able to accept or decline the invitation in their own right.

If an Elected Member is unable or does not wish to attend the event to which the invitation relates, the Elected Member is to advise the event organiser. At the discretion of the event organiser, the ticket(s) may be gifted to another Elected Member of their choosing.

Where an invitation to attend an event including tickets, is extended to the City of Kwinana and is addressed to the Mayor, the Mayor will have the right to either accept the invitation or offer the invitation to the Deputy Mayor in the first instance. If the Deputy Mayor declines the invitation, the Mayor may offer the invitation to other Councillors with an Elected Member chosen through a ballot.

Where an invitation is received by the Mayor and is extended to multiple unspecified Elected Members, the Mayor may distribute the invitation (including tickets) to Councillors of their choosing.

Where an Elected Member accepts tickets to any event in accordance with this Policy and the value of such tickets exceeds $300, it must be declared and entered in the City's Gift Register in accordance with Section 5.87A of the *Local Government Act 1995* (Act).

This Policy does not apply to events run by the City of Kwinana involving any form of refreshments or entertainment and to which there is an expectation that Elected Members (and spouse) will be invited to attend.

The Council Administration Officer (Councillors) / Executive Assistant to the CEO and Mayor are to be given notification of all events.

5.1.2 Invitations – CEO

The City of Kwinana will allow the CEO to accept invitations, including tickets, addressed to either the CEO or the City of Kwinana from third parties for attendance at events within the following categories –

a) Concerts;
b) Conferences;
c) Functions; or
d) Sporting Events

If the CEO is unable, or does not wish, to attend the event to which the invitation relates, the CEO is to advise the event organiser. At the discretion of the event organiser, the CEO may distribute such tickets to another staff member of their choosing.

Where multiple invitations, including tickets, are received by the CEO to attend an event, the CEO may distribute the invitation (including tickets) to staff members of their choosing.

The Executive Assistant to the CEO and Mayor are to be notified of any events.

5.1.3 Approval of attendance

a) In making a determination regarding attendance at an event, the Mayor and/or CEO is to consider:
    a. who is providing the invitation or ticket to the event;
    b. the location of the event in relation to the local government (within the district or out of the district);
    c. the role of the Elected Member or CEO when attending the event (participant, observer, presenter) and the value of their contribution;
    d. whether the event is sponsored by the local government;
    e. the benefit of local government representation at the event,
    f. the number of invitations / tickets received; and

g. the cost to attend the event, including the cost of the ticket (or estimated value of the event per invitation) and any other expenses such as travel and accommodation.

b) Decisions to attend events in accordance with this policy will be made by the Mayor and/or CEO in accordance with any authorisation provided in this policy.

5.1.4 Payments in respect of attendance

a) Where an invitation or ticket to an event is provided free of charge, the local government may contribute to appropriate associated expenses, such as travel and accommodation for events outside the district, if the Mayor and/or CEO determines attendance to be of public value.

b) For any events where a member of the public is required to pay, unless previously approved and listed below:

- Advocacy lobbying or Ministerial briefings;
- Annual General Meetings of clubs or organisations within the City of Kwinana;
- Any free event held in the City of Kwinana;
- Australian or West Australian local Government events;
- Awards nights/dinners of clubs within the City of Kwinana;
- City hosted events, ceremonies and functions;
- City hosted events with employees;
- City run tournaments or events;
- City sponsored functions or events;
- Community art exhibitions;
- Cultural events or festivals;
- Events run by a local, state or federal government;
- Events run by schools, universities or educational institutions;
- Major professional bodies associated with local government;
- Opening or launch of an event or facility within the City of Kwinana;
- Recognition of service events;
- Service club events (eg Rotary, Lions, RSL etc); or
- Events where the Mayor, Elected Member or CEO attendance has been formally requested.

The Mayor and/or CEO will determine whether it is in the best interests of the local government for an Elected Member or the CEO or another officer to attend on behalf of the Council.

c) If the Mayor and/or CEO determines that an Elected Member or CEO should attend a paid event, the local government will pay the cost of attendance and reasonable expenses, such as travel and accommodation.

d) Where spouses of an authorised local government representative attend an event, the City will pay for such attendance, or alternatively where invitations / tickets received by the City may be provided for this purpose where they are available.

5.1.5 Event Attendance

a) The attendees are authorised in order of priority, subject to the number of available invitations / tickets. Where there are insufficient invitations / tickets available for all pre-authorised attendees to attend, the CEO (in liaison with the Mayor) will determine final attendance.

b) It is considered appropriate for an Elected Member(s) or CEO's spouse to accompany them to an Event held outside of normal business hours. The City will pay for such attendance, or alternatively where invitations / tickets received by the City may be provided for this purpose where they are available.

c) The Mayor can delegate any approved attendance to an Event to the Deputy Mayor or another Elected Member.

d) This policy does not apply where the Mayor, an Elected Member or the CEO attends an Event at their own cost and in a personal capacity.

e) Invitations / tickets to Events may be provided to the City by event organisers. Where attendance at these events is approved in accordance with this Policy, the requirement to disclose a financial interest under the Act will not apply.

f) An invitation provided or addressed personally to a Elected Member or to the CEO (for instance via a personal email account) will not be captured by this Policy, and the requirement to disclose a financial interest where the amount exceeds the amount prescribed under the *Local Government (Administration) Regulations 1996, Regulation 20A* will apply.

6. References

Date of adoption and resolution No.	23/06/2021 #453
Review dates and resolution No.	
Next review due date	2023
Related documents	**Acts/Regulations** *Local Government Act 1995* *Local Government (Administration) Regulations 1996* **Plans/Strategies/Policies/Processes** Elected Members Allowances, Expenses and Gifts Policy Elected Members Training and Development Policy Local Government Operational Guidelines, Attendance at events policy

Note: Changes to references may be made without the need to take the Policy to Council for review.

19 Notices of motions of which previous notice has been given

Nil

20 Notices of motions for consideration at the following meeting if given during the meeting

Nil

21 Late and urgent Business

Nil

22 Reports of Elected Members

22.1 Deputy Mayor Peter Feasey

Deputy Mayor Peter Feasey reported that he had attended the Kwinana Senior Citizens Annual General Meeting (AGM) and John Crouch was elected as the President.

The Deputy Mayor advised that he had attended the Meet the Cops for Coffee in Wellard.

22.2 Councillor Wendy Cooper

Councillor Wendy Cooper reported that she had attended the SMRC Stakeholders Meeting.

Councillor Cooper advised that she had viewed the new City of Kwinana Recquatic equipment.

Councillor Cooper mentioned that she had attended the Community Planting Event at Homestead Ridge.

Councillor Cooper reported that she had attended the City of Kwinana LyriK Awards Ceremony held at Koorliny Arts Centre.

Councillor Cooper advised that she had attended the Judging of the Child and Youth Photograph entries.

Councillor Cooper mentioned that she had attended the Kwinana Economic Development Strategy Forum – Industry.

Councillor Cooper reported that’s he had attended the Meet the Cops for Coffee initiative.

Councillor Cooper advised that she had officially notified the City of Kwinana Chief Executive Officer that she would be resigning as a Councillor as of 16 October 2021 and the she is looking forward to a change of pace.

22 REPORTS OF ELECTED MEMBERS

22.3 Councillor Sandra Lee

Councillor Sandra Lee reported that she had attended a tour to the City of Kwinana Recquatic Centre to see the new exercise equipment. Councillor Lee stated that the new exercise equipment is incorporates many technological features.

Councillor Lee advised that she had attended the Cockburn Sound Management Council Meeting and that Arron Moses from Recfish West gave a presentation of the collection methods for collecting snapper hatchlings so they can be taken to a snapper hatchery. Councillor Lee explained that snapper take six years to mature. Councillor Lee added that the little penguins on Penguin Island continue to decline, but surprisingly the little penguin population are increasing on Garden Island.

Councillor Lee mentioned that she had attended the City of Kwinana Audit and Risk Committee Meeting.

Councillor Lee reported that she had attended the City of Kwinana LyriK Awards Ceremony, which is always a lovely evening to hear and see so many of the City's young people achieving and contributing to our community.

Councillor Lee advised that she had attended the Economic Development Strategy Forum for local business where people from local businesses came along to contribute ideas for future growth.

Councillor Lee mentioned that she had attended the Kwinana Economic Development Strategy Forum – Industry, where industry people contributed ideas to progress growth and development.

Councillor Lee reported that she had attended the Meet the Cops for Coffee in Wellard, which had been great to see our local Police Officers out meeting people in a friendly environment.

Councillor Lee advised that she had attended the Community Planting Event at Homestead Ridge where approximately 800 plants were planted with lots of members of the community helping.

22.4 Councillor Matthew Rowse

Councillor Matthew Rowse reported that on 27 May 2021, he had attended the City's National Reconciliation Flag Raising Ceremony.

Councillor Rowse advised that on 8 June 2021, he Chaired the LEMC Meeting.

Councillor Rowse mentioned that on 11 June 2021 he had attended the Kwinana Volunteer Bushfire Brigades Awards Dinner.

Councillor Rowse reported that on 14 June 2021 he had attended the City of Kwinana Audit and Risk Committee Meeting.

Councillor Rowse advised that on 16 June 2021 he had attended the 2021 City of Kwinana LyriK Awards Ceremony held at the Koorliny Arts Centre.

22 REPORTS OF ELECTED MEMBERS

22.5 Councillor Sherilyn Wood

Councillor Sherilyn Wood reported that she had attended a tour to the City of Kwinana Recquatic Centre to see the new exercise equipment. Councillor Lee stated that the new exercise equipment is incorporates many technological features.

Councillor Sherilyn Wood advised that she had attended the Meet the Cops for Coffee in Wellard.

Councillor Sherilyn Wood mentioned that she had attended the Kwinana Economic Development Strategy Forum.

23 Answers to questions which were taken on notice

Nil

24 Mayoral Announcements

Mayor Carol Adams advised that she had participated in the following media items:

- Filming for Regional Development (Perth) ahead of their National conference. The organisation works with several key stakeholders to identify and promote economic development for the South Metro Region focusing on new business development and future job growth.
- National Reconciliation Week, flag raising ceremony
- Media with local resident, Mr Gillon to highlight the need for owners to be responsible for picking up their dog poo at Homestead Park
- Media to highlight the changes to the City's new verge collection service

The Mayor reported that she had attended the Citizens Advice Bureau Advisory Committee Meeting.

The Mayor advised that she had attended a presentation on the Work, Health and Safety Bill that was given to Elected Members and the Audit and Risk Committee.

The Mayor mentioned that she had attended the Kwinana Swimming Club Annual Trophy Presentation.

The Mayor reported that she had attended the 2021 Reconciliation Week Street Banner Project Launch Reception by Minister Stephen Dawson at the Perth Museum.

The Mayor advised that she had attended the launch of the City of Rockingham Investment Prospectus.

The Mayor mentioned that she had attended a tour and demonstration of newly installed Recquatic Centre gym equipment.

The Mayor reported that in company with Councillor Matthew Rowse, was a member of the 2021 Lyrik Award Assessment Panel.

24 MAYORAL ANNOUNCEMENTS

The Mayor advised that she had attended the Free Range Kids panel discussion (Growing up in Medina as Children in the 1950's and 1960's) and opened the forum.

The Mayor mentioned that she had attended the WA Police (Mandurah Region) Medals Award Ceremony.

The Mayor reported that she had attended and spoke on behalf of the City at the official ground-breaking ceremony for Blue Phoenix Australia Bottom Ash Processing Plant, the first of its kind in Australia. The Mayor explained that it is a partnership with Avertas Energy that re-uses the materials left from the WtE process, representing a true circular economy. At completion there will be eight full time employees and represents a $10M investment in the Kwinana area.

The Mayor advised that she had attended the Volunteer Bush Fire Brigade Awards Dinner and passed on her congratulations to Fay Treeby from the Mandogalup Volunteer Bush Fire Brigade for her 40th Year Service Medal.

The Mayor mentioned that she had attended the 50th Deadly Yakka Program Launch at the Rockingham Youth Centre. The Mayor explained that the Deadly Yakka is an indigenous employment program held at the Rockingham Youth Centre by Matchworks.

The Mayor reported that she had attended the City's Public Art Review Panel Assessment Meeting.

The Mayor advised that she had attended the City of Kwinana LyriK Award Ceremony – congratulations to all award nominees and winners, Djai Hunter for being announced as the Lyrik Young Person of the Year.

The Mayor mentioned that in company with Councillor Wendy Cooper, was one of the judges for the City of Kwinana Photography Competition. The Mayor explained that the Category winners are to be announced at an event on 1st July.

The Mayor reported that she had attended the Gilmore College Board Meeting. The Mayor added that the students have landed on the support of a school mascot being the Wardong (Aboriginal word for crow or raven). The Wargon emblem will be used in future marketing materials, letter heads and email signatures.

The Mayor advised that she had attended the Peter Carnley Anglican Community Founders Ceremony, celebrating 10 years in Wellard.

The Mayor mentioned that in company with the CEO, met with Mr Roger Cook MLA for Kwinana to discuss various issues, including relocation of the off -road vehicle area and the Kwinana mountain bike/loop trail initiative

The Mayor reported that along with several other Elected Members, she had attended the inaugural Meet the Cops for Coffee at Wellard Village as part of a community safety initiative.

The Mayor advised that along with other Elected Members and industry representatives, she had attended the Kwinana Economic Development Strategy Forum.

24 MAYORAL ANNOUNCEMENTS

The Mayor mentioned that she had attended the Rockingham Kwinana Chamber of Commerce Jobs Fair held at the Gary Holland Centre in Rockingham.

The Mayor reported that she had been invited by the Rotary Club of Kwinana to attend and participate in a community stakeholder forum to discuss the potential for a Kwinana Rotary Community Fair.

The Mayor advised that she had attended the WALGA Special State Council Meeting regarding budget adoption.

The Mayor mentioned that she had been advised by WALGA that she had been appointed by the Minister to the DFES State Emergency Services Capital Grants Committee. The Mayor explained that it is a voluntary role.

25 Confidential items

COUNCIL DECISION
454
MOVED CR P FEASEY **SECONDED CR S WOOD**

That, in accordance with Section 11.7 of the City of Kwinana *Standing Orders Local Law 2019,* Council move behind closed doors to allow discussion of the Confidential Items.

CARRIED
7/0

The gallery and the press exited the Council Chambers and the doors were closed at 6:37pm.

25.1 Variation to kerbside waste and recycling contract 1 July 2021

This report and its attachments are confidential in accordance with Section 5.23(2)(c) of the Local Government Act 1995, which permits the meeting to be closed to the public for business relating to the following:

(b) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting, and

COUNCIL DECISION
455
MOVED CR P FEASEY **SECONDED CR S WOOD**

That Council approve the variations to the Schedule of Fees and Charges of the Waste Management Services – Waste and Recycling Collections, Processing and Disposal contract with SUEZ Recycling and Recovery Pty Ltd as per Attachment A.

CARRIED
7/0

COUNCIL DECISION
456
MOVED CR P FEASEY **SECONDED CR S WOOD**

That Council return from Behind Closed Doors.

CARRIED
7/0

The Council Chambers doors we reopened at 6:38pm.

26 Close of meeting

The Mayor declared the meeting closed at 6:40pm.